



**PARA
HULO'**
EVER UPWARD

STRATEGIC PLAN

2019-2024



UNIVERSITY OF
GUAM
UNIBETSEDÂT GUÅHAN



STRATEGIC PLAN

2019-2024

Published by the
UNIVERSITY OF GUAM

Developed by
UOG Marketing &
Communications
marcom@triton.uog.edu



©2020 University of Guam

The University of Guam is a U.S. Land Grant Institution accredited by the Western Association of Schools and Colleges Senior College and University Commission and is an equal opportunity provider and employer.

TABLE OF CONTENTS

3	Message from the President
4	Message from the Senior Vice President & Provost
6	Ever Upward
8	The Process
9	University Commitment to Para Hulo'
10	Strategic Planning Committee
13	Vision and Mission
14	Core Values
17	Environmental Scans and Criteria
18	Strategic Initiatives
21	Being Recognized as a RESEARCH UNIVERSITY Centered in Island Wisdom
25	Leading as a PARTNERSHIP UNIVERSITY
29	Enriching the STUDENT EXPERIENCE
33	Becoming a Model for OPERATIONS AND CUSTOMER SERVICE in Guam and all of Micronesia
36	Growing our FINANCIAL RESOURCES
39	Building and Sustaining our INFRASTRUCTURE
42	The Future of UOG



MESSAGE FROM THE PRESIDENT

Welcome to the start of an exciting ever-upward journey for the University of Guam!

Our University has made remarkable progress over the years. As we continue that momentum, we will see our greatest local, regional, and global impact if we have a collective vision and specific, measurable steps to make it a reality.

I am proud to officially launch the Para Hulo' 2019-2024 Strategic Plan, a plan that not only provides direction for every department, but a plan that represents the ideas and viewpoints that you – our faculty, administrators, staff, students, and alumni – have contributed. Your values, your strengths, and your vision are the fabric of Para Hulo'.

Specific tasks under our six core initiatives will involve each of you. Take ownership of these tasks, both individually and as a team, as we evolve UOG into something that represents and benefits all of us here and in the region we serve.

Biba, UOG!



Thomas W. Krise, Ph.D.
President

MESSAGE FROM THE SENIOR VICE PRESIDENT & PROVOST

In a time when sustainability has become a global focus, our University, by nature, has the most sustainable product of all: people with the knowledge and drive to make a difference. Our students use what they learn here for life, and providing that education will always be our top priority as a University.

But in the Para Hulo' Strategic Plan, we recognize that our purpose isn't solely education for our students; it is delivering relevant value to the community through leveraged partnerships and extension work and educating the world through our research.

Para Hulo' seeks a broader impact for our University by prioritizing all three of these avenues of our academic enterprise: research centered on island wisdom, meaningful partnerships, and student success. It also recognizes that none of these can be possible without a plan for financing, effective operations and customer service, and modernized infrastructure.

These initiatives launch an exciting new phase for the University of Guam, and we are proud to work alongside each of you as we move ever upward to transform lives and advance communities through our Para Hulo' initiatives. Biba UOG!



Anita Borja Enriquez, DBA
Senior Vice President and Provost



UNIVERSITY OF GUAM REACHES EVER UPWARD

Ina, Deskubre, Setbe – To Enlighten, To Discover, To Serve – is the mission of the University of Guam. Since its founding in 1952 as the Territorial College of Guam and since its elevation to university status in 1968, raising standards of academic excellence and developing robust partnerships with the communities of Guam and the whole of Micronesia have been the core of the UOG enterprise.

According to its Charter, “The University of Guam is dedicated to the continuing search for truth, justice, liberty, happiness, and dignity among the people and islands of Guam and the Western Pacific. ... The University of Guam shall provide instruction in the arts, sciences, and professional and technical curricula. It shall provide all support services necessary for its functions and for the maintenance of accreditation; shall conduct research within any or all fields of study as resources permit, and shall provide public service, including consultation services, to the people of Guam. It shall be Guam’s Land-Grant Institution.”

The University’s mandate to serve all the peoples of Micronesia makes it unique among American public universities in that it is directed by its sponsoring government to serve people beyond the jurisdiction of that government. As Micronesia’s university, it serves a special — even sacred — function as the primary keeper of island wisdom, including the languages, cultures, and customs of the CHamoru and other indigenous peoples of Micronesia.

The University's designation as a U.S. land-grant university in 1972 underscored the three-part mission of teaching, research, and service that is the foundation of the land-grant idea. Land-grant universities are charged to conduct research, teach the results, and share the benefits with the communities they serve.

Over the last 20 years, the University has achieved a best-practice level of institutional autonomy, which has allowed the institution to expand its academic offerings, launch new programs and initiatives that generate revenue, and seek partnerships that benefit Guam and the region. The University also developed a solid assessment process to support high-quality accreditation reviews resulting in an unprecedented 16 consecutive years of academic accreditation.

The **Para Hulo' Strategic Plan** builds upon the excellent work of the last 20 years or more, including the Good to Great initiative, to help UOG become its best self — to serve its surrounding communities better, to foster heritage and languages, to develop human capital, to keep the best people here in Guam and the region, to innovate and develop new industries, and to help solve every challenge faced by this region.



STRATEGIC PLAN

2019-2024

In January 2019, the 11th president of the University of Guam, Thomas W. Krise, launched a new strategic planning process designed to build on the University's strengths and capacities developed over the last 20 years.

The five-year plan, dubbed "**Para Hulo**" – CHamoru for UOG's Latin motto "excelsior," or "ever upward" – will prepare UOG for its next WASC Senior College and University Commission accreditation site visit in 2024 and continue UOG's desired trajectory toward greatness.

THE PROCESS

The two-phase strategic planning process took place from February to August 2019. A Strategic Planning Committee (SPC), which included the 16-member President's Council and other members of the University community recognized by their colleagues as being exemplary employees with a strong commitment to improving the University.

The entire University community contributed ideas and input through several surveys and feedback through town hall meetings. The SPC analyzed, discussed, and identified the best and most impactful ideas for the University going forward. The SPC then developed a new Vision Statement and an expanded Mission Statement for the University and identified values shared by the entire University community.

UNIVERSITY COMMITMENT TO PARA HULO'

- 40+ faculty, staff, administrators, alumni, and students
- 15 committee meetings
- 15+ sub-committee meetings
- Two town hall meetings
- Eight online surveys

PHASE 1 (February to April 2019)

- Information gathering through surveys
- Input from all faculty, staff, administrators, students, and alumni
- Developed vision, mission, values, and strategic initiatives

PHASE 2 (May to August 2019)

- Developed prioritization criteria
- Determined goals, objectives, projects, and programs

IMPLEMENTATION PLANNING (December 2019 to January 2020)

- Developed timelines
- Identified resources and budgets

STRATEGIC PLAN LAUNCH (February 2020)

STRATEGIC PLANNING COMMITTEE

PRESIDENT'S COUNCIL

Dr. Thomas W. Krise
President

Dr. Anita Borja Enriquez
Senior Vice President and Provost

Randall Wiegand
Vice President, Administration & Finance
and Chief Business Officer

Norman Analista
Director of Development, Alumni Affairs,
& Foundation Relations

Dr. Lawrence Camacho
Dean, Enrollment Management &
Student Success

Remy Cristobal
Associate Dean, Enrollment
Management & Student Success

Larry Gamboa
Interim Director, EEO/ADA/Title IX
Coordinator

Joseph Gumataotao
Interim Chief Human Resources Officer

James Hollyer
Acting Chief Planning Officer

Dr. Rachael Leon Guerrero
Vice Provost, Research & Sponsored
Programs

Jonas Macapinlac
Chief Marketing & Communications
Officer

Cathleen Moore-Linn
Executive Director, RCUOG

David Okada
Interim Chief of Staff and Board Liason

Carlos Taitano
Diretor, Global Learning & Engagement

Dr. Lee Yudin
Dean, College of Natural &
Applied Sciences

Deborah Leon Guerrero
Vice Provost, Institutional Effectiveness

Dr. Troy McVey
Vice Provost, Academic Excellence,
Graduate Studies, and Online Learning

Dr. Annette Santos
Dean, School of Business & Public
Administration

Bert Meno
Custodian, Plant & Facilities

Dr. Cheryl Sanguenza
Assistant Professor of Secondary
Education

Jeannette Jose
Administrative Assistant
Division of Mathematics

Dr. John Jensen
Director, Water and Environmental
Research Institute (WERI)

Dr. John Rivera
Assistant Professor of
Public Administration

Jonathan Nguyen
Program Coordinator, School of Health

Dr. Kyle Smith
Professor of Psychology

David Gogue
President, Staff Council

Marc Bituin
President, Student Government
Association

Dr. Michael Clement
Associate Professor of History and
Micronesian Studies

Dr. Michelle Santos
Associate Professor of Education

Rachel Cubacub
Associate Budget & Process Officer

Roland San Nicolas
Assistant Professor of Library Science

Dr. Tanisha Aflague
Extension Agent III/Assistant Professor
of Nutrition

Elizabeth Guruwaen
Payroll Supervisor

Kalyne Roberto
UOG Alumna

Evander De Guzman
Former SGA President

Vicki Renacia
Former Legal Counsel (Ret.)

Rommel Hidalgo
Former Chief Information Officer

***NOTE: Additional committee members
joined strategic initiative sub-
committees.***



VISION STATEMENT

*"Transforming Lives,
Advancing Communities"*



MISSION STATEMENT

INA, DESKUBRE, SETBE

The University of Guam empowers the region by uniting island wisdom with universal sources of enlightenment to support exceptional education, discovery, and service that respect and benefit local and global communities.





Respect and Supportiveness

Honesty, Integrity,
Trustworthiness, and
Dependability

High Standards

Diversity

Community Engagement

Sustainability and
Campus Beauty

Innovation and Proactivity







ENVIRONMENTAL SCANS: WHAT IS NEEDED?

- Stable public funding plus revenue generation
- Improved student-faculty engagement
- Increased public visibility/fostering public confidence in UOG
- Recognition that UOG is a worthy investment
- Cultivation of alumni relationships
- Improved facilities
- Improved student experiences

PRIORITIZATION CRITERIA FOR STRATEGIC ISSUES

1. Fit to mission
2. Student experience
3. Contribution to the public good
4. Viability
5. Quality of program/activity
6. Financial sustainability, efficiency, and productivity
7. Environmental sustainability
8. Honors the values of *respetu* and *ina'famaolek*
9. Demand and relationships
10. Cultural contribution

STRATEGIC INITIATIVES

Para Hulo' focuses on six strategic initiative areas that will further enhance UOG's ability to provide a valuable education and an engaging experience to its students, serve the needs of its communities in Guam and the region, and enhance the recognition of the University of Guam as the flagship research and partnership institution for all of Micronesia.

- Being recognized as a **RESEARCH UNIVERSITY** centered in island wisdom
- Leading as a **PARTNERSHIP UNIVERSITY**
- Enriching the **STUDENT EXPERIENCE**
- Becoming a model for **OPERATIONS AND CUSTOMER SERVICE** in Guam and all of Micronesia
- Growing our **FINANCIAL RESOURCES**
- Building and sustaining our **INFRASTRUCTURE**





UOG graduate student Andrew McInnis attaches a staghorn coral fragment to a deployed coral tree in December 2019 in the Piti Bomb Holes marine preserve.

Being recognized as a RESEARCH UNIVERSITY centered in island wisdom



A TEACHING UNIVERSITY WITH AN EXCEPTIONAL COMMITMENT TO RESEARCH

In a region that is distinctive by its geography and indigenous cultures, the University of Guam has knowledge and capabilities that no other institution can offer. Because of its unique position, the University strives to become a nationally and internationally recognized research university as a Doctoral Professional University (DP/U) under the Carnegie Foundation for the Advancement of Teaching.

This classification will earn the University of Guam a respected voice in the global conversation on topics intimately familiar to and of concern to this region and its cultures, such as climate change and indigenous languages and cultures.

The University will expand its research facilities and implement doctoral degree programs in select fields, beginning with professional disciplines, such as education or business and eventually graduating to research doctorates in areas of particular strength — thereby attracting distinguished faculty and researchers, inviting mutually beneficial research collaborations, increasing the University's and the region's impact on a global scale, enhancing the academic experience and opportunities for UOG graduate students, and increasing opportunities for undergraduates to engage in research and to pursue graduate school.

KEY ACTIVITIES

- Develop professional doctoral programs
- Prepare to become a Doctoral Professional University (DP/U) under the Carnegie Foundation for the Advancement of Teaching
- Collect, display, and foster UOG's local, regional, national, and international connections and exchanges
- Establish stronger ties and on-ground resources at all regional colleges
- Promote online and hybrid programs and public-private partnerships (PPP)

Being recognized as a **RESEARCH UNIVERSITY** centered in island wisdom

GOAL 1. MODEL WISDOM AND SUSTAINABILITY

UOG will be a model for Island Wisdom and Island Sustainability that embraces our regional identity and values and engages indigenous frameworks.

OBJECTIVES

1. Within the next five years, establish the Island Wisdom framework that will guide instruction, service, and research.
2. Within the next five years, integrate sustainable initiatives into UOG operations to support a sustainable future.
3. Within the next five years, develop a UOG Island Wisdom Think Tank.

GOAL 2. PROVIDE REGIONAL EXPERTISE

UOG will be the primary source of regional expertise across cultural, economic, environmental, political, social, and technological frames.

OBJECTIVES

1. Within the next five years, develop and launch a “Your University” campaign. Establish and maintain an integrated database of university-related research, service, and outreach activities.
2. Within the next five years, build local, regional, and national collaborative partnerships to develop and implement four to five undergraduate internships; graduate fellowships; pre-/post-doctorate programs; scholar faculty exchanges/ fellowships; and ambassador/ extension-ships.
3. Within the next five years, offer relevant program offerings that support the overall well-being and sustainability of the region.

GOAL 3. FOSTER RESEARCH AND INNOVATION

Strengthen infrastructure (to include personnel, Office of Graduate Studies support, faculty professional development, research facilities, and program development) to better position UOG to transition into a Doctoral Professional University (DP/U) that continues to serve the needs of the island and region.



UOG Sea Grant biologist and National Science Foundation fellow Josefa Muñoz tends to a sea turtle at an eastern beach on Guam. Photo by UOG Sea Grant.

Native American Student and Community Center

PORTLAND STATE
UNIVERSITY

710 SW Jackson Street



UOG students at Portland State University to begin the BUILD EXITO research mentorship program. (From left) Gabriel Borg, Ma. Edelisa Francisco, Angel Mar Pamintuan, Regina-Mae Dominguez, Jaelene Manibusan, Julianne Ballon, Corinth Aguon, and Kimmy Taguacta.

Leading as a PARTNERSHIP UNIVERSITY



BECOMING THE NEXUS FOR PARTNERSHIPS IN GUAM AND ALL OF MICRONESIA.

The University of Guam touches all parts of community life — partnering with organizations and institutions region-wide to improve health care, education, natural resources, public policy, cultural preservation, and more. The University will work to attain the Carnegie Community Engagement Classification, an elective classification that formally recognizes its commitment to the people in this region and that provides a roadmap for deepening its existing partnerships as well as developing new ones in all parts of the communities of Guam, the region, and beyond.

The classification will affirm to the people of Micronesia that the University of Guam invites collaboration on community challenges, and it will position the University to receive even more grant funding to pursue research and projects that benefit the community.

A prime example of strengthening partnerships will be enriching UOG's collaborations with other regional colleges: Guam Community College, College of Micronesia-FSM, College of the Marshall Islands, Northern Marianas College, and Palau Community College.

KEY ACTIVITIES

- Prepare to apply for Carnegie Community Engagement Classification during the 2025 cycle
- Collect, display, and foster UOG's local, regional, national, and international connections and exchanges
- Establish stronger ties and on-ground resources at all regional colleges
- Promote online and hybrid programs and public-private partnerships (PPP)

Leading as a **PARTNERSHIP UNIVERSITY**

GOAL 1. ARTICULATE CONNECTIONS

Prepare to apply for Carnegie Community Engagement Classification during the 2025 cycle.

OBJECTIVES

1. Collect evidence of community engagement activities.
2. Store, organize, and display the evidence in a user- friendly manner.
3. Achieve military-friendly and military spouse-friendly designations.

GOAL 2. CAPTURE PARTNERSHIPS

Capture existing partnerships and encourage more by developing a user-friendly website to collect and display all MOUs and other evidence of connections. Articulate the University's connections and intersections at all levels (campus, Guam, national, regional, island universities, and international).

OBJECTIVES

1. Create and maintain a comprehensive repository to document all the connections (professional organizations, public impact, community good).
2. Establish a ranking system for evaluating existing partnerships. Present the repository in a visual and intuitive manner.

GOAL 3. COLLECT INFORMATION

Collect and use information supportive of strong partnerships by reforming administrative processes to facilitate the collection, display, and use of information that contributes to establishing and strengthening productive partnerships.

OBJECTIVE

1. Convert hardcopy CFES, MOUs/MOAs, travel reports (including student travel), etc. to electronic format to serve as sources to build the repository.

GOAL 4. ESTABLISH STRONGER ONLINE AND ON-GROUND PLATFORMS

Fulfill the charge in our Charter to serve all the peoples of Micronesia by seeking to establish stronger online and on-ground offices or centers in each of the countries or territories in Micronesia.

OBJECTIVE

1. Create UOG online and on-ground centers to promote stronger partnerships.

GOAL 5. EXPAND ONLINE / HYBRID EDUCATION

Foster stronger partnerships and better serve all of Micronesia by expanding online, hybrid, and other forms of educational delivery throughout the region.

OBJECTIVES

1. Evaluate current offerings and identify specific targets for expansion of courses, certificates, and degrees.
2. Offer more online degree and certificate programs

GOAL 6. SUPPORT DIVERSITY AND GLOBAL LEARNING

Achieve high-impact educational practices for diversity and global learning by encouraging study-away programs throughout Micronesia and among island universities and in the wider world.

OBJECTIVES

1. Evaluate current offerings and identify specific targets for expansion of study-away programs focused on Micronesian exchanges and other island universities.
2. Increase the number of students participating in high-quality study-away programs.

GOAL 7. DIVERSIFY AND SUPPLEMENT REVENUE STREAMS

Strengthen connections with regional economic sectors and diversify and supplement revenue streams by promoting public-private partnerships (PPP) and research and innovation spaces and structures.

OBJECTIVES

1. Establish the first two public-private partnerships (PPP) to develop the UOG hatchery and international dorm.
2. Establish objectives for research park/innovation village/incubator.
3. Maximize student engagement in PPP.
4. Assign SDGs to UOG POCs and ensure partnerships with appropriate regional agencies.

GOAL 8. GROW STRATEGIC PARTNERSHIP FUNDRAISING REVENUE STREAMS

Develop a strategic advancement plan that addresses fundraising capacity aligned with supporting partnerships.

OBJECTIVES

1. Determine necessary staffing pattern to support the operations.
2. Determine the necessary resources to support the plan.
3. Determine specific fundraising goals and targets.



Enriching the STUDENT EXPERIENCE



IMPROVING THE STUDENT SUCCESS LIFECYCLE

Providing a positive, supportive student experience is central to improving degree completion rates and timely degree completion. The University of Guam strives to be more closely engaged and proactive in supporting students on academic, financial, and personal matters, to include developing more peer mentoring and advising services so students are more likely to seek help and succeed.

Students will benefit from high-impact educational practices, such as undergraduate research, learning communities, capstone projects, and study-away opportunities. Improved retention and graduation rates will, in turn, improve career outcomes for UOG students and more human capital for Guam and the region.

Other initiatives involve enriching the campus experience for residential and commuter students, including expanding on-campus job opportunities and internships with local companies and organizations.

KEY ACTIVITIES

- Develop more “wrap-around” and proactive student support
- Enhance culturally sensitive teaching, peer advising, and mentorship
- Reform processes to ensure students can finish in a timely manner
- Expand the College Affordability Initiative
- Launch a Student Leadership Development Program

Enriching the **STUDENT EXPERIENCE**

GOAL 1. ENHANCE STUDENT EXPERIENCES

Offer the best, and most diverse, student experience among higher education institutions in the Western Pacific.

OBJECTIVES

1. Establish Triton Student Ambassador Program from Emerging Leaders, Pathfinder, and Trailblazer components in three years.
2. Establish Diversity Center by the end of Faʻomnākan 2020.
3. Develop and strengthen the Student/ Alumni Network Affinity Program.
4. Improve the ADA student experience on campus.
5. Secure five building spaces for lounges and creative spaces.
6. Create a robust Sports, Recreation, and Wellness Program.
7. Strengthen the Student Experience within the Residence Halls.
8. Provide support to students with children.

GOAL 2. PROVIDE ACADEMIC AND STUDENT SUPPORT

Provide academic and student support to allow all students to complete their degrees in a timely manner.

OBJECTIVES

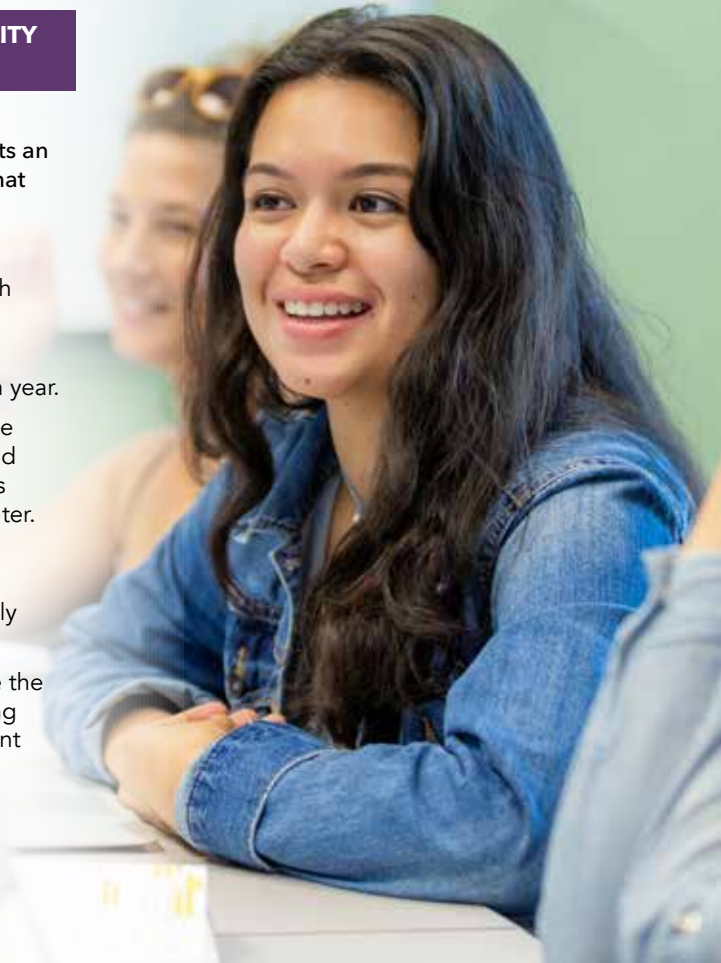
1. By the end of five years, 85% of graduating students will have experienced at least one advising intervention through the Triton Advising Center (TAC).
2. By the end of five years, 85% of UOG undergraduate students will have received instruction in financial literacy and been advised about financial aid options and protocols.
3. By the end of five years, 85% of UOG graduating seniors will have completed at least one career preparation activity through the TAC.
4. Align course offerings/schedules with student preferences.

GOAL 3. IMPROVE AFFORDABILITY FOR ALL STUDENTS

Expand the College Affordability Initiative so that everyone who wants an education can afford to complete that education in a timely manner.

OBJECTIVES

1. Develop a financial aid outreach campaign by Tinalo' 2020.
2. Increase FAFSA applications submitted and completed each year.
3. Consolidate all state and private scholarships and fellowships and create an Office of Scholarships within the Triton One-Stop Center.
4. Provide financial support to continuing students to ensure completion of degree in a timely manner.
5. By Fañomnâkan 2020, enhance the student ID system by integrating it into the Financial Management System.





UOG student Deidra Cruz shows the features of the award-winning TritonGo mobile application.

Becoming a model for OPERATIONS AND CUSTOMER SERVICE in Guam and all of Micronesia



IMPROVING CUSTOMER EXPERIENCE FOR ALL TRITONS

As a multi-faceted organization, the University of Guam aims to be an example of operational excellence in the government of Guam in the areas of customer service, professional development, grant management, and cross-functional online services.

As the University works to reform and refine its own processes, it strives to develop a structure that others can model, extending knowledge of best practices for the benefit of the whole region.

These initiatives to improve operational efficiency will also strengthen UOG's reputation for excellent stewardship of government appropriations and private investments.

KEY ACTIVITIES

- Model excellent customer experience to internal and external customers
- Develop user-centered web services and online processes
- Implement professional development programming to enhance employees' skills, knowledge, and engagement
- Reform support and auxiliary functions to improve customer satisfaction

Becoming a model for OPERATIONS AND CUSTOMER SERVICE in Guam and all of Micronesia

GOAL 1. PROVIDE EXCELLENT CUSTOMER SERVICE

Implement a University-wide customer service philosophy and program to provide an excellent customer experience to internal and external customers.

OBJECTIVES

1. Within the next year, review outcomes of customer service training held in April 2017 (<https://setbisiu.uog.edu>) and develop an updated customer service philosophy and training.
2. By 2021, provide customer service training to all UOG employees. Full training may need to be adjusted for non-front desk employees.
3. Employ a multi-channel approach to improve the customer experience across the University, which will create better customer relationships and affinity with the UOG brand.

GOAL 2. IMPROVE WEB SERVICES & ELECTRONIC PROCESSES

Improve web services and electronic processes to be more user-friendly and efficient through a user-centered design that will improve the user experience.

OBJECTIVE

1. Commit to a primarily paperless experience for most business processes by 2024, which will improve efficiency, accountability, and data gathering.

GOAL 3. IMPLEMENT EMPLOYEE RELATIONS PROGRAMS

Implement employee relations programs and activities that will develop employee skills, increase employee knowledge, and strengthen employee engagement.

OBJECTIVES

1. By 2021, restart Employee Development Program.
2. By 2021, restart Employee Association.

GOAL 4. IMPROVE PROCESSES AND SERVICE DELIVERY

Improve processes and service delivery at units that engage with internal and external customers daily including: Triton Store, Auxiliary Services, Business Office, Human Resources, Office of Information Technology, and Student Services.



Growing our FINANCIAL RESOURCES



SEEKING OUT NEW AND DIVERSE REVENUE-GENERATING OPPORTUNITIES

Faced with a decline in funding from the government of Guam, the University must shift its financial game plan from one of reliance to one of efficiency, sustainability, and entrepreneurship.

The University is looking to develop a sustainable financial model to include the expansion of revenue-generating enterprises and engagement in private-public partnerships. This model will allow for a continued investment in the programs and services that directly impact students' lives, community needs, and the workforce.

Diversification of revenue streams will strengthen UOG's mission and help it to thrive in an uncertain economic environment. New ventures, such as developing public-private partnerships and fee-for-service operations, combined with growing current revenue streams, such as non-credit training and professional development program offerings, as well as developing high-demand graduate programs and expanding government grants and contracts will ultimately enhance UOG's ability to accomplish its mission and lessen its dependence on government appropriations.

KEY ACTIVITIES

- Develop a sustainable financial model
- Foster an entrepreneurial and experimental spirit
- Implement cost-saving and process efficiency system
- Pursue private-public partnership (PPP) Opportunities

GOAL 1. ADOPT A FINANCIAL MODEL

Review, determine, and adopt a financial model that will support the University's mission and achieve financial sustainability.

OBJECTIVES

1. On an on-going basis, identify current and new revenue streams, specifically the dollar amount to ensure there are enough revenues to cover costs.
2. Review the needs of the University and determine the funding that can be obtained from the government and the funding that needs to be raised from student tuition, fees, and charges.



A public-private partnership is being explored for the UOG Hatchery.

GOAL 2. DEVELOP AN ENTREPRENEURIAL SPIRIT

Develop an entrepreneurial spirit when it comes to implementing /creating / developing programs and initiatives.

OBJECTIVE

1. Improve understanding across campus of the need to develop a spirit of entrepreneurship on the campus.
2. Develop a University-wide understanding of how funds are used (need to cover costs and invest in infrastructure).

GOAL 3. IMPLEMENT COST-SAVING MEASURES

Implement measures that can result in cost savings.

OBJECTIVES

1. Review methods such as Six Sigma and Lean Management and determine which method should be adopted to help increase efficiencies and lower costs.
2. Streamline processes to improve efficiency through ERP-related software and systems.



Building and sustaining our INFRASTRUCTURE



DEVELOPING AND BUILDING A MODERN UNIVERSITY CAMPUS

Modern and well-maintained facilities, equipment, and technology are crucial components of a competitive and globally relevant education.

In conjunction with its initiative to grow financial resources, the University of Guam is looking to develop its campus facilities, infrastructure, and connectivity with a focus on environmental sustainability and accessibility.

The plan includes a number of initiatives to restructure and support best practices in sustaining campus facilities, and UOG is planning to build major new facilities, including the School of Engineering, the Student Success Center, and the Guam Cultural Repository. Additions to the Science Building and the School of Health are also underway.

Building these in-demand facilities will enhance UOG's mission. Maintaining these and existing infrastructure in a sustainable and professional manner will be equally important.

KEY ACTIVITIES

- Develop a culture of maintenance to sustain existing and future buildings
- Commit to environmental sustainability practices
- Commit to campus accessibility
- Continue to invest in IT infrastructure

Building and sustaining our INFRASTRUCTURE

GOAL 1. INCREASE OPERATIONAL EFFICIENCY

Improve and sustain operational efficiency so that there is a high return on organizational investments.

OBJECTIVES

1. Maximize the use of technology and professional development/training opportunities to reduce costs and improve efficiency.
2. Use proactive and Just-in-Time inventory management and controls.
3. Have the appropriate personnel, equipment, and facilities to produce high-quality results and protect assets.
4. Keep up with demands for student learning, research, service to the community, and secure internal information systems; have up-to-date hardware and software and responsive and reliable services provided by a professional Office of Information Technology.

GOAL 2. MEET UTILITY NEEDS

Meet the utility needs of all University assets and be in compliance with environmental policies and best practices.

OBJECTIVES

1. Build and maintain sufficient capacity for current and projected utility infrastructure, including emergency resiliency.
2. Meet environmental regulatory requirements, harmonized with the UN Sustainability Goals when possible. Proactively mitigate/respond to emergency/disaster environmental concerns.

GOAL 3. SUSTAIN CAMPUS MAINTENANCE

Utilize preventive maintenance best practices to maintain a clean, safe, functional, and attractive campus bringing buildings, grounds, equipment, and facilities to industry standards.

OBJECTIVE

1. Upkeep all facilities all the time to maintain cleanliness, safety, functionality, and appearance
2. Upkeep grounds/landscaping to maintain cleanliness, safety, functionality, and attractiveness
3. Upkeep equipment to maintain cleanliness, safety, and functionality.

GOAL 4. REVIEW PHYSICAL MASTER PLAN

Keep up with demands for student learning, research, service to the community, and internal systems and renovate or replace existing facilities and/or construct new facilities, in accordance with the current Physical Master Plan.

OBJECTIVE

1. Repair, renovate, and/or expand existing facilities, to include complete ADA compliance and sustainability capability.
2. Fund and build new facilities that are LEED Silver or above and completely ADA compliant.

THE FUTURE OF THE UNIVERSITY OF GUAM

The Para Hulo' Strategic Plan's requirement that UOG seek external validation for its excellence in research and partnerships is a key way to honor and acknowledge how far the University has come as the emerging flagship university for all of Micronesia. The University's commitment to the student experience, operational excellence, diversifying revenue sources, and developing an infrastructure poised for growth will prepare and showcase progress for the next WASC Senior College and University Commission accreditation visit in 2024.

Throughout the plan the University of Guam remains committed to the principles of the land-grant ideal that universities are:

"publicly created, publicly supported and governed by public bodies for public purposes ... Our mission is a mindset as much as a program. The irreducible idea is that we exist to advance the common good ... [providing] an education that is both liberal and practical with benefits apparent to both students and the larger society..."

For UOG, that "larger society" includes all of Micronesia. For UOG, those "public purposes" include the preservation and flourishing of indigenous cultures and languages of Guam and Micronesia. For UOG, that "liberal and practical" education includes island wisdom passed down from generations in these islands from time immemorial. And for UOG, that "mindset" includes a vision for emerging as one of the most important universities in the Pacific Islands, ensuring *Ina, Deskubre, Setbe* for the people of this region, for the world, and for the future.





H A F A A D A I



UNIVERSITY OF GUAM
UNIBETSEDÁT GUAHAN

EST. 1952



UNIVERSITY OF
GUAM
UNIBETSEDÁT GUÁHAN

For more information and updates visit:
www.uog.edu/parahulo