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University of Guam Administrator Policy Manual

Version 1.2: April 11, 2022
This is the third version and 6 employees provided feedback to V1.1.

Yellow indicates a suggestion or a suggested fix
Blue indicates where a deeper decision needs to take place



27 **University of Guam Policy / Procedure Face Sheet**
 28

Policy Type	<input checked="" type="checkbox"/> Board; <input type="checkbox"/> Board-approved; <input type="checkbox"/> President; <input type="checkbox"/> President-approved; <input type="checkbox"/> Other				
Policy/Procedure Manual Name	UOG Human Resources Office Administrator Manual				
Article No.		Article Title	Administrator Policies		
UOG Human Resources Office and Equal Employment Opportunity Procedures, Regulations, and Policies Manual	Human Resources Office Manual				
Approval Authority	Board of Regents	Effective	__/__/2022	Most Recent Review	__/__/2022
Responsible Executive	J. Gumataotao, CHRO(A)	Resolution No		Date of Next Required Review (date set by Board)	__/__/2022
Responsible Office		Revision Tracking	__/__/2022		
Policy/Procedure Contact and Website where document is maintained	671.735.2350; hro@triton.uog.edu ; https://www.uog.edu/policy-procedures-library/				
Who Should Review (not in specific order)	<input type="checkbox"/> Creating group; <input type="checkbox"/> Unit Administrator(s); <input type="checkbox"/> Unit Academic Affairs Committee; <input type="checkbox"/> Human Resources Office; <input type="checkbox"/> Business Office; <input type="checkbox"/> Facilities and Maintenance; <input type="checkbox"/> Institutional Safety Committee; <input type="checkbox"/> Faculty Senate; <input type="checkbox"/> Faculty Union; <input type="checkbox"/> Student Government Association; <input type="checkbox"/> Administrator Council; <input type="checkbox"/> Academic Officers Council; <input type="checkbox"/> Vice President Administration and Finance/Chief Business Officer; <input type="checkbox"/> Senior Vice President & Provost; <input type="checkbox"/> UOG Legal Counsel; <input type="checkbox"/> UOG President; <input type="checkbox"/> UOG Board of Regents; <input type="checkbox"/> Guam Legislature; <input type="checkbox"/> Governor of Guam				
Initiation / Review / Consultation / Approval History	Approved by BOR 2/28/2000; as the RRPM.				
NOTE: All approved changes to policy/procedures need to be made on the hardcopy of this document within 5 workdays and posted on https://www.uog.edu/policy-procedures-library/ within 10 workdays from the date approved.					

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166
167

168 **The University of Guam Administrator's Policy Manual**

169
170 **Background and Overview**

171 Section 16112 of Chapter 16 of Title 17 of Guam Code Annotated, the UOG Charter, gives the
172 University of Guam Board of Regents the authority to create new Administrator positions or to
173 abolish any Administrator position. Administrator positions are one type of Academic position
174 within the University. Administrators are responsible for carrying out University policies.

175
176 Somewhere in the background and overview it should be stated that certain Administrators and
177 faculty are in the "Academic" class of GovGuam employees.

178
179 Employees who are defined as "Academic Personnel" as described in §16112. Personnel
180 Rules: Academic Personnel. Academic personnel are defined as faculty and certain
181 administrators. 17 GCA EDUCATION, CH. 16 CHARTER.

182
183
184 **Administrator Positions**

185 This section lays out general job descriptions for Administrator positions which briefly indicates
186 job titles and what each title entails. These positions have been either created or modified by
187 the Board of Regents. The University of Guam Human Resources Office is the custodian of the
188 titles below. These titles fit into the following categories:

189
190 *Executive Leadership*

191 The executive administration refers to the President, Senior Vice President of Academic &
192 Students Affairs and Provost, Vice President for Administration & Finance/Chief Business
193 Officer, and the General Counsel of the University of Guam.

194
195 *Academic Administrators*

196 Deans, Associate Deans, and Directors of Research Units are Administrators who supervise
197 faculty. Vice Presidents and Vice Provosts with oversight over academic matters are academic
198 administrators who may, or may not, supervise faculty.

199
200 *Non-Academic Administrators*

201 Other administrators have oversight over a specific unit at UOG. These can be Director,
202 Associate Director, Chief Officer positions, or some unique title approved by the Board. These
203 administrators do not supervise faculty.

204
205 *Non-Administrator Titles*

206 Faculty or staff may assume roles as Project Director/Director on a grant project, which does not
207 make them a BOR-approved Administrator. They may also be referred to as Coordinator,
208 Chair, or other such title. The use of these titles is functional in nature and should not be
209 construed to imply the employee is an "Administrator" as defined in Section 16112 of Chapter
210 16 of Title 17 of Guam Code Annotated.

211 Reviewer asked: Do we need this paragraph?

212
213 Executive Leadership other than the President, Academic Administrators, and Non-Academic
214 Administrators are positions created in law or created by the Board of Regents consistent with
215 their authority in accordance with Section 16112 of Chapter 16 of Title 17 of Guam Code
216 Annotated.

217 **Appointment of Administrators**

218 The Board shall appoint the President. The President, on the recommendations of appropriate
219 administrators and guided by the recommendations of Search Committees, shall appoint
220 administrators, such as may be necessary to fulfill the mission and purposes of the UOG.

221
222 **General Responsibilities**

223 All administrators play important roles in the initiation, formulation and enforcement of University
224 policies promulgated by the Board of Regents. Administrators are expected to monitor the
225 implementation of policies affecting their respective areas of responsibility and to recommend
226 modifications or deletions in order to improve operational efficiency and services, fiscal
227 management, and community relations of the University.

228
229 Individually, administrators are accountable for the proper performance of duties required of
230 their position and in accordance with established institutional policies and statutory
231 requirements.

232
233 Notwithstanding the difference in their individual roles, they should recognize that collegial and
234 professional discourse is essential not only for harmonious Administrator relationships within the
235 University organization, but also for an orderly attainment of the mission, values, and goals of
236 the University and for the solution of Administrator problems.

237
238 **Type of Appointments**

239
240 **Full-time Administrator Appointments**

- 241 1. Appointments to all Administrator positions shall be based on the individual's academic and
242 professional attainments.
- 243 2. Candidates for academic Administrator positions at the Dean's, Associate Dean's, or
244 Director's and Associate Director's level and above should have an earned doctorate, or
245 other terminal degree, and should have demonstrated major accomplishments in the areas
246 of instruction, research, or services sufficiently great to merit an academic rank at the senior
247 professional level.
- 248 3. Candidates for other academic Administrator positions must have at least an earned
249 master's degree and should have demonstrated major endeavors sufficiently great to merit
250 an academic rank at the junior professional level.
- 251 4. Candidates for non-academic Administrator positions should have at least an earned
252 master's degree; however, individuals without a master's degree may be appointed at the
253 discretion of the President if they have gained superior professional skills via special training
254 and/or experience.
- 255 5. All Administrators serve at the pleasure of the President and shall be compensated in
256 accordance with the Administrator salary schedule established by the Board of Regents.
257 The President serves at the pleasure of the Board of Regents and shall be compensated as
258 established by the Board of Regents. The SVP/P and the VPAF/CBO serve at the pleasure
259 of the President and their salaries shall be negotiated with the President.
- 260 6. A person selected for an administrator position from outside of the University of Guam can
261 be placed in one of three categories:
- 262 a. Administrator appointed without concurrent faculty rank;
 - 263 b. Administrator appointed with concurrent faculty rank, without faculty retreat entitlement;
 - 264 c. Administrator appointed with concurrent faculty rank, with retreat entitlement.
- 265

266 *Reviewer asked: There doesn't seem to be room for a non-academic administrator from*
267 *within UOG. This seems to be written for academic administrators. This seems to be written*
268 *for academic administrators.*

269 *EDs NOTE: Do we need a similar paragraph for INSIDE candidates*

- 270
- 271 7. The placement in any of the above categories will depend on a combination of the following
- 272 criteria:
- 273 a. The academic credentials, teaching and research experience of the candidate;
- 274 b. The extent to which the administrator appointment requires prior university teaching and
- 275 research experience;
- 276 c. The projected availability of an appropriate faculty position at the termination of the
- 277 candidate's administrator assignment.

278

279 If the Search Committee for an Administrator position wants to recommend faculty rank with, or

280 without, retreat rights, it must request a recommendation from the appropriate unit of UOG. The

281 request must be submitted by the Search Committee to the division/department Chair of the unit

282 in which faculty status is sought. The request will be evaluated by the division/department Chair

283 and faculty, by the Dean and the Senior Vice President & Provost with the **University President**

284 **making the final recommendation to the Board of Regents**. In determining rank, the current

285 Faculty Hiring Schedule shall be followed.

286

287 *Reviewer asked: Why would the President take a hire of an administrator with faculty rank to the*
288 *Regents? Does the President obtain Regent approval to hire administrators without rank? Does*
289 *the President get Regent approval to hire a professor? Why does a President need the Board of*
290 *Regents to approve the hire of an administrator with faculty rank?*

291

292 Current holders of Administrator positions who have not been given concurrent rank at the time

293 of hiring can request a review to determine the appropriateness of their being granted

294 concurrent rank with or without retreat rights. The request must be submitted through the

295 immediate supervisor to the division/department Chair of the unit in which he or she seeks

296 faculty status. The request will be evaluated by the division/department Chair and faculty, by the

297 Dean and the Senior Vice President & Provost with the **University President making the final**

298 **recommendation to the Board of Regents**. The criteria listed above, and the current Faculty

299 Hiring Schedule, will be applied in considering a current Administrator's faculty status review.

300

301 *Reviewer asked: Why would the President take a hire of an administrator with faculty rank to the*
302 *Regents? Does the President obtain Regent approval to hire administrators without rank? Does*
303 *the President get Regent approval to hire a professor? Why does a President need the Board of*
304 *Regents to approve the hire of an administrator with faculty rank?*

305

306

307 **Appointment of Faculty to Administrator Positions**

308 A current UOG faculty member who is officially appointed to an Administrator position, following

309 a formal search process, shall retain his or her faculty rank during the time that he or she serves

310 in the Administrator capacity to which he or she is appointed. The only exception will be a case

311 where discontinuation of faculty status is one of the agreed upon conditions of the Administrator

312 appointment.

313

314 A person who is appointed to an Administrator position, and who is a current faculty member of

315 the University, shall retain his or her faculty rank during the time that he or she serves in the

316 Administrator capacity to which he or she is appointed. The person appointed will
317 simultaneously retain a faculty position and the Administrator position. The only exception will
318 be a case where discontinuation of faculty status is one of the agreed upon conditions of the
319 Administrator appointment.

320
321 Upon completion of the Administrator service period, an administrator who has retreat rights and
322 whose term as Administrator ends for reasons other than "cause," shall have retreat rights to
323 faculty status, in a capacity mutually acceptable to the individual and to the institution's
324 management. Upon completion of his or her Administrator service and return to faculty position,
325 the faculty member will receive the number of Step increases in the salary received prior to the
326 Administrator appointment that would have been received over the period of time the faculty
327 member has served as administrator. If the Administrator service period is longer than ten (10)
328 years, the President may, at his discretion, credit the faculty member for time served and
329 consider the faculty member who was serving as an Assistant Professor or Associate Professor
330 to be slotted at the next higher appropriate rank.

331
332 *Reviewer asked: Shouldn't there be a place for a full professor; especially if an Academic*
333 *employee was pulled in from faculty and has been in an administrator position for a very long*
334 *time?*

335
336 *Reviewer asked: This statement of the President granting a promotion to an administrator after*
337 *10 years is inconsistent with the President's current request that the Deans give him a draft*
338 *proposal on a process by which an administrator can apply for promotion.*

339
340 *Does the President want to leave in this 10 yr possibility? If he approves the Deans' process for*
341 *applying for promotion, then will this statement have to be changed or removed?*

342
343

344 **Appointment of Faculty in an Acting Administrator Capacity**

345 Occasionally, the University needs to fill an administrator position quickly and oftentimes a
346 faculty member is asked to fill that position. These positions are appointed by the appropriate
347 Vice President upon final approval of the President. The following conditions apply:

348
349 A 9- or 12- month faculty member who accepts an Administrator position in an acting capacity
350 retains his or her status as a faculty member and shall continue to be paid a salary at the same
351 rate that was received prior to such acting appointment; for up to one (1) year only.

352
353 If the appointment extends beyond thirty (30) calendar days, a nine-month (9) faculty member
354 so appointed shall begin to be paid at the salary level of the Administrator position that is equal
355 to the first quartile (Q1) of the Administrator Salary Scale or the sum of his or her equivalent
356 twelve-month faculty salary, plus a two-increment salary increase, whichever is greater and may
357 accrue prorated annual leave. A twelve-month (12) faculty member, whose appointment
358 extends beyond thirty (30) calendar days, shall begin to be paid at the salary level of the
359 Administrator position that is equal to the first quartile (Q1) of the Administrator Salary Scale or
360 the sum of his or her twelve-month (12) salary plus a two (2) increment salary increase,
361 whichever is greater and will continue to accrue annual leave.

362
363 *Reviewer asked: The second paragraph seems off. The faculty member is to receive his prior*
364 *pay for a year. Then in the second para, it says they get acting pay if they serve more than 30*
365 *days?*

366
367 Upon termination of the acting appointment, the faculty member shall reassume his or her
368 faculty position and the salary thereof.

369
370 **Appointment of an Administrator to a Higher Acting Administrator Capacity**

371 Occasionally, the University needs to fill an administrator position quickly and oftentimes an
372 administrator is asked to fill a higher administrator position. These positions are recommended
373 by the appropriate Vice President with final approval of the President. The following conditions
374 apply:

375
376 An administrator who accepts a higher Administrator position in an acting capacity shall
377 continue to be paid a salary at the same rate that was received prior to such acting
378 appointment. If the appointment extends beyond thirty (30) calendar days, the administrator
379 so appointed shall begin to be paid at the salary level of the Administrator position that is
380 equal to the first quartile (Q1) of the Administrator Salary Scale or the sum of his or her
381 Administrator twelve (12) month salary plus a two (2) increment salary increase, whichever
382 is greater, and will continue to accrue annual leave.

383
384 **Appointment in an Acting or Interim Administrator Capacity**

385 An individual appointed in an “acting” capacity serves in the absence of a permanent appointee
386 whereas one appointed in an “interim” role serves through a period between permanent
387 appointees. [Board Resolution 13-25]

388
389 The President shall determine whether an appointment is "acting" or "interim" **along these**
390 **guidelines.**

391
392 **Acting**

393 In “acting” appointments, an individual is charged with the duties of another because that
394 original person is on leave or prevented – whether by suspension from office or incapacitation
395 (as in an illness, accident, or absence) – from executing their responsibilities.

396 1. When an authority (President, Vice President, Administration and Finance/Chief Business
397 Officer, or Senior Vice President & Provost) has received notification that an administrator
398 under their supervision is prevented from executing their responsibilities, the authority shall
399 draft a memorandum designating a named individual to an “acting capacity.”

400 a. The memorandum will state the employee’s name and their position title of the
401 individual to be on leave, the anticipated time frame, and the employee that will be
402 designated to an “acting capacity” during the stated effective time frame.

403 b. If no date of return is foreseeable the authority may determine the “acting capacity” to
404 be in effect “until further notice.”

405
406 **c. Should the period of service reach two (2) years for Academic Administrators and**
407 **Directors of Research Units, UOG shall initiate a search process as described for**
408 **Academic Administrators & Directors of Research Units below.**

409
410 2. The authority will route the memorandum to the Business Office for certification of funds
411 only if the appointment period will be greater than 30 calendar days.

412
413 3. The authority shall route the memorandum to the President for approval or disapproval.

- 414 a. Once approved, the memorandum may be routed to the Human Resources Office for
415 record purposes regardless of effective time frame of the “acting capacity”
416 appointment.
417 b. If the President has disapproved the request, the authority should seek advice and
418 begin the process anew if necessary.
419
- 420 4. An acting administrator shall continue to be paid a salary at the same rate that was
421 received prior to such acting appointment for the first thirty (30) calendar days.
422 a. After thirty (30) calendar days, compensation shall be retroactive to the first day of the
423 “acting” appointment.
424 b. An “acting capacity” administrator shall be compensated at the salary **as indicated**
425 **below**.
426 c. The Human Resources Office will prepare a personnel action for the “acting capacity”
427 appointment after thirty (30) calendar days and retroactive to the first day of the “acting
428 capacity” appointment.
429

430 A full-time Faculty member who chooses to accept an administrator position in an acting
431 capacity (without going through the formal search process). Absent extraordinary
432 circumstances, if an Administrator takes leave of four (4) weeks or less, Faculty shall not serve
433 as the short-term acting Administrator.
434

435 A Faculty member choosing to accept a position as an acting Administrator retains his or her
436 status as a Faculty member for a maximum period of one (1) year (365 consecutive calendar
437 days) only for the purpose of applying for promotion or tenure. This time period as an acting
438 Administrator shall count towards satisfying time in rank/employment requirements for
439 promotion or tenure. In all other aspects, that individual shall be considered an Administrator.
440

441 **Interim**

442 In the case of “interim” appointments, the person is temporarily filling the vacancy caused by the
443 creation of a necessary position not previously held or a resignation or permanent removal of an
444 employee pending the filling of the vacancy with a permanent appointee.
445

- 446 1. The authority shall draft a memorandum requesting a named individual to an “interim”
447 position.
448 a. The memorandum will include the name of the individual, program/college, account
449 number(s), position title, type of position, effective start and end date, salary in annum,
450 hours to work, and benefits covered.
451 b. An interim position is subject to an employment period of one (1) year, with the option
452 of renewal upon annual evaluation by the direct supervisor **and for Academic**
453 **Administrators and Directors of Research Units a search as describe must be initiated**
454 **prior to the renewal.**
455 c. **For Academic Administrators and Director of Research Units interim positions, no**
456 **individual may serve in this position for more than two (2) years, absent extraordinary**
457 **circumstances and requiring annual review and approval by the President.**
458
459 d. The memorandum is to be routed through the appropriate authorities for approval or
460 certification beginning with the Dean of the program/college, Business Office for
461 certification of funds, Chief Human Resources Officer, the hiring authority, and the
462 President.
463

- 464 e. It is recommended that for Academic Administrators and Directors of Research Units
465 interim positions be selected from among the faculty by majority vote of the faculty of
466 the Unit in which there is a vacancy, subject to approval by the SVP/P and the
467 President.
468
- 469 2. Once approved by the President, the memorandum may be returned to Human Resources
470 Office for the processing of a personnel action.
 - 471 a. If the President has disapproved the request, seek advice and begin the process anew
472 if necessary.
 - 473
 - 474 3. An interim administrator shall be compensated at the salary as determined by section (C)
475 below immediately upon appointment to the interim position by the President.
476

477 **Acting and Interim Salary**

- 478 1. A nine-month (9) faculty member so appointed shall be paid at the salary level of the
479 Administrator position that is equal to the first quartile (Q1) of the Administrator Salary
480 Scale or the sum of his or her equivalent twelve-month faculty salary, plus a two-increment
481 salary increase, whichever is greater. Accrual of prorated annual leave may begin if the
482 acting appointment extends beyond thirty (30) calendar days, or immediately in the case of
483 an interim appointment.
484
- 485 2. A twelve-month (12) faculty member shall be paid at the salary level of the Administrator
486 position that is equal to the first quartile (Q1) of the Administrator Salary Scale or the sum
487 of his or her twelve-month salary plus a two-increment salary increase, whichever is greater
488 and shall continue to accrue annual leave.
489
- 490 3. An administrator who accepts a higher Administrator position in an acting or interim
491 capacity shall be paid at the salary level of the Administrator position that is equal to the
492 first quartile (Q1) of the Board-approved Administrator Salary Scale or the sum of his or her
493 Administrator twelve-month salary plus a two-increment salary increase, whichever is
494 greater, and shall continue to accrue annual leave.
495
 - 496 a. The salary approved by the President for both the acting and interim administrators will
497 be based on the current University of Guam's Board-approved Administrator's Salary
498 Scale. In the absence of an approved pay range for an interim appointee within the
499 most current UOG BOR-approved Administrator Salary Scale, an *ad hoc* pay range
500 will be established based on the appropriate Administrator Compensation Survey by
501 College and University Professional Association for Human Resources from which the
502 current UOG Administrator's Salary Scale was based. Along this vein, where an
503 adjusted BOR-approved Administrator Salary Scale is based on a new reference, that
504 reference will be used instead to determine the ad hoc pay range. [Board Resolution
505 13-25]
506
- 507 4. The "acting" or "interim" appointee's evaluation date and salary increase shall be based on
508 their primary position.
509
- 510 5. Upon termination of the acting or interim appointment, the faculty or administrator shall
511 resume his or her regular appointed faculty or Administrator position and the salary thereof
512 and all merit increases earned during the period of the acting or interim appointment.
513

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Re-assignments

The President may from time to time change responsibilities of an administrator or appoint an administrator to a different position in order to address the changing needs of the University. The President may only make such a change without a competitive process if the administrator went through a competitive process to obtain the position currently held.

Evaluations by Supervisor

The University of Guam annually evaluates all administrators on his or her performance and potential. The Administrator Evaluation Report System (AERS) identifies administrators who are best qualified for promotion and assignment to promotion of higher responsibility. It also identifies administrators who should be kept on employment status, and those whose employment at UOG should be terminated.

The AERS ensures that an administrator's training, education, and experience are considered along with the specialty requirements of his or her position when he or she is evaluated. The emphasis on senior/subordinate communication is intended to focus attention on constructive problem solving and the importance of solid working relationships.

The AERS' basic structure allows the rater to give shape and direction to the rated administrator's performance, provides a chain-of-command evaluation of an administrator's performance potential, and allows the entire evaluation reporting process to be viewed. **It is the administrator's responsibility to submit an annual AEF whether or not the supervisor requests it.**

- Administrator Evaluation Reporting System Procedures Manual (Updated May 2021)
- Administrator's Evaluation Form -- Updated May 2021

ED NOTE: Need to just check alignment with these two documents.

Evaluations by Faculty Senate

It is the prerogative of the Faculty Senate Standing Committee on Evaluations to design and implement periodic evaluations of Administrators. Any such evaluation system must be approved in the Faculty Senate Bylaws. It is the prerogative of the President, Senior Vice President & Provost, and Vice President for Administration and Finance/Chief Business Officer to determine how and if, these evaluations may be considered in the performance reviews of **non-Academic** Administrators.

Reviewer noted: This noted, the expectation is that the faculty should have input in the performance review of the administrators that are in the supervisory chain above them. So, these evaluations will be used in the reviews of the Academic Administrators, ideally with similar weight in the review as student evaluations of teaching are used in the faculty reviews.

Reviewer noted: I would remove the section on Evaluations by faculty senate. .

Termination of Administrators

Administrators are at will employees of the University serving at the pleasure of the President. Notwithstanding the above, the University will make best efforts to ensure Administrators are

564 provided an opportunity to correct any area of failure and given an opportunity to correct their
565 behavior.

566
567 Instances in which an Administrator would not be given an opportunity to correct behavior and
568 would be dismissed immediately include if the Administrator has been convicted of a felony, if
569 there has been a dereliction of duty, if the safety of employees or students is at risk, if the
570 sexual misconduct policy has been violated, if employee theft is involved, or if there has been
571 negligent use of UOG equipment.

572
573 **Files and Correspondence**

574 All correspondence, files and materials related to the candidates will be sent directly to, and
575 stored in, the Human Resources Office. The Human Resources Office will provide meeting
576 space and immediate access to all search materials to all members of the Committee. The
577 Human Resources Office will monitor the search process to assure that all timelines are met
578 and that all necessary correspondence is effected in a timely fashion.

579
580

581 **Recruitment, Selection, and/or Appointment of Administrators**

582 There must be a “certification of funds” performed before any search can be initiated so that no
583 person is recruited into a position that cannot be sustained, over the requested time period, with
584 salary and benefits.

585
586 [ED NOTE: these steps below were made up by Jim Hollyer and Troy McVey because none
587 existed.]
588

589 **Creation of Administrator Positions**

590 The steps required to create a new administrator position are:

- 591 1. Proposed supervisor of the new position works with HRO to create a job description and
592 potential salary scale range.
- 593 2. Proposed supervisor fills out the required new position request form.
- 594 3. Appropriate Vice President reviews and determines if the matter should be moved
595 forwarded to the President's Council.
- 596 4. Request form is transmitted, via the appropriate Vice President, to the President's Council.
- 597 5. President Council forwards their recommendation to the Administrator Council.
- 598 6. Administrator Council reviews, suggests improvements, and/or approves moving the new
599 job description to the President’s office.
- 600 7. For appropriate Academic Administrators, (e.g., those who supervise faculty), the Senior
601 Vice President/Provost shall initiate Faculty Union consultation.
- 602 8. Appropriate Vice President packages final job description and submits to UOG President.
- 603 9. UOG President makes final adjustments and presents to the Board of Regents, via
604 appropriate committee.

605
606
607 Search Committees for the positions set forth below shall be formed as follows:
608

609 **President**

- 610 • As determined by the University of Guam Charter (Title 17, Chapter 16 GCA - Guam Code
611 Annotated).

612
613 **Direct Reports to the President**

- 614 • Five (5) members appointed by the President of whom at least three (3) will be non-
615 administrators.

616 **Reviewer asked: does that mean they are faculty or staff or both?**
617

618 **Academic Administrators**

- 619 • Five (5) members, to include (2) two members-at-large appointed by the Senior Vice
620 President & Provost, and approved by the President; and three (3) members appointed by
621 the Senior Vice President & Provost, and approved by the President from a list of at least
622 five (5) provided by the faculty through the Academic Affairs Committee of the college,
623 school or unit in which there is a vacancy.

624
625 **Directors of Research Units**

- 626 • The Directors of a Research unit may be selected by the Senior Vice President and Provost
627 or at the discretion of the SVP/P may be selected from among the faculty of the unit on a
628 triennial basis by majority vote of the faculty.

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Reviewer suggested this section to replace the two sections above

Academic Administrators & Directors of Research Units

Five (5) members, to include (2) two members-at-large appointed by the Senior Vice President & Provost, and approved by the President; and three (3) members appointed by the Senior Vice President & Provost, and approved by the President from a list of at least five (5) provided by the faculty through the Academic Affairs Committee of the college, school, or unit in which there is a vacancy. Or, at the discretion of the SVP/P and approved by the President the position may be filled by selection from among the faculty on a triennial basis by majority vote of the faculty of the college, school, or unit. Faculty, through the Academic Affairs Committee (or equivalent representative group) of the college, school or unit in which there is a vacancy may request selection by election for the SVP/P consideration.

All Other Administrators

- Five (5) members appointed by the appropriate Vice President and approved by the President of whom up to two (2) may be faculty members.
- **ALTERNATIVE SUGGESTION:** The appropriate Vice President shall determine the appropriate number and composition of search committee members.

Reviewer commented: I prefer the alternate..:

Reviewer asked: so, non-academic administrators?

Procedures

When initiated

The process of initiating a Search Committee shall begin as soon as possible after it is known that a new position has certified funds available. The initial meeting of the Search Committee shall be convened by the appointing Administrator. The Committee shall elect a Chair from among its membership. It shall be the responsibility of the Chair to consult with the Human Resources Office to assure that all appropriate policies and procedures are carried out, all deadlines met and to act as liaison to the Human Resources Office. The Chair shall ensure that all members of the Committee are familiar with EEO regulations.

Reviewer suggests: The chair has been appointed in every search I have been involved with. I think we should keep that.

Criteria

Criteria, in addition to those required by law or by the Board of Regents, may be established by the Committee with the approval of the appointing Administrator and the President, except in Presidential searches as previously noted. All criteria shall be in writing, shall be reviewed by the EEO Officer and shall be provided to all applicants along with salary ranges and terms of service.

679 *Advertising*

680 It is the responsibility of the Search Committee Chair, in coordination with the Human
681 Resources Office, to ensure that the position is advertised both locally and off-island in a timely
682 manner. The advertisement shall specify a reasonable closing date for application and a
683 description of required information to be submitted. Applicants must submit an up-to-date
684 resume or curriculum vitae, official graduate degree transcripts sent directly from the awarding
685 institution and unofficial copies of all undergraduate degrees, names of referees to be contacted
686 and other material as required by the Search Committee. Non-academic administrators may be
687 advertised locally only if the President determines that there are qualified candidates on-island.

688
689 **Review suggestions: Advertising referees should be references I think**

690

691

692 *Interviews*

693 Important: NO interviews will be confirmed without the questions being approved by the Chief
694 Human Resources Officer and Director, EEO & Title IX / ADA Coordinator.

695

696 The **most qualified applicants** for Administrator positions shall be interviewed by the Committee
697 or its representative(s). Applicants may be interviewed in person, via telephone, or other
698 electronic means. An EEO Officer shall be present for all official interviews and shall approve all
699 questions to be asked of interviewees prior to the interview. Committee members conducting
700 fact-finding off-island interviews should be briefed by the EEO Officer prior to the interview,
701 should ascertain that their interview content also conforms to EEO guidelines, and must inform
702 the interviewee of the official nature of such interviews. EEO involvement should not limit the
703 ability of the Committee to ask follow-up questions or to pursue a particular line of questioning,
704 provided they are relevant to the position being filled.

705

706 **Review suggestions: Should we add that the search committee reviews the applications and
707 selects the top 3-5 for interviews?**

708

709 **Reviewer asked: who determines which applicants are most qualified? The search committee
710 or HRO?**

711

712

713 *Final Report*

714 Within six (6) months of the initial meeting of the Committee, a final report of the Search
715 Committee shall be submitted by the Chair to the appointing Administrator, except in the case of
716 a Presidential Search Committee in which procedures are determined by Board of Regents'
717 policy and procedure. The Administrator shall, in turn, forward the report and the Administrator's
718 recommendation within five (5) business days to the President via the appropriate Vice
719 President. This report shall include application materials of at least three (3) applicants
720 determined by the Committee to be the most qualified candidates for the position, and the
721 Committee's listing of the strengths and weaknesses of each candidate. The Committee will not
722 make a recommendation but will highlight the strengths and weaknesses of each applicant and
723 allow the President to determine which candidate is most qualified. Fewer names may be
724 submitted if fewer than three (3) have applied or are qualified. If the Committee finds that no
725 applicants were sufficiently qualified for the position, they may recommend that the search be
726 reopened or extended; specifying new deadlines. The report shall include the results of
727 reference checks and a background search. If the Committee has not reached consensus on
728 hiring recommendations, minority reports may be appended and duly considered. In the event

729 none of the candidates are acceptable, or if none accept the position, the Committee will
730 resume its search under new timelines. It shall be the responsibility of the Chair to notify all
731 candidates of their status at different stages of the search.

732
733 **Interviews**

734 Important: **NO interviews** will be confirmed without the questions being approved by the Chief
735 Human Resources Officer and Director, EEO & Title IX / ADA Coordinator.

736
737 *Review said: I think this section could be improved*

738
739 While the questions are pending approval, HRO requests the following:

- 740
- 741 1. The Memo from the President with the approved:
 - 742 a. Search Committee Member Names for Recruitment
 - 743 b. Selection Interview Board for **Staff**-Recruitment
 - 744
 - 745 2. Applicant Names
 - 746
 - 747 3. Date, Time, and Location for the Interview
 - 748
 - 749 4. Inform the Search Committee / Selection Interview Board Chair that there is a preference for
750 at least one (1) week advance notice for any scheduled interviews.
 - 751
 - 752 5. If there are any special deadlines impacting the search, the EEO/ADA & Title IX office
753 should be informed at least three (3) workdays so that extra measures can be taken if
754 necessary.
 - 755
 - 756 6. Any interview schedule provided will be considered a tentative schedule until the questions
757 are approved and an EEO Counselor is confirmed.
 - 758
 - 759 7. Generally, it is expected that the EEO/ADA & TITLE IX office will inform the Search
760 Committee / Selection Interview Board Chair within two (2) working days if no EEO
761 Counselor is available for the expected interview schedule and should be able to offer
762 alternate dates based on the counselor's availability.
 - 763
 - 764 8. While the questions are being reviewed, contact the counselors via email or phone with the
765 tentative schedule provided by the Search Committee / Selection Interview Board Chair.
 - 766

767 **Approval and Dissemination of the Questions**

- 768 1. The Search Committee / Selection Interview Board Chair will forward the proposed interview
769 questions with the job announcement for that particular recruitment to the Chief of Human
770 Resources Officer (CHRO) for approval and then it is forwarded to the EEO/ADA & TITLE
771 IX/ADA Coordinator for concurrence. The EEO Office will email the approved questions to
772 HRO and HRO will forward them to the Search Committee / Selection Interview Board Chair.
- 773 2. If there is a date that the Search Committee / Selection Interview Board Chair provided, the
774 Chair will inform the Director to expedite the approval of the questions.
- 775 3. Upon approval of interview questions, Selection Interview Board/Search Committee Chair
776 will make arrangements with EEO Office to secure an EEO counselor for scheduled
777 interview.
- 778

779 *Reviewer noted: I think we can drop the CHRO from approving questions??*

780

781 ***NOTE:** Only approved questions shall be used during scheduled interview. Panelists may ask
782 follow-up questions based on answers given by the applicant. This rule is not meant to disrupt
783 the back and forth of the interactive dialog but to ensure that questions do not penetrate into
784 prohibited subject matter.

785

786 **Interview Packet**

787 1. Request for the Search Committee / Selection Interview Board & Applicant names from the
788 following:

789 a. Search Committee Chair will provide the names & interview schedule for any Faculty
790 recruitment, Unclassified, and/or Administrator position to include RCUOG.

791 b. HRO will provide the following information names for any position:

792

- Selection Interview Board Names

793

- Applicant Names

794

- Date, Time, and Location

795

796 **Prohibiting the Granting Conditions of Protected Employment During and After** 797 **Transitions in Administrations**

798 Employment and retention of persons on the basis of merit shall include an orderly and
799 systematic method of recruitment and the establishment of a list of qualified applicants for
800 employment purposes. [Board Resolution 01-04]

801

802 *Reviewer said: Prohibiting the granting conditions of protected employment during and after*
803 *transitions in administrations. We might want to take this out. This might be a relic from before*
804 *the Regent Nominating Council.*

805

806

807 **Required Documentation for all Employment**

- UOG Application

- Guam Court Clearance

- Guam Police Clearance

- Medical Exam form

- Official college transcripts (submitted at time of application)

- Tuberculous / Purified Protein Derivative (PPD) screening form

814

815 **Employment Terms**

816 Employment Agreements are made between the University of Guam, a public corporation
817 hereinafter referred to as the "UNIVERSITY," and the administrator. All agreements are subject
818 to the approval of the President of the University and shall not be binding upon the University
819 until and unless it is approved by the President.

820

821 When moving expenses are incurred in the hiring of an Administrator, the person hired will be
822 placed on a three (3) year contract which will require **prorated** repayment of the moving
823 expenses if the full term is not completed.

824

825 *Reviewer said, think of language for a contract for on-island applicants as well.*

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For Academic Administrator positions, appointments will be for three (3) year terms. No less than six (6) months prior to the expiration of a term, the President will provide a Letter of Intent to express whether or not there is intent for the person to be re-appointed to the Administrator position. No Administrator can serve more than three (3) consecutive terms without a break in service. For Academic Administrators holding positions effective October 1, 2020, the first term of service will be determined to have started on October 1, 2020.

Reviewer said: I think we agreed to remove this?

New reviewer said: I believe the Deans Council is against this language and proposal regarding "academic administrators" being singled out for term limits.

Reviewer asked: Administrators are limited to three 3-year terms (or 9 years max) and then they have to take a break? I remember it being discussed but not approved.

846 **Board of Regent Approved Positions**

847 These are the UOG Board of Regents approved administrator positions.

848

849 *A reviewer commented: there is a wide variety of write-ups for Administrator positions. Should*
850 *there be some minimum, standard content (and maximum length)? ED note: some of this*
851 *content is from a BOR approved Job Descriptions but many are not. Also, information such as*
852 *salary has a "shelf life" that may expire, thus content providers should be aware of potential*
853 *shelf-life issues.*

854

855 *Reviewer said, Do we want to say these are the positions as of a certain date? I'm thinking we*
856 *may want to acknowledge that some may be created before this manual is revised next.*

857

858 **Associate Budget and Administrative Process Officer**

859 *Position Narrative*

860 The Associate Budget and Administrative Process Officer (ABAPO), under the general direction
861 of the Vice President Administration and Finance, is primarily responsible for the development
862 and management of the University's annual budget, provision of management information,
863 management of financial services and controls, project management for financial and
864 Administrator systems, and business and Administrator process redesign and simplification
865 consistent with the University's mission, accreditation standards, autonomy and academic
866 freedom. The ABAPO supports the achievement of institutional purposes and educational
867 objectives through the management of the University's financial resources and strategic
868 Administrator processes in a manner that creates a high-quality environment for student
869 learning. The position manages the activities of a small staff of finance and Administrator
870 professionals.

871

872 **Associate Comptroller/Bursar**

873 *Position Narrative*

874 Under the general direction of the Comptroller, the Associate Comptroller/ Bursar manages the
875 Bursar's Office, supports the management of the Business Office, oversees financial reporting,
876 and leads the development and implementation of financial systems consistent with the mission,
877 strategic initiatives, accreditation standards, autonomy and academic freedom. This position
878 also supports the achievement of institutional purposes and educational objectives through the
879 provision of the financial and student accounts infrastructure and controls in a manner that
880 creates a sustainable environment for student learning. Within the University this position works
881 closely with the VPs, Comptroller, Academic Officers Council (deans and directors) and
882 students. Outside the University this position interacts with WASC, Gov Guam Department of
883 Administration and Bureau of Budget and Management, Research, financial institutions, audit
884 firms and collection agencies. Key dimensions of the position include: \$82M general ledger;
885 over 3,600 student accounts; \$5M tuition receivables and \$7M financial aid receivables;
886 reporting of capital projects and \$25M of other Federally funded grants; and ~26 professional
887 staff with nine direct reports being two General Accounting Supervisors in Business Office and
888 the collections staff, accounts receivable and cashier in Bursar's Office. [Board Resolution 10-
889 30]

890

891 **Associate Dean, College of Liberal Arts and Social Sciences (CLASS)**

892 *Position Narrative*

893 The Associate or Assistant Dean(s) of the College of Liberal Arts and Social Sciences (CLASS)
894 are academic and Administrator officers under the general Administrator direction of the Dean of
895 the College. They perform the duties of the Dean, as these are delegated to them by the Dean.

896 They are expected to uphold the University's mission, policies and procedures, and to provide
897 vision, ethical leadership and advocacy in academic affairs and scholarly activities. Included is
898 an emphasis on the continuing support of the highest standards of academic quality in
899 instruction, research, and service. They support the Dean's visible leadership and
900 representation of the College on campus and in the greater community. They are expected to
901 share the Dean's work in marshalling the vibrancy and creative energies of the faculty and staff,
902 and to support the development of specific strategic steps to encourage excellence. They
903 participate in the Dean's activities to guide the Chairs and faculty in the definition of expected
904 outcomes and to support the College in achieving those outcomes via academic programs,
905 outreach, research, and extramural fund raising through grants, contracts, and donations. They
906 respond to the Dean's delegation of assignments to manage the resources of the College; to
907 recruit, evaluate, and retain well-qualified faculty and staff; and to develop effective
908 undergraduate and graduate student recruitment and retention initiatives.

910 **Associate Director, Cooperative Extension Service**

911 *Position Narrative*

912 The Associate Director for Cooperative Extension Service (CES) serves as a member of the
913 College of Natural and Applied Sciences (CNAS) Administrator team and is accountable to the
914 Dean of CNAS. The primary objective of the Associate Director is to assist the Dean/Director in
915 providing leadership and supervision of island wide Cooperative Extension (informal outreach
916 educational) programs and projects. [Board Resolution 10-01]

918 **Associate Dean, EMSS and Registrar**

919 *Position Narrative*

920 The University of Guam Associate Dean, EMSS and Registrar, reports to the Dean of
921 Enrollment Management and Student Success, and is the second senior official responsible to
922 lead, plan, organize, and manage the University's student service functions including the Office
923 of Admissions and Records Management and serve as University Registrar. [Board Resolution
924 15-32, 15-16]

926 **Associate Director, Global Learning & Engagement**

927 *Position Narrative*

928 The Associate Director, Global Learning & Engagement, supports the Director of Global
929 Learning & Engagement (GLE) in providing profitable, entrepreneurial, market-driven, and
930 outcomes-based leadership in extending the University's educational resources and enhancing
931 its responsiveness to our community and the Asia Pacific region consistent with the mission,
932 strategic initiatives, accreditation standards, autonomy and academic freedom. The Associate
933 Director leads the coordination efforts for GLE's professional development, personal enrichment
934 and community training programs, as well as coordination of various professional, outreach, and
935 grant programs. Together with the Director, the Associate Director assists in defining, clarifying,
936 and delivering profitable strategic initiatives related to market growth and development,
937 innovative lifelong learning, collaborative educational public/private partnerships, and market-
938 based program development. The Associate Director administers programs and services with
939 gross revenues \$ 1 million. Direct reports are the Outreach Coordinator and Program
940 Assistants.

942 **Associate Director, PIP Telecommunication and Distance Education (TADEO)**

943 **Reports to CIO of OIT**

944 *Position Narrative*

945 The Associate Director, PIP Telecommunication and Distance Education Operation (TADEO)
946 supports the Director of Professional and International Programs (PIP) in providing leadership
947 for the University's telecommunication and distance education operation, its resources, and
948 enhancing its responsiveness to our community and the Asia Pacific region consistent with the
949 mission, strategic initiatives, accreditation standards, autonomy and academic freedom. The
950 Associate Director TADEO manages and coordinates a regional communication facility,
951 including the management of related grants. The Associate Director TADEO assists in defining,
952 clarifying, budgeting and delivering strategic initiatives and coordinating support services related
953 to the University's distance education operation. The Associate Director TADEO manages staff
954 of 3 full-time employees and administers programs and services with gross revenues \$250,000.
955

Associate Director, Western Pacific Tropical Research Center (WPTRC)

Position Narrative

958 The Associate Director for Western Pacific Tropical Research Center serves as a member of
959 the College of Natural and Applied Sciences (CNAS) Administrator team and reports directly to
960 the Dean of CNAS. The primary objective of the Associate Director is to provide leadership and
961 Administrator support for research activities conducted by WPTRC researchers (both faculty
962 and staff). [Board Resolution 10-01]
963

Capital Projects Manager

Position Narrative

966 The University of Guam (UOG) Capital Projects Manager (CPM) reports directly to the Facilities
967 Management & Services Director (FMS Director) and is responsible for the management of all
968 construction contracts of the University including large Air Conditioning Installations, retro-fitting,
969 replacements, and repairs. The CPM will oversee the Capital Improvements Projects
970 Coordinator (CIPC) and the staff that fall under that position. [Board Resolution 20-02, 18-26,
971 04-06]
972

Chief Human Resources Officer

Position Narrative

975 The Chief Human Resources Officer (CHRO), under the general direction of the Vice President
976 for Administration and Finance/Chief Business Officer, is responsible for leading and developing
977 the University's human resources office (HRO) and administering HR matters related to faculty,
978 staff, administrators, and students consistent with the mission, strategic initiatives, accreditation
979 standards, autonomy and academic freedom. The CHRO supports the achievement of
980 institutional purposes and educational objectives through the management of human resources
981 and related programs in a manner that creates a high-quality environment for student learning.
982 HR policies and programs are integrated with academic goals and programs and support
983 professional and personal development. HR dimensions include: compensation and benefits for
984 medical/dental/life insurance, retirement, 403(b)(7) and 457 plans, sabbatical and other forms of
985 leave of \$31 million(M); over 900 employees including – academic personnel, -- classified staff
986 and – unclassified/non-classified staff. The CHRO directly manages a staff of 10 and
987 administers a budget of over \$0.6M.
988

Chief Information Officer

Position Narrative

991 The University of Guam, Chief Information Officer, under the direction of the Vice President
992 Administration and Finance. The person will direct the strategic use of technology for the
993 University, spearhead IT planning, and expand the functionality and adoption of new

994 applications across the campus and beyond. The position supervises and is responsible for the
995 Office of Information Technology (OIT).

996 The University is continuously improving UOG's ability to make Guam a research and
997 education hub with advanced network and videoconferencing connectivity to North America, the
998 Pacific, and Asia. The University implemented a Para Hulo' strategic framework. The University
999 is always focusing on areas where performance can be improved or enhanced through
1000 leveraging technology. The University continues to be as effective and efficient as it can be with
1001 respect to its core IT functions. The University also continues to provide increased capabilities
1002 for researchers to easily move large volumes of data.
1003 [Board Resolution 15-20]
1004

1005 **Chief Marketing and Communications Officer**

1006 *Position Narrative*

1007 Under the direction of the President, the Chief Marketing and Communications Officer is the
1008 University's chief spokesperson, coordinator, developer, and manager of the University's overall
1009 branding, marketing, and public relations efforts. The CMCO works closely with senior
1010 management and constituencies on and off campus to define, develop, and implement
1011 institutional public relations and marketing strategies. These strategies will focus on developing
1012 the university's brand by increasing the University's visibility and image as a critical education,
1013 research, and service resource locally, regionally, nationally, and internationally. The CMCO
1014 works closely with the Dean of EMSS to develop enrollment target populations and to develop
1015 specific strategies to reach target markets.
1016

1017 **Chief Planning Officer**

1018 *Position Narrative*

1019 The Director of Strategic Planning is a 12-month appointment position that reports to the
1020 President of the University of Guam and serves as the advisor to the President on institutional
1021 planning, initiatives, and resources, and oversees the development, implementation, and
1022 management of the University strategic plan that enhances organizational productivity and
1023 resources, academic excellence, and better business practices. This position calls for someone
1024 who is analytical of processes and data, collaborative, interpersonal, and can work well with a
1025 diverse group of professionals in a dynamic, multi-cultural institution.
1026

1027 **Chief of Staff and Board Liaison**

1028 *Position Narrative*

1029 The Chief of Staff and Board Liaison provides executive support for a wide variety of complex
1030 professional administrative duties and coordinates several programs and projects as assigned
1031 by the University of Guam President. The Chief of Staff and Board Liaison reports directly to the
1032 President, University of Guam. [Board Resolution 20-02]
1033

1034 **Comptroller**

1035 *Position Narrative*

1036 The Comptroller, under the direction of the Vice President for Administration and Finance/Chief
1037 Business Officer, is the University's financial officer responsible for the processes of accounting
1038 and reporting, audit, insurance, financial planning/management/control, collections, payroll,
1039 procurement and treasury. The Comptroller supports the achievement of institutional purposes
1040 and educational objectives through the management of fiscal resources and related financial
1041 programs in manner that creates a sustainable environment for student learning. Financial
1042 policies and programs are integrated with and provide funding for the University's academic
1043 goals and programs. The position manages University finances, the dimensions of which

1044 include: gross revenues and appropriations \$76 million(M), gross payroll \$31M, procurement
1045 \$27M, assets \$106M, investments \$14M, capital expenses \$1M, tuition collectibles \$5M,
1046 financial aid collectibles \$7M, and an insurance program. The Comptroller directly manages a
1047 staff of 22 and administers a departmental budget of \$2.4 million. Direct reports include General
1048 Accounting Supervisor, Administrator Services Officer, Bursar, Payroll Supervisor and Supply
1049 Management Administrator.

1050

1051 **Dean, College of Liberal Arts & Social Sciences**

1052 The Dean of the College of Liberal Arts and Social Sciences is the academic and Administrator
1053 officer of the programs and academic support activities of the College. The Dean, reports to the
1054 Provost who is the Senior Vice President & Provost, is expected to uphold the University's
1055 mission, policies and procedures, and to provide vision, ethical leadership and advocacy in
1056 academic affairs and scholarly activities. Included is an emphasis on the continuing support of
1057 the highest standards of academic quality in instruction, research, and service. A core function
1058 of the Dean' s role is to provide visible leadership for the College on campus and in the greater
1059 community, and to serve as the official representative of the College. The Dean is expected to
1060 marshal the vibrancy and creative energies of the faculty and staff, and to offer specific strategic
1061 steps to encourage excellence. The Dean is required to guide the Chairs and faculty in efforts to
1062 define expected outcomes and to support the College in achieving those outcomes via
1063 academic programs, outreach, research, and extramural fund raising through grants, contracts,
1064 and donations. The Dean is responsible for managing the resources of the College; for
1065 recruitment, evaluation, and retention of well-qualified faculty and staff; and for supporting the
1066 development of effective undergraduate and graduate student recruitment and retention
1067 initiatives.

1068

1069 **Dean, College of Natural & Applied Sciences**

1070 *Position Narrative*

1071 The Dean of the College of Natural & Applied Sciences is the academic and Administrator
1072 officer of both undergraduate and graduate programs and instructional activities of the College.
1073 In addition, the Dean of CNAS is also the Director of the Western Pacific Tropical Research
1074 Center that houses agricultural related research on Guam; and the Director of Guam's
1075 Cooperative Extension Service which is the outreach arm of the college. The Director
1076 appointment is sanctioned by the Secretary of Agriculture, USDA. The Dean of CNAS, reports
1077 to the Senior Vice President & Provost, and is expected to uphold the University's mission, local
1078 and federal policies and procedures, and to provide vision, leadership and advocacy in the
1079 affairs and scholarly activities of the college.

1080 The Dean is responsible for managing the resources of the College; for all grants,
1081 recruitment, evaluation, and retention of well-qualified faculty and staff; and for supporting the
1082 development of effective undergraduate and graduate student recruitment and retention
1083 initiatives. Directly under the Dean, there is one Associate Dean of Instruction and two
1084 Associate Directors of USDA federal funded projects. The college also has its own accounting
1085 department (i.e., 1 Accountant 3, 1 Accountant 2, and 1 Accountant 1) that the Dean oversees
1086 and 20 civil service staff members. The college also employees nearly 200 soft money
1087 personnel on grants and contracts that the Dean/Director is the Administrator head.

1088

1089 **Dean, Enrollment Management and Student Success**

1090 *Position Narrative*

1091 The University of Guam, Dean, Enrollment Management and Student Success is a member of
1092 the Senior Vice President & Provost's cabinet that supports and serves the vision of the
1093 University of Guam as a student learner centered institution, dedicated to the enhancement of

1094 student success, enrollment growth, and institutional visibility. The Enrollment Management
1095 and Student Success team provides a new focus for the student services area at the University
1096 of Guam. The Dean ensures consistency, currency, responsiveness, and excellence in all
1097 aspects of enrollment management and student success which includes admissions, student
1098 records, financial aid, health services, career placement, counseling, residence halls, ADA,
1099 student life, and comprehensive efforts towards retention, degree completion, and student
1100 advancement.

1101 The Dean of EMSS is responsible for the offices of Admissions and Records, Academic
1102 Counseling, Student Life, Career Services, Educational Opportunity Program, Financial Aid,
1103 Learning Communities, Student Retention (including the First Year Experience), Student Health
1104 (including Wellness), Academic Counseling, TRIO Programs (including Student Support
1105 Services, Educational Talent Search, and Upward Bound). [Board Resolution 14-29]
1106

1107 **Dean, School of Business and Public Administration**

1108 *Position Narrative*

1109 The Dean of the School of Business and Public Administration (SBPA), is the lead administrator
1110 of the SBPA and reports directly to the Senior Vice President and Provost. This full-time twelve
1111 (12) month administrative position is responsible for policy implementation, faculty and staff
1112 supervision and evaluation, achievement of SBPA goals and objectives, general management
1113 of all activities related to the operation of the SBPA, and for providing student and staff services
1114 in support of academic programs. Additionally, the Dean is responsible for providing support
1115 and oversight of its centers of excellence. As the senior administrator of the School, the ideal
1116 candidate will work successfully as part of a multi-cultural team.

1117
1118 The Dean will be appointed for his/her intellectual and administrative abilities, devotion to
1119 education and research, judgment and qualities for leadership. He/she has responsibility for the
1120 management of the School and for the implementation of University and School policies in all
1121 aspects of its operations. He/she should be able to manage effectively and efficiently the
1122 external relations of the School, both within the University and in the wider community, so as to
1123 facilitate support for its educational, research, and service activities. The Dean represents the
1124 School's policies and points of view, makes independent judgements on administrative matters,
1125 and will be held to the highest standards of equity, fairness and integrity.

1126
1127 The Dean provides leadership and direction of the School of Business and Public
1128 Administration's programs and operations; supervises and evaluates staff in areas relating to
1129 academic program goals and administrative support; conducts an evaluation of all full time
1130 faculty using the Comprehensive Faculty Evaluation System (CFES) process; manages and
1131 oversees the recruitment, orientation, and evaluation of part-time faculty; facilitates accreditation
1132 and other strategic initiatives in support of the University and School's strategic goals and
1133 priorities; facilitates budget discussions and preparation of the budget for SBPA operations;
1134 networks with SBPA stakeholders to ensure positive support toward its mission and programs,
1135 in concert with the University of Guam; liaises with advisory bodies, as appropriate or mandated
1136 by law; recommends revenue enhancing activities to leverage SBPA resources and support
1137 strategic initiatives; engages the School in the University of Guam's land grant mission in
1138 support of enhancing the social and economic development of the communities it serves;
1139 oversees and monitors maintenance of designated facilities and scheduling of use; reviews and
1140 finalizes the course schedule and approves and assigns faculty workload. In addition, the Dean
1141 maintains oversight of the federally-funded Small Business Development Center Networks for
1142 the Pacific Islands and American Samoa, Guam Procurement Technical Assistance Center,
1143 Center for Entrepreneurship and Innovation, and the Regional Center for Public Policy. The

1144 Dean shall maintain oversight over other grants, entrepreneurial initiatives, and activities to
1145 promote economic development and outreach activities for the School and the University.
1146

1147 The Dean shall be able to develop, present, and defend budget requests and other financial
1148 requests to the UOG Senior Administration and before the Board of Regents on behalf of the
1149 School; identify, develop, secure, and manage federal and private grant applications and
1150 approved grants in support of the School; pursue and develop strategic partnerships with
1151 School-related academic institutions and programs in the Asia-Pacific region, particularly in the
1152 area of joint research initiatives, faculty and student recruitment, exchange programs; represent
1153 the School to the region and the local community; communicate effectively in writing and orally
1154 to effectuate School programs and other activities; and work effectively in diverse multicultural
1155 environments. [Board Resolution 08-11]
1156

1157 **Dean, School of Education**

1158 *Position Narrative*

1159 The Dean of the School of Education is the academic and Administrator leader of the School of
1160 Education and reports directly to the Senior Vice President & Provost. The Dean is expected to
1161 exercise vision, ethical leadership and advocacy in academic affairs, scholarly and service
1162 activities of the School. This full-time Administrator position is also responsible for policy
1163 implementation, faculty and employee supervision, class scheduling, load assignments, and
1164 general management of all activities related to the operation of the School of Education, and for
1165 providing student and staff services in support of academic programs. As a member of the
1166 senior Administrator team for the University, the Dean will work successfully as part of a
1167 multicultural team.

1168 The Dean of the School of Education will be appointed for his/her intellectual and
1169 Administrator abilities, demonstrated success in education and research, judgment and qualities
1170 of leadership. The successful candidate has responsibility for the management of the School
1171 and for the implementation of University and School policies in all aspects of its operation. The
1172 Dean should have the ability to create an environment conducive to the growth of intellectual life
1173 within the School and to maintain the confidence and co-operation of the faculty, Administrator'
1174 staff and students. He/she should be able to manage effectively and efficiently the external
1175 relations of their School, both within the University and in the wider community, so as to
1176 facilitate support for its educational and research activities. The Dean cooperates with the
1177 Financial Aid Office and the Board of Regents in the management of the Government of Guam
1178 funded scholarship program for educators. The Dean represents the School's policies and
1179 points of view, makes independent judgments on Administrator matters within University policies
1180 and the Board of Regents/Faculty Union negotiated agreement; and will be held to the highest
1181 standards of equity, fairness and integrity.
1182

1183 **Dean, School of Engineering**

1184 *Position Narrative*

1185 The University of Guam (UOG) Dean, School of Engineering is a member of the Senior Vice
1186 President & Provost's cabinet providing leadership and vision in strategic planning and
1187 Engineering program implementation which contribute to the fulfilment of the University's
1188 strategic priorities. The Dean also leads academic quality, enrollment management, and
1189 student success initiatives, including the development and delivery of excellence in teaching,
1190 research, scholarship, and knowledge transfer/enterprise that enhances the quality of the
1191 student experience. In addition, the Dean operates within the policies, regulations, and
1192 framework of the institution, ensuring the physical and human resources are effectively
1193 deployed and managed. [Board Resolution 16-27]

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Dean, School of Health

Position Narrative

This is an Administrator position assigned responsibility for organizing and coordinating the planning, implementation and evaluation of the nursing and health science education programs at the University of Guam in relation to the school's academic master plan. Work also involves formulating and executing policies in the administration of the programs and providing nursing and health sciences education expertise to officers of the University of Guam. The nurse administrator, with the participation of the faculty, has authority and responsibility compatible with the general policies of the University of Guam for nursing and health sciences education. Work is performed under the general oversight of the Senior Vice President (SVP/P). The employee in this role works closely with the SVP/P in day to day Administrator matters and in dealing with the University community and the general public. Work also involves the coordination of faculty activities within the Nursing and Health Science Units. Performance outcomes are reviewed and evaluated through conferences with the SVP/P, submission of reports, and evaluation procedures established by the University of Guam. [Board Resolution 14-01, 05-34]

Dean, University Libraries

Position Narrative

The Dean of University Libraries is responsible for the overall administration, planning and development of the RFK Memorial Library and the RFT-Micronesia Area Research Center and reports directly to the Senior Vice President & Provost. The Dean provides leadership in coordinating campus-, island-, and region-wide access to information resources. The Dean is a member of the University's Administrator Council and serves in other Administrator service functions. [Board Resolution 18-14]

Director, Athletics

Position Narrative

The Athletics Director, under the general direction of **Dean of Enrollment Management and Student Success**, is primarily responsible for the administration of the University's athletics programs consistent with the mission, strategic initiatives, accreditation standards, autonomy and academic freedom. The Athletic Director supports the achievement of institutional purposes and educational objectives through the management Field House events and athletics programs in a manner that creates a high-quality environment for student learning. The athletics program is a co-curricular program integrated with academic goals and programs in support of student professional and personal development. The Field House houses academic and athletic programs and is also a facility available for broader University and community needs. The Athletic Director manages a staff of 5 (summer camp 25+) and administers stand-alone auxiliary funds with responsibility for revenues of \$0.3 million for Athletics and \$ 0.3 million for the Field House. [Board Resolution 14-19]

Director, Auxiliary Services

Position Narrative

The Bookstore and Auxiliary Services Director (BASD), under the general direction of the **Chief Marketing and Communications Officer, with a connection to** Vice President for Administration and Finance/Chief Business Officer, is primarily responsible for the administration of the University's bookstore, post office, food services and other auxiliary services consistent with the mission, strategic initiatives, accreditation standards, autonomy and academic freedom. The BASD supports the achievement of institutional purposes and educational objectives through

1244 the management of auxiliary services in a manner that creates a high quality and affordable
1245 environment for student learning. Bookstore operations, in particular, are closely integrated with
1246 academic goals and programs in support of student learning and academic freedom. The
1247 Director manages a staff of 9. The Director administers three stand-alone auxiliary funds with
1248 bottom-line responsibility for revenues of ~\$0.5 million (M) for the bookstore, ~\$0.1M for the
1249 post office, and ~\$0.04M for food services (contractual payments).

1250
1251 **Director, Center for Excellence in Developmental Disabilities Education, Research and**
1252 **Service (CEDDERS)**

1253 *Position Narrative*

1254 Under the general Administrator direction of the Senior Vice President & Provost, the Center for
1255 Excellence in Developmental Disabilities Education, Research and Service (CEDDERS)
1256 Director is responsible for the overall Administrator duties of the unit. CEDDERS is one of 67
1257 nationally designated Centers of Excellence. Directors must have, according to the DD Act
1258 which establishes such Centers and from which Core Funding is provided “Appropriate
1259 academic credentials; demonstrated leadership; expertise regarding developmental disabilities;
1260 significant experience in managing grants and contracts; and the ability to leverage public and
1261 private funds” DD Act Sec. 154 (a)(3)(G). In addition, the Director must also adhere to federal
1262 regulations governing each grant program under which CEDDERS receives federal funds. The
1263 Director is normally selected from among the faculty of the unit on a triennial basis by majority
1264 vote of the faculty. The Director has faculty retreat rights and, upon completion of his or her term
1265 and return to the faculty, will receive the same number of Step increases in the salary received
1266 as Director would have been received prior to the appointment over time served as Director.

1267
1268 **Director, Contracts and Grants**

1269 *Position Narrative*

1270 Under the direction of the Vice Provost of Research & Sponsored Programs, the Director,
1271 Contracts and Grants will appropriately plan, direct and manage the Office of Research and
1272 Sponsored Programs (ORSP) and activities to include seeking out grant and contract
1273 opportunities for the University of Guam. The Director will be responsible for pre-award grant
1274 writing, coordination of grant applications (to submissions and a database) and overall grant
1275 compliance to support the University's mission. [Board Resolution 14-29]

1276
1277 **Director, Development and Alumni Affairs**

1278 *Position Narrative*

1279 This is a full-time (12 month) Administrator professional position reporting to the President for
1280 the University of Guam. The Director is responsible for institutional development programs and
1281 leads institutional fundraising. The Director coordinates contacts and services to alumni,
1282 develops and maintains alumni mailing lists and mailing, organizes receptions and other special
1283 alumni activities. The Director will support the efforts of the UOG Alumni Association, as well as
1284 other UOG Alumni chapters to enhance alumni relations with the University and to coordinate
1285 and encourage alumni involvement in the growth and development of the University. [Board
1286 Resolution 11-01]

1287
1288 **Director, EEO and Title IX/ADA Coordinator**

1289 *Position Narrative*

1290 The Director, EEO and Title IX/Americans with Disabilities Act (ADA) Coordinator, under the
1291 general direction of the Chief Human Resources Officer (CHRO), is responsible for managing
1292 the development, implementation, and coordination of, but not limited to, the following
1293 programs: Equal Employment Opportunity, Non-discrimination/non- harassment compliance,

1294 Title VI, Title IX, and Disability accommodations for students and employees. [Board Resolution
1295 16-16]
1296

1297 **Director, Facilities Management & Services**

1298 *Position Narrative*

1299 The Facilities Management & Services Director (FMS Director), under the general direction of
1300 the Vice President for Administration and Finance/Chief Business Officer, is responsible for
1301 providing leadership and direction in matters relating to the University's physical plant and
1302 facilities consistent with the mission, strategic initiatives, accreditation standards, autonomy and
1303 academic freedom. The FMS Director supports the achievement of institutional purposes and
1304 educational objectives in a manner that creates a high quality environment for student learning
1305 through management of the Plant and Facilities organization, engineering and construction
1306 contracts, multi-million dollar academic building capital projects associated with the Physical
1307 Master Plan, Field House and Dormitory maintenance and operations, and strategic
1308 infrastructure initiatives. The position manages University plant and facilities, the dimensions of
1309 which include: ~\$100 million (M) of capital assets, an operating budget of over \$5M, annual
1310 capital outlay up to \$1.5M, ~55 professional and classified staff, contract vendors, a campus
1311 maintenance fund of ~\$1.3M and currently \$1.3M of federally funded CIP projects. Direct
1312 reports include the Building Maintenance Superintendent, CIP Projects Coordinator, an
1313 Administrator team, and indirect supervision over a Buyer II and contractors.
1314

1315 **Director, Financial Aid**

1316 *Position Narrative*

1317 The Financial Aid Director, under the general Administrator direction of the Dean of Enrollment
1318 Management and Student Services, is responsible for the provision of all federal, state, private,
1319 veterans, and institutional student financial aid programs. The Financial Aid Director supervises
1320 an office staff consisting of Program Coordinators; Administrator Assistant, Administrator Aide,
1321 Secretary, and many College Work Study (CWS) employees. This position involves planning,
1322 directing and evaluating a comprehensive financial aid delivery system in the context of an
1323 accredited 4-year university. The position provides a wide variety of financial aid services to the
1324 students at the University and supports the University accreditation, autonomy and strategic
1325 plans. The individual must be able to work with a diverse group of students with diversified
1326 cultural and educational backgrounds.
1327

1328 **Director, Global Learning & Engagement**

1329 *Position Narrative*

1330 The Director, Global Learning & Engagement, under the general direction of the President, is
1331 primarily responsible for providing professional development programs and services that
1332 extends the University's educational outreach and enhances its responsiveness to our
1333 community and the Asia Pacific region consistent with the mission, strategic initiatives,
1334 accreditation standards, autonomy and academic freedom of the University of Guam. The GLE
1335 Director manages the Professional Development and Lifelong Learning Center (PDLLC);
1336 English Language Institute (ELI); English Adventure/ Edu-Tourism Program (EAP); and other
1337 outreach and grant programs.

1338 The GLE Director supports the achievement of institutional purposes and educational
1339 objectives through the management of these programs in a profitable, entrepreneurial, market
1340 driven and outcomes-based manner. The GLE Director manages a staff of 6 to 12 full-time
1341 employees, numerous contractors in support of GLE's offerings, and administers programs and
1342 services with gross revenues \$1.9 million. Direct reports are the Assistant Director of GLE;
1343 Administrative Supervisor; Outreach Coordinators; Program Assistants; and ELI Instructors. The

1344 Director reports to the President on all matters and to the Senior Vice President/Provost with
1345 regard to academic matters relating to online learning courses and credit-bearing courses
1346 offered through GLE. [Board Resolution 12-10, 09-10]
1347

1348 **Director, Marine Laboratory**

1349 *Position Narrative*

1350 Under the general Administrator direction of the Vice Provost of Research & Sponsored
1351 Programs, the Marine Laboratory (ML) Director is responsible for the overall Administrator
1352 duties of the unit. By Board of Regents/Faculty Union agreement, the Director is elected by unit
1353 faculty. The Director has faculty retreat rights and, upon completion of his or her term and return
1354 to the faculty, will receive the same number of Step increases in the salary received as Director
1355 would have been received prior to the appointment over time served as Director.

1356 Considering responsibilities are similar to other Acting Directors and Associate Directors
1357 salary range should be at least the same if not more depending on the duties, responsibilities
1358 and the associated workload (Average salary in comparable Land Grant institutions ranges from
1359 \$120,000 to \$150,000).
1360

1361 **Director, Publishing (University of Guam Press)**

1362 The Publishing Director (UOG Press) is responsible for administering an income-driven
1363 publishing operation that holds a dual mission of publishing books of high scholarly merit for a
1364 largely academic audience and publishing works (both academic and literary) about the history
1365 and culture of Guam and the Micronesian region. The Publishing Director provides leadership
1366 and vision to the management of daily operations; ensures the production of high quality books
1367 for both scholarly and general audiences; and handles all aspects of acquisitions, editorial
1368 direction, business planning, budgetary oversight, fundraising, technological applications, book
1369 production, financial reporting, sales, marketing, and distribution. The Publishing Director
1370 reports administratively to the Dean of University Libraries and editorially to the UOG Press
1371 Advisory Council, which is comprised of distinguished members of the island's literary
1372 communities. [Board Resolution 21-20]
1373

1374 **Director, Residence Halls**

1375 *Position Narrative*

1376 Under the general Administrator direction of the Dean of Enrollment Management and Student
1377 Success (EMSS), the Director of Residence Halls is responsible for the administration and
1378 operations of the University's Residence Halls dedicated for full-time students. The Director of
1379 Residence Halls is expected to provide a welcoming and vibrant community that fosters a clean,
1380 safe, and positive environment, enhances the student experience, and encourages students to
1381 develop their full potential. The Director of Residence Halls will conduct staff and student
1382 development, resident outreach, community building and attend to facilities and the
1383 Administrator operations of the Residence Halls. Functional duties are described below and
1384 may be adapted to respond to the department's evolving needs.

1385 This is a challenging professional position of an Administrator and supervisory nature
1386 responsible for a self-supporting activity. The Director of Residence Halls works with wide
1387 latitude in the exercise of independent judgment and action to plan, organize, coordinate, and
1388 direct the operations of the University Housing Office. The position is required to work with
1389 groups of students from diverse cultural and educational backgrounds. Monthly and annual
1390 reports of the organizational, disciplinary, instructional, and financial activities of the University
1391 Housing Office are prepared, submitted, and reviewed through regular meetings with the Dean
1392 of Enrollment Management and Student Success. [Board Resolution 15-16]
1393

1394 **Director, Richard Flores Taitano Micronesia Area Research Center (MARC)**

1395 *Position Narrative*

1396 Under the general Administrator direction of the Dean of Libraries, the MARC Director is
1397 responsible for the overall Administrator duties of the unit. The Director has faculty retreat rights
1398 and may retreat to the faculty of MARC following successful completion of the original contract.
1399 [Board Resolution 12-11]

1400

1401 **Director, Water and Environmental Research Institute (WERI)**

1402 *Position Narrative*

1403 Under the general Administrator direction of the Vice Provost of Research & Sponsored
1404 Programs, the WERI Director is responsible for the overall Administrator duties of the unit. The
1405 Director is normally selected from among the faculty of the unit on a triennial basis by majority
1406 vote of the faculty. The Director has faculty retreat rights and, upon completion of his or her term
1407 and return to the faculty, will receive the same number of step increases in the salary received
1408 as Director would have been received prior to the appointment over time served as Director.

1409

1410 **Executive Assistant to the President (REPLACED by Chief of Staff and Board Liaison)**

1411 [~~Board Resolution 20-02~~]

1412

1413 **General Counsel**

1414 *Position Narrative*

1415 The University General Counsel serves as the chief legal officer of the University whose primary
1416 function is to advise the President and other officers on a wide range of legal matters having
1417 legal significance to the management and operation of the University. The University Legal
1418 Counsel will be responsible for reviewing and drafting legal documents, and monitoring relevant
1419 federal and local statutes, Administrator regulations and court decisions. Although the University
1420 may utilize outside counsel for certain issues from time to time, the contract will generally be run
1421 through the office of General Counsel. The University Legal Counsel reports directly to the
1422 President, University of Guam. [Board Resolution 03-09]

1423

1424 **Risk Officer**

1425 *Position Narrative*

1426 The University of Guam (UOG) Risk Officer reports directly to the Vice President of
1427 Administration and Finance (VPAF) and is responsible for the development of the University's
1428 internal audit capabilities and management of internal audit processes as well as managing the
1429 University's Enterprise Risk Management Program. The Risk Officer will monitor processes for
1430 grants management, reporting, audits, and compliance requirements. A significant component
1431 of the position is the assurance of the University's compliance with grant terms. [Board
1432 Resolution 18-25, 07-25]

1433

1434 **President**

1435 *Position Narrative (made text present tense)*

1436 The president **is the** champion of academic rigor, innovative scholarship, and effective teaching.
1437 He/she **endorses** the intellectual value of non-academic programs, promoting the idea that
1438 learning takes place in a variety of environments. The president **serves** not only as an
1439 institutional leader, but also a community leader and spokesperson. The president **is expected**
1440 to promote UOG's visibility and reputation by demonstrating strong leadership and personal
1441 integrity.

1442 The president **ensures** that current plans to reach out to adult learners, provide educational
1443 alternatives to military personnel stationed on the island, expand the online portfolio, and

1444 improve retention, come together to form a coherent strategy for managing and growing
1445 enrollment. He/she will lead by example, listening and learning from colleagues, personally
1446 setting the tone for discourse and **is an** effective steward of natural, human, and financial
1447 resources.

1448

1449 **Senior IT Manager, Infrastructure Services and Information Security Officer**

1450 *Position Narrative*

1451 Reporting to the Chief Information Officer, the Senior (Sr) IT Manager for Infrastructure Services
1452 and Information Security Officer will be responsible for planning, infrastructure deployment and
1453 operations, Information Security operations, policy development, and processes, performance
1454 measurement, and continuous improvement of the University of Guam's IT and Information
1455 Security Infrastructure, including its on- and off-site data centers and other computing and
1456 storage platforms and solutions. [Board Resolution 17-08]

1457

1458 **Senior Vice President & Provost**

1459 *Position Narrative*

1460 Under the general Administrator direction of the President, the Senior Vice President & Provost
1461 (SVP/P) will lead the academic mission of the University of Guam, demonstrate strong
1462 leadership qualities and interact with leaders and members in the community-at-large. The
1463 SVP/P is an active participant in all University strategic planning and decision-making activities.

1464

1465 **Vice President, Administration and Finance/Chief Business Officer**

1466 *Position Narrative*

1467 The Vice President for Administration and Finance/Chief Business Officer (VPAF), reporting to
1468 the President, is the executive officer responsible for finance, human resources, plant and
1469 facilities, information technology, safety and security consistent with the mission, strategic
1470 initiatives, accreditation standards, autonomy and academic freedom.

1471 The VPAF serves as a member of the President's cabinet and supports the achievement of
1472 institutional purposes and educational objectives through the formulation of strategic direction
1473 with the President, Provost, and Vice Provost, and others, the development and implementation
1474 of policy, and the leadership of financial and Administrator resources in a manner that creates a
1475 sustainable environment for student learning. Institutional dimensions, within which the VPAF
1476 operates, include: 3,900 students, gross revenues and appropriations ~\$100 million (M), 830
1477 full-time and part-time employees with personnel expenses \$45M, assets \$135M, investments
1478 \$20M, and 22 major buildings on 600+ acres including a main campus and five satellite areas.

1479 The VPAF manages a staff of over 100 and administers A&F budgets of ~\$11M. Direct
1480 reports are Comptroller; Chief Human Resources Officer (CHRO); Director, Facilities
1481 Management and Services; Chief Information Officer (CIO)/**Information Technology Resource
1482 Center Director**; Associate Budget and Administrative Processes Officer (ABAPO), Safety
1483 Administrator, and a contracted security force. [Board Resolution 14-19].

1484

1485 **Vice Provost for Academic Excellence, Graduate Studies, and Online Learning**

1486 *Position Narrative*

1487 Under the direction of the Senior Vice President & Provost, the **Vice Provost** for Academic
1488 Excellence/Director of Graduate Studies will support and sustain excellence in teaching,
1489 research, and student achievement at the University of Guam. The **Vice Provost** for Academic
1490 Excellence is responsible for maintaining an environment conducive to academic quality,
1491 teaching and research excellence, student success, innovation, and progress, as well as a
1492 culture of iterative review and responsible University Citizenship. The Director of Graduate
1493 Studies will coordinate the activities of graduate programs with the appropriate Deans and

1494 various program faculty and assure updates of all activities relating to graduate faculty status
1495 and graduate program quality, on behalf of the Senior Vice President & Provost. [Board
1496 Resolution 16-36]

1497

1498 **Vice Provost, Institutional Effectiveness**

1499 *Position Narrative*

1500 Overall responsibility of the office of institutional effectiveness office, including the functions of
1501 the office of academic assessment and institutional research, institutional accreditation,
1502 assessment of student learning outcomes, academic program/unit and co-curricular review, and
1503 supporting programmatic accreditation. Oversight responsibility of articulation agreements with
1504 the regional colleges and other educational institutions at the course, program, and institutional
1505 level. Integral involvement in institutional strategic planning support, often in cooperation with
1506 the Senior Vice President and the President. Liaison with other institutional research officials
1507 from partnered institutions, including local public school and community college, information
1508 technology, various state and federal initiatives, and distance/continuing education.

1509 The AVPIE position signifies a commitment to evidence-based decision making, and to be
1510 able to accomplish institutional effectiveness (IE) functions more effectively and efficiently
1511 (particularly accreditation).

1512 This position provides support for all programs and the institution in the areas of assessment
1513 design, research agendas, planning, monitoring, and implementation. The Assistant Vice
1514 President for Institutional Effectiveness will identify and accomplish a research agenda for the
1515 institution to improve academic assessment, institutional planning and decision making in all
1516 areas related to the academic and student experience in support of the University's strategic
1517 initiatives. This includes working in concert with other units to support broader research
1518 agendas that support academic excellence and student success. This position will work
1519 collaboratively with the Enrollment Management and Student Success Registrar's Office, the
1520 Office of Information Technology, the academic colleges and schools, the University Planning
1521 and Budget Committee, and the Assistant Vice President for Academic Excellence/Director of
1522 Graduate Studies to provide data analysis to support accreditation requirements, planning and
1523 decision making for both on campus and external reporting and the development of the
1524 University Fact Book. [Board Resolution 16-36]

1525

1526 **Vice Provost, Office of Sponsored Programs and Research**

1527 *Position Narrative*

1528 Under the direction of the Senior Vice President & Provost, the Vice Provost of Research &
1529 Sponsored Programs will administer all aspects of the Office of Research and Sponsored
1530 Programs (ORSP). The Vice Provost position is a 12-month administrator position. [Board
1531 Resolution 16-36, 05-33]

1532

1533 **Web Master**

1534 *Position Narrative*

1535 The Web Master reports to the Director, Integrated Marketing Communication (DIMC) and
1536 works in collaboration and consultation with the Computer Center/Technology Resources and
1537 with diverse individuals and units within the University to develop web pages. The Web Master
1538 assumes overall responsibility for the web architecture, hardware, software, design, and
1539 standards of the University of Guam's website and ensures current information is uploaded or
1540 removed on a timely basis on the site's primary levels. The Web Master will liaison with field
1541 staff and others using the website. The Web Master, in conjunction with DIMC, determines web
1542 site design and standards, which reflect branding strategies and strengthen the University's
1543 mission and strategic goals. The Web Master will serve as liaison for DIMC to the University's

1544 Technology Advisory committee. The Web Master will work with the Registrar and Dean,
1545 Enrollment Management and Student Services to ensure student access to information on the
1546 website and facilitate online application and registration, generate and distribute usage reports,
1547 and incorporate principles of teamwork with all organizational levels in the resolution,
1548 completion, and follow-up of various responsibilities. The Web Master will coordinate and track
1549 schedules, projects, and University Technology Advisory committee decisions as they relate to
1550 the University's web presence. [Board Resolution 05-28]
1551
1552
1553

1554 **Administrator Responsibilities**

1555 Administrators at UOG are 40-hour-a-week employees whose primary job is to perform the
1556 duties of their position, as described in the *HRO Policy Manual*. They administer the policies
1557 and rules of the UOG; including local and federal rules. In addition, they also provide leadership
1558 of employees and management of UOG resources. Administrators are salaried employees and
1559 are expected to work beyond an 8a-5p business day without additional compensation as part of
1560 the normal course of business when required by demands of the job.

1561
1562 Individually, administrators are accountable for the proper performance of duties required of
1563 their position and in accordance with established institutional policies and statutory
1564 requirements. One of the Administrator tasks is evaluations for Classified, **Professional &**
1565 **Technical employees (PTE)**, and Faculty.

1566
1567 **Performance Evaluation**

1568 The Chief Human Resources Officer *shall establish and maintain a performance evaluation*
1569 *system for the fair and objective appraisal of work performance of employees of the University.*
1570 *The performance evaluation system may be used to (Title 4 GCA Chapter 4 and Chapter 6)*
1571 *and for Academic Administrators and Director of Research Units the Senate Faculty Evaluations*
1572 *of Administrators as well:*

1573
1574 **A. Criteria Areas and Commitments for Evaluation**

- 1575 B. Improve individual performance.
- 1576 C. Strengthen supervisor/employee relationships.
- 1577 D. Recognize employee accomplishments and good work.
- 1578 E. Identify job standards.
- 1579 F. Identify training needs.
- 1580 G. Grant or deny pay increments.
- 1581 H. Determine order of layoffs.
- 1582 I. Determine whether a probationary employee shall be given a permanent appointment.
- 1583 J. Determine eligibility for promotion.
- 1584 K. Determine whether disciplinary action is required.

1585 **L. Commitments**

- 1586 a. To Truth
- 1587 b. To the University
- 1588 c. To the Community
- 1589 d. To the Students
- 1590 e. To Colleagues and the Profession
- 1591 f. To Assessment

1592
1593 A description of the Faculty load can be found in the Board of Regents/Faculty Union
1594 Agreement.

1595
1596 **The Faculty Senate is charged with developing and conducting a faculty evaluation of Academic**
1597 **Administrators. If pilot or new instruments, SVP&P approval/endorsement should be sought for**
1598 **continued use beyond a pilot period.**

1599
1600 **Annual Evaluations for Faculty**

1601 Deans, associate deans, directors and associate directors of research units supervise faculty.
1602 As per the BOR/Faculty Union Agreement, "Faculty members have a right and obligation to be
1603 evaluated.

1604 Deans, associate deans, directors **and associate directors** of research units supervise faculty.
1605 As per the BOR/Faculty Union Agreement, "Faculty members have a right and obligation to be
1606 evaluated and reviewed by their peers. Faculty also have a right and obligation to be evaluated
1607 and reviewed by their Dean/Director in accordance with the annual Comprehensive Faculty
1608 Evaluation System (CFES) Plan of Work." Administrators supervising faculty shall follow the
1609 procedures in the current Board of Regents / Faculty Union Agreement.

1610
1611 **Other Responsibilities for Administrators Supervising Faculty**

1612 **[ED NOTE: these are DRAFT ideas, submitted for consideration by the SVP/P - via Dr McVey -**
1613 **about 2 years ago and then sent to the deans for comment. Ideas are designed to make**
1614 **dean/director level performance expectations a bit clearer and standardized.**

1615
1616 In addition to any factors unique to the particular college, school, or research unit, the following
1617 areas are suggested as a guide for considering the Administrator effectiveness of academic
1618 administrators.

1619
1620 **Collegiality**

1621 **While not of itself a mandated area of evaluation, it is an area of concern and action within the**
1622 **professional role of Academic Administrator. Some guidelines can be found below.**

1623
1624 **Leadership**

- 1625 • Demonstrate a strong commitment to, and effectiveness in, advancing excellent educational
1626 (both undergraduate and graduate) and research, scholarship, and/or creative arts
1627 programs.
- 1628 • Develop goals and strategic plans in collaboration with faculty and other academic leaders.
1629 Ensure effective communication and implementation.
- 1630 • Appoint and provide effective mentoring of high quality for faculty, associate deans, division
1631 chairs, and other staff.
- 1632 • Enhance the quality of faculty, staff and programs in the college by conducting rigorous
1633 searches that advance the mission of the university and strategic plans of the unit.
- 1634 • Model professional behavior and respectful treatment of others, especially when addressing
1635 differences in opinion or managing a challenging change process.
- 1636 • Develop and implement procedures for the smooth operation of the unit.
- 1637 • Develop effective external partnerships that advance the mission of the unit.
- 1638 • Ensure a positive morale and inspire pride and top performance of faculty, staff and
1639 students.

1640
1641 **University Citizenship**

- 1642 • Contribute to the university's mission and strategic goals and enhance the excellence of the
1643 university. In particular, how has the administrator advanced the diversity of goals of the
1644 institution? How has the administrator enhanced **multidisciplinary** or interdisciplinary
1645 research and education in areas of strategic importance to the university, the region, and the
1646 nation?
- 1647 • Work effectively with other deans, administrators, faculty, students and staff.
- 1648 • Comply with University, governmental, and professional policies and procedures.
- 1649 • Effectively represent the university to external constituencies.
- 1650 • Follow all rules transparently and serve as a role model for integrity.

1651

1652 *Communication*

- 1653 • Effectively communicate information and decisions to faculty, staff and students.
1654 • Effectively communicate the goals of the college and university mission to internal and
1655 external constituencies.
1656 • Foster effective shared governance.

1657
1658 *Budget and Use of Resources*

- 1659 • Make budget decisions consistent with college goals.
1660 • Generate and use resources effectively.
1661 • Maintain fiscal responsibility. Develop strategies for greater efficiency and for generating
1662 revenue.
1663 • Work with other areas of the university to design budget-sharing strategies.
1664 • Encourage entrepreneurship throughout the unit.

1665
1666 *University and Professional Development*

- 1667 • Work with the UOG Endowment in establishing fundraising goals and assuring goals are
1668 accomplished.
1669 • Work with direct supervisor to set goals and resources for professional development.

1670
1671
1672
1673 **Collegiality**

1674 **(this section was in the UPM, based on the RRPM) and EDs were asked to put in here.**

1675
1676 **Individual Rights and Responsibilities**

1677 Each University faculty, staff, and administrator has the responsibility to abide by the
1678 Government of Guam statutes, and the Board of Regents' policies and associated manuals
1679 issued for the governance of the University of Guam. In addition, each faculty, staff and
1680 administrator has the responsibility to abide by the policies and associated manuals issued by
1681 the President of the University of Guam governing faculty, staff, and administrator activities
1682 provided that such policies and manuals are not inconsistent with the statutes of the
1683 Government of Guam and/or with the policies and manuals of the Board of Regents.

1684
1685 Each University faculty, staff, and administrator shall be guaranteed freedom of expression,
1686 freedom of association, freedom of publication, right of privacy and of security in one's
1687 possessions and freedom from unreasonable search and seizure.

- 1688
1689 • No official of the University or body hereof may infringe upon these guarantees.
1690 • No individual or group may infringe upon the academic freedom of faculty, staff, or
1691 administrators.
1692 • No University faculty, staff, or administrator may be deprived of rights and privileges within
1693 the University without due process.
1694 • No University faculty, staff, or administrator may be denied his or her just right, privilege,
1695 position or status in violation of the University's policy on non-discrimination and affirmative
1696 action.

1697
1698 Each University faculty, staff, and administrator has the right to petition for redress of grievances
1699 in accordance with established procedures for such petition.

1700

1701
1702 **(Faculty, Staff and) Administrator Commitments**

1703
1704 *Reviewer asked: Should we be referencing faculty and staff in this manual*

1705
1706 *Reviewer suggested: Should consider the language Tony provided on this*

1707
1708 *Responsibilities of all Faculty, Staff, and Administrators*

1709 As professional employees, membership in the academic profession and appointment to the
1710 University of Guam carry special professional commitments and responsibilities to students, the
1711 academic profession, the University and the community. Professional employees are faculty,
1712 staff, or administrators. The University recognizes these commitments and responsibilities and
1713 provides for them herein as an integral and essential part of the policies and procedures
1714 governing academic employment. The University understands that insistence on high
1715 standards for professionals is necessary for maintenance of the University of Guam as an
1716 institution of quality dedicated to the discovery and transmission of knowledge. Moreover, the
1717 University recognizes that the professional employee has obligations that derive from common
1718 membership in the community of scholars and that collegiality is fundamental to the existence of
1719 a community of scholars and teachers.

1720
1721 *Commitment to Truth*

1722 The professional employee, guided by a deep conviction of the worth and dignity of the
1723 advancement of knowledge, recognizes the special responsibilities of a professional employee:
1724 1) to seek and state the truth as the professional employee sees it, 2) to develop and improve
1725 his or her scholarly competence, 3) to accept the obligation to exercise self-discipline and
1726 critical judgment in using, extending and transmitting knowledge, 4) to practice intellectual
1727 honesty, and 5) to prevent subsidiary interests from hampering or compromising the exercise of
1728 his or her freedom of inquiry.

1729
1730 *Commitment to the University*

1731 As a member of the University, the professional employee, 1) seeks above all to further effective
1732 teaching and scholarship, 2) abides by the stated principles, policies, rules, regulations and
1733 procedures of the University of Guam but maintains the right to criticize and seek revisions, 3)
1734 recognizes the obligation to maintain competence in his or her profession, and 4) consults with
1735 supervisors to assist in determining the amount and character of work done outside the
1736 University with due regard to paramount responsibilities to the University.

1737
1738 When considering interruption or termination of service, the professional employee, 1)
1739 recognizes the effect of this decision upon the program of the University, gives due notice of his
1740 or her intentions, and makes every reasonable effort to prevent or minimize disruption and to
1741 provide for orderly transition, 2) regards his or her appointment as a pledge to be honored both
1742 in spirit and in fact in a manner consistent with the highest ideals of professional service, and 3)
1743 believes that sound professional relationships with governing authorities are built upon personal
1744 integrity, dignity and mutual respect.

1745
1746 The professional employee discourages practice in the profession by unqualified persons or by
1747 those who have failed to maintain competence in the profession.

1748
1749 In fulfilling obligations to professional employment practices, the professional employee:

1750

- 1751 a. Gives a reasonable notice to the University of any change in availability of service.
1752 b. Adheres to the terms of his or her appointment to the University.
1753 c. Conducts professional business through channels approved and established for the conduct
1754 of University business.
1755 d. Delegates assigned tasks only to qualified personnel.
1756 e. Permits no commercial exploitation of his or her professional position.

1757

1758 *Commitment to the Community*

1759 As a member of the island community, the professional employee has the rights and obligations
1760 of any other citizen of the Island as provided by the law and measures the urgency of these
1761 obligations in the light of responsibilities to his or her areas of academic competence, to
1762 students, to the profession and to the University. As a citizen engaged in a profession that
1763 depends upon freedom for its health and integrity, the professional employee has a particular
1764 obligation to promote conditions of free inquiry and to further public understanding of academic
1765 freedom for the University.

1766

1767 The professional employee shares with all other citizens the responsibility for the development
1768 of sound public policy and assumes full political and citizenship responsibilities consistent with
1769 the laws of the Island and the policies of the University. He or she bears particular responsibility
1770 for the development of policy relating to the extension of educational opportunities for all and for
1771 interpreting educational programs and policies to the public.

1772

1773 In fulfilling obligations to the community and the public, the professional employee:

1774

- 1775 a. Represents accurately the University or any of its parts and takes adequate precautions to
1776 distinguish between personal views and those of the University, knowing that the general
1777 public often does not recognize the distinction.
1778 b. Respects a colleague's rights to exercise political and citizenship privileges and
1779 responsibilities.
1780 c. Refrains from using institutional privileges for private gain or for promotion of political
1781 candidates or partisan political activities.
1782 d. Accepts no gratuities, gifts, or favors that might impair or appear to impair professional
1783 judgment, and offers no favors, services or things of value to obtain special advantage.
1784 e. Claims competence only in areas where he or she is qualified.

1785

1786 *Commitment to the Student*

1787 The professional employee encourages the free pursuit of learning by students and
1788 demonstrates the best scholarly standards of the discipline by: 1) respecting the student as an
1789 individual and adhering to a proper role in order to assure that the evaluations of students reflect
1790 their true merit, 2) respecting the confidential nature of the relationship between professional
1791 employee and student, 3) avoiding any exploitation of students for private advantage, and 4)
1792 acknowledging a professional employee's duty to assist students and to protect their academic
1793 freedom.

1794 The professional employee measures personal success by the progress of each student toward
1795 realization of the student's potential as a worthy and effective citizen. The professional
1796 employee, therefore, endeavors to stimulate the spirit of inquiry, the attainment of knowledge
1797 and understanding, and the thoughtful formulation of worthy goals.

1798

1799

1800 *Review asked: This looks like it was taken from the wrong place. I'm not sure we need to talk*
1801 *about professional employees. A lot of the stuff on the next couple of pages seems like it might*
1802 *be better suited to the main UPM.*

1803
1804 In fulfilling these obligations to the student, the professional employee:
1805

- 1806 a. Encourages independent action in the pursuit of learning and access to varying points of
- 1807 view without bias to any one point of view.
- 1808 b. Adopts a balanced viewpoint in the presentation of subject matter for which he or she bears
- 1809 responsibility.
- 1810 c. Conducts professional duties in such a way that the student is not exposed to unnecessary
- 1811 embarrassment or disparagement.
- 1812 d. Honors the University's commitment to non-discrimination and affirmative action.
- 1813 e. Keeps in confidence information that has been obtained in the course or professional
- 1814 service, unless disclosure serves worthy professional purposes or is required by law.
- 1815 f. Tutors for remuneration students assigned to his or her classes only when authorized by the
- 1816 Dean.

1817
1818 *Commitment to Colleagues and the Profession*

1819 As a colleague and a member of the profession, the professional employee has obligations that
1820 derive from common membership in the community of scholars and teachers. A professional
1821 employee is committed to the extension of knowledge in his or her discipline through personnel
1822 endeavors. In the exchange of criticism and ideas, the professional employee shows due
1823 respect for the opinions of others, strives for objectivity in professional judgment of colleagues,
1824 and accepts an equal share of responsibilities for the academic operation and governance of
1825 the University. The professional employee exerts every effort to raise professional standards to
1826 improve his or her service and to promote a climate in which the exercise of professional
1827 judgment is encouraged. In fulfilling his or her obligations to the profession, the professional
1828 employee:

- 1829
- 1830 a. Accords just and equitable treatment to all members of the profession in the exercise of their
- 1831 professional rights and responsibilities.
- 1832 b. Withholds and safeguards confidential information acquired about colleagues in the course
- 1833 of employment.
- 1834 c. Participates in a professional inquiry when requested by an appropriate professional
- 1835 association or group, unless such participation would constitute conflict of interest.
- 1836 d. Provides upon the request of an aggrieved party, a written statement of specific reasons for
- 1837 recommendations that lead to the denial of salary increment, to significant changes in
- 1838 employment, or to termination of employment.
- 1839 e. Represents honestly his or her professional qualifications or background.

1840
1841 *Commitment to Assessment*

1842 The University of Guam is committed to the assessment of all the academic, administrative and
1843 co-curricular services, which it provides for its stakeholders. Assessment denotes the
1844 continuous collection of data concerning the effectiveness of services in achieving their stated
1845 short-term and long-term goals. This commitment to assessment also applies to research,
1846 outreach projects and auxiliary services. The University accepts the responsibility for clarifying
1847 and communicating the University's goals and for using its resources to enable stakeholders to
1848 achieve their goals. When assessment reveals that goals are not being met or are no longer
1849 meeting stakeholders' needs with reasonable success, improvements will be made in the way

1850 the University prioritizes and provides those services so as to increase to acceptable levels their
1851 effectiveness and value to its stakeholders.
1852
1853
1854

1855 **Compensation and Other Benefits**

1856

1857 **Background**

1858 The University of Guam's compensation salary schedule is benchmarked against the College
1859 and University Professional Association (CUPA) for Human Resources Administrator
1860 Compensation Survey. The survey report contains salary comparisons for 167 Administrator
1861 positions at 1,466 colleges and universities nationwide, making it the key resource for academic
1862 administrators and salary-related decision making in the higher education community. It is the
1863 benchmarking source for education salaries.

1864

1865 **Administrator Compensation**

1866 The compensation for administrators is set by the BOR-approved Salary Schedule currently in
1867 effect. This salary schedule is based upon the selected College and University Professional
1868 Association for Human Resources (CUPA) Administrator Compensation Survey. Further
1869 guidance is found in the *HRO Manual*. The Board of Regents has determined that the UOG
1870 salary scale should be based on the median of the survey. Merit increases are derived from the
1871 satisfactory performance on a personnel evaluation. BOR Resolution 20-02 referenced a
1872 requirement to review the Administrator salary scale regularly and that all UOG Academic
1873 employee pay scales should within five (5) years of each other with respect to using CUPA as a
1874 reference point.

1875

1876 The President's salary shall be negotiated and approved by the Board of Regents. The Senior
1877 Vice President & Provost and Vice President Administration and Finance/Chief Business Officer
1878 salaries shall be negotiated and approved by the President. All other administrator salaries shall
1879 be negotiated with the appropriate Vice President and approved by the President.

1880

1881 **Salary Levels**

1882 The initial salary shall take into account the level of responsibility, the academic rank (or
1883 equivalency), years of prior experience in the same or similar position, length of service and
1884 degree and level of management requirements as well as other criteria in the job description
1885 and reflect current local and national market conditions.

1886

1887 **Administrator Salary and Range**

1888 The President will recommend administrator salary ranges to the Board, based upon the
1889 appropriate College and University Professional Association for Human Resources (CUPA)
1890 Administrator Compensation Survey (CUPA) Administrator Compensation Survey for public
1891 universities. "An appropriate benchmark position/salary will be chosen for each approved
1892 University Administrator position. The CUPA benchmark will be the median salary for that
1893 position, as evaluated by the Chief Human Resources Officer (CHRO) and approved by the
1894 appropriate Vice President. The Vice President will assist in determining if the scope of the
1895 benchmark position requires a modification or if a prior modification remains relevant. The
1896 salary range for that Administrator position will be +/- 20% of the median salary from the CUPA
1897 scale. Any amount below or above the established ranges will require approval of the President
1898 with advice of the UOG Board of Regents (BOR).

1899

1900 **Administrator Salary Increments**

1901 Each Administrator will be annually evaluated and will be eligible to receive an annual increase
1902 of up to three percent (3%) depending on the results of the evaluation, until the administrator
1903 reaches the third quartile of their salary range, which is defined as 100% of the median salary.
1904 After the administrator reaches the third quartile of their salary range and until the administrator

1905 reaches the approved salary range ceiling, which is defined as 120% of the median salary, each
1906 administrator will be annually evaluated and will be eligible to receive a bi-annual increase of up
1907 to three percent (3%) depending on the results of the evaluations. In the event that an
1908 administrator reaches the approved salary range ceiling, the salary is frozen, and an annual
1909 evaluation will continue for record purposes only. Salary increments for the Senior Vice
1910 President & Provost and the Vice President Administration and Finance/Chief Business Officer
1911 will be negotiated no more frequently than annually.

1912
1913 The Administrator and their respective supervisor complete the Administrator's evaluation form
1914 in accordance with the Administrator Evaluation Reporting System Procedures Manual. Once
1915 completed, the form is submitted to HRO for review and processing of salary increment
1916 personnel action (UG2). After the UG2 is signed by the CHRO, it is transmitted to Business
1917 Office for fund certification. Upon of the receipt of the UG2 with fund certification, HRO transmits
1918 the UG2 to the Payroll Office for further processing and keys in their updated hourly rate on
1919 Colleague. HRO also transmits copies of the UG2s to the college/unit and GovGuam
1920 Retirement.

1921 1922 **Other Compensation**

1923 ED NOTE: these three policies were in the (very) old Research Manual and they have been
1924 redrafted and apply to both faculty and administrators. They are currently under General
1925 Counsel review.

- 1926 • Guidelines for Academic Personnel Compensation for Grants and Contracts, Teaching
1927 Overloads, and Extracurricular Employment
- 1928 • Guidelines for Buyouts, Close-Outs, and Indirect Distribution for Grants and Contracts
- 1929 • Guidelines for Compensation for Employees Teaching Overloads

1930
1931 also, the President's April 9, 2019 memo, Administrators and University Staff Engaged in
1932 Teaching and Grant Work will be added here

1933 1934 1935 **Transfer in Administrator Assignments**

1936 The President may make changes in Administrator assignments if the person holding the
1937 position obtained the position through a competitive process. Any administrator who accepts or
1938 is assigned a higher or lower level Administrator position will be compensated commensurate
1939 with the salary level of the position assigned. Under no circumstance will an administrator
1940 exceed the salary level of the position assigned unless approved by the President with written
1941 notice to the Board.

1942 1943 **Transition**

1944 Administrators currently paid above 120% of the new median salary will have their salaries
1945 frozen until it falls within the range. If an Administrator's salary has been frozen for three (3)
1946 years as a result of reaching the top of the range, the salary can be adjusted by a three percent
1947 (3%) adjustment every three (3) years.

1948
1949 **Reviewer said: Should we say something about satisfactory reviews?**

1950
1951 [Board Resolution 08-31, dated November 20, 2008, effective January 1, 2009.] [Board
1952 Resolution 17-08, Relative to Revising the List of Administrator Positions and the Administrator
1953 Salary Scale]

1954

1955 **Updates to the Salary Scale Benchmark**

1956 The Human Resources Office should perform a review of the benchmark no less frequently than
1957 every three years to determine if an updated CUPA scale would have a significant impact on the
1958 salaries in the scale. This analysis should be presented to the Promotion and Tenure
1959 Committee of the Board of Regents. If it is determined by the Board of Regents that the salary
1960 scale should be updated, the salary of the position holder will be moved from its relative position
1961 on the existing scale to its same relative position on the updated scale. The purpose of these
1962 updates is to ensure UOG salaries keep pace with inflation. The purpose of employee
1963 increments is to reward employees for meritorious effort.

- 1964
- 1965 1. Full-time Administrator Compensation. The President's salary shall be negotiated and
1966 approved by the Board of Regents. The Vice President's salaries are negotiated by the
1967 President. All other administrator salaries shall be in accordance with the salary scales
1968 adopted by the Board of Regents. The Human Resources Office will provide a
1969 compensation range to the President. Final approval of salaries for the administrators
1970 resides with the President.
 - 1971
 - 1972 2. Salary Levels. The initial salary shall take into account the level of responsibility, the
1973 academic rank (or equivalency), years of prior experience in the same or similar position,
1974 length of service and degree and level of management requirements as well as other criteria
1975 in the job description and reflect current local and national market conditions.
 - 1976
 - 1977 3. Administrator Salary and Range. The President and Vice President(s) will recommend
1978 administrator salary scale ranges to the Board, based upon the selected College and
1979 University Professional Association for Human Resources (CUPA) Administrator
1980 Compensation Survey (CUPA) Administrator Compensation Survey. An appropriate
1981 benchmark position/salary will be chosen for each approved University administrator
1982 position. The CUPA benchmark will be the median salary for that position, as evaluated by
1983 the Chief Human Resources Officer (CHRO) and approved by the VPAF. The salary range
1984 for that Administrator position will be +/- 20% of the median salary. Any amount below or
1985 above the established ranges will require approval of the President with advice of the UOG
1986 Board of Regents (BOR). The end product of this process will be the Administrator Salary
1987 Scale.
 - 1988
 - 1989 4. Administrator Salary Increments. Each administrator whose salary is derived from the
1990 Administrator Salary Scale will be annually evaluated and will be eligible to receive an
1991 annual increase of up to three percent (3%) depending on the results of the evaluation, until
1992 the administrator reaches the top of their salary range, which is defined as 120% of the
1993 median salary. In the event that an administrator reaches the approved salary range ceiling,
1994 the salary may be increased up to three percent (3%) on a bi-annual basis depending on the
1995 results of the evaluation. Administrators whose salaries are not derived from the
1996 Administrator Salary Scale will be evaluated annually and increments are subject to
1997 negotiation.
 - 1998
 - 1999 5. Transfer in Administrator Assignments. Any administrator who accepts or is assigned a
2000 higher or lower level Administrator position will be compensated commensurate with the
2001 salary level of the position assigned. Under no circumstance will an administrator exceed
2002 the salary level of the position assigned unless approved by the President.
 - 2003

2004 6. Appointment in an Acting Administrator Capacity. See BOR / Faculty Union Agreement
2005 (Article XV) and Board Resolution No. 13-25.
2006

2007 [BOR Resolution 08-31, dated November 20, 2008, effective January 1, 2009.]
2008 [BOR Resolution 17-08, Relative to Revising the List of Administrator Positions and the
2009 Administrator Salary Scale] [BOR Resolution 20-02 Relative to Approving the Updated Salary
2010 Pay Scale for Administrators with Revised Administrator Position Descriptions Based on the
2011 University of Guam Para Hulo Strategic Plan and Revised Organizational Chart]
2012

2013 **Administrators Teaching**

2014 Administrators are salaried employees and are occasionally expected to work beyond an 8a-5p
2015 business day without additional compensation as a part of the normal course of business.
2016 Administrators, however, may teach courses and may be compensated; guidance is found in
2017 See President's April 9, 2019 memo
2018

2019
2020 Reviewer said: Do we want to say something about teaching interfering with work or outside of
2021 work hours?
2022

2023 **Compensatory Time Off (CTO) for Administrators**

2024 The UOG Board of Regents' Compensatory Time-Off (CTO) policy established a process for
2025 providing approved time off, in lieu of paid overtime, for Board of Regents'-approved
2026 Administrators and Classified Exempt Employees. [Board Resolution 21-19]
2027
2028

2029 **External Employment**

2030 External employment is prohibited for all Administrators. Administrators may be authorized to
2031 serve as an adjunct faculty with the approval of their supervisor and the President.
2032 Administrators may seek a temporary exception to this rule with the approval of their supervisor
2033 and the President.
2034

2035 **Emeritus Honorary Status**

2036 The honorary status, criteria, and benefits of Administrator Emeritus for President, Vice
2037 President, Dean, and Director or Equivalent Position, are outlined in the *BOR Bylaws Booklet of*
2038 *Appendices*, and is based on the following criteria:
2039

2040 Emeritus(a) President Criteria:

2041 Upon the recommendation of any Regent, the Board may bestow the rank of Emeritus(a)
2042 President upon a President who retires from the University and who meets the following criteria:
2043

- 2044 • Has at least ten (10) years of service as a full-time faculty member and/or administrator at
2045 the University of Guam.
- 2046 • Has at least three (3) years of service as the President of the University of Guam.
- 2047 • Has distinguished himself/herself by making significant contributions to the University of
2048 Guam.

2049 *Emeritus(a) Vice President, Dean, or Director or Equivalent Position Criteria:*

2050 Upon the recommendation of the President, the Board may bestow the status of
2051 Emeritus(a) Vice President, Dean, or Director or Equivalent Position upon an
2052 administrator who retires from the University and who meets the following criteria:
2053

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 2066
 2067
 2068

- Has at least ten (10) years of service as a full-time faculty member and/or administrator at the University of Guam.
- Has at least three (3) years of service in the position for which the Emeritus(a) status is to be bestowed.
- Has distinguished himself/herself by making significant contributions to the University of Guam.
 [Board Resolution 99-04]

Other Benefits - will point to one place where this, always updated, content resides.

Benefits for UOG employees are as follows.

Benefit Table (TO BE FIXED and moved to a central webpage)

Employee Type	DB (Low)	DB (High)	DC	DB 1-75	Social Security	Medicare	W/H Tax	Health Ins.	Life Insurance	Leave Accruals AL & SL	Other GovGuam Agency	Retiree
Administrators												
Full Time Classified	-	-	-	-	N/A	Yes	Yes	Yes	Yes	Yes	N/A	-
Full Time Limited Term	-	-	-	-	-	Yes	Yes	-	-	-	N/A	-
Fac.-9 months	-	-	-	-	N/A	Yes	Yes	Yes	Yes	Sick Only	N/A	-
Fac.-12 months	-	-	-	-	N/A	Yes	Yes	Yes	Yes	Yes	N/A	-
Adjuncts	-	-	-	-	-	Yes	Yes	N/A	N/A	N/A	-	-
College-Work Study	N/A	N/A	N/A	N/A	N/A	N/A	Yes	N/A	N/A	N/A	N/A	N/A

2069 Notes:
 2070 DB - "old plan" - Defined Benefits
 2071 DC - Defined Contribution
 2072 AL - Annual Leave
 2073 SL - Sick Leave
 2074

2075

Retirement Benefits (same version as the PTE manual and will go on website)

Benefit(s)	Eligibility	Employee Share (Bi-weekly)	Employer Share (Bi-weekly)	UOG General Fringe Cost Estimate** (Benefits, including contributions to employee retirement, and some contribution to unfunded retirement liability)
Retirement				
Defined Benefits (I)/Inclusion Plan	Full-Time (40 hours per week)	10.50%		26.79%
DB 1.75 Plan	Full-Time (40 hours per week)	9.50%		26.79%
457 Plan (mandatory only to DB 1.75 members)	Full-Time (40 hours per week)	1%	None	
DC Plan*	Full-Time (40 hours per week)	6.20%	6.20%	26.79%
DC Plan*	Part-Time (<40 hours per week)	6.20%	6.20%	26.79%
DC/Retirement Disability	\$19.01 per pay period		\$19.01	
Social Security (Student hires Only, does not include Medicare)	Full-Time/Part-Time	6.20%	6.20%	
Medicare	Full-Time/Part-Time	1.45%	1.45%	
Life Insurance	Full-Time	Refer to insurance rate sheet	\$7.03	
* Employee must work to the first day of their 6th year to be vested and have UOG match their contribution. ** Benefits, and thus costs, may differ by individual appointment.				

2076

2077

2078 **Professional Development Leave for Administrators (Sabbatical Leave)**
2079 ED NOTE: This section is being reshaped and will be ready for review soon. Originally from the
2080 2000 RRPM and updated by resolutions.

2081
2082 *Reviewer asks: Do we want to say that sabbatical work should be related to your job? It looks*
2083 *like we were trying to but didn't quite get there*

2084
2085 A sabbatical leave is intended for the mutual benefit of the University and the person granted
2086 leave. Generally, the recognized purpose of a sabbatical leave is to enable a tenured faculty
2087 member, or administrator, time to reflect on his or her past and future contributions to the
2088 University. Sabbatical leave may also be granted to enable an Administrator to undertake
2089 research, writing, teaching, creative activities or graduate/post-doctorate studies related to his or
2090 her professional development in a discipline or specialization so that she or he may serve the
2091 University more effectively. Several sabbatical leave options are available.

2092
2093 A sabbatical leave is not granted automatically. Each request will include a detailed proposal of
2094 sabbatical activity and expected benefits.

2095
2096 It is the responsibility of the faculty member, or administrator, to provide the
2097 Dean/Director/Supervisor with addresses for correspondence and a timetable for specific
2098 accomplishments throughout the sabbatical period sufficient to enable the
2099 Dean/Director/Supervisor to ensure that appropriate development activities are in progress.

2100
2101 Sabbatical leave may be authorized for an eligible member of the faculty or an administrator in
2102 accordance with the following criteria, procedure, and conditions:

2103
2104 a. Eligibility
2105 Administrators and tenured faculty are eligible for a sabbatical leave after six (6) years of
2106 consecutive full-time employment with the University. Application may be made during the sixth
2107 year for a sabbatical during the seventh year.

2108
2109 b. Criteria
2110 Length of creditable service and an approved plan of appropriate professional development.

2111
2112 c. Procedure
2113 The employee shall apply to the Chair/Director, who shall make a recommendation to the
2114 College Academic Affairs Committee and the Dean or Director. All leaves favorably endorsed by
2115 each level of review shall be forwarded to the Vice President, Academic Affairs, for action.
2116 Administrators shall apply for Sabbatical Leave through their supervisor and the appropriate
2117 vice president shall approve the leave.

2118
2119 d. Conditions
2120 Sabbatical leave options and terms for faculty or administrators on academic year appointment
2121 (9 month) shall be one semester at no reduction in salary, or for one academic year (two
2122 consecutive assignments) at 66.666 percent of his or her regular pay. For those whose primary
2123 assignment is not teaching, sabbatical leaves of one semester or less may be granted at no
2124 reduction in pay or between pre-semester and 9 months at 66.666 percent of his or her regular
2125 salary. Employees choosing sabbatical leaves of shorter duration will forfeit the unused portion.

2126

2127 For administrators and faculty on 12-month appointments, the options and terms of the
2128 sabbatical leave shall be six to twelve (6-12) consecutive months at 66.666 percent of his or her
2129 regular pay or zero to six (0-6) months at no reduction in regular salary. Employees choosing
2130 sabbatical leaves of shorter duration than the maximum under either salary option will forfeit the
2131 unused portion.

2132
2133 In those cases when members of the faculty and administration are on sabbatical leave and
2134 receiving 66.666% (percent) of their regular pay, the first lien on the remaining 33.333%
2135 (percent) of the salary is to be the employee's fringe benefits; the second lien is to be
2136 contractual or Administrator replacement costs.





2137
2138 While on sabbatical leave, the employee shall not engage in gainful employment unless pre-
2139 approved by the appropriate Vice President.

2140
2141 It is the obligation of the applicant to engage in appropriate professional development activities
2142 and to make a detailed report in writing, which details the work done and accomplishments
2143 realized during the sabbatical leave, and to submit all supporting products to the Chair, the
2144 Dean/Director, and the appropriate Vice President within twenty (20) business days after
2145 returning to full-time duty with the University of Guam.

2146
2147 It is also the obligation of the employee to return to regular duties at the University for at least
2148 one year upon completion of the sabbatical leave, or to return the salary received on sabbatical
2149 in a proportionate amount.

2150
2151 **ED NOTE: This section needs up-to-date confirmation relative to Administrators. We are**
2152 **working on it right now.**

2153

-  Benefits during Sabbatical Leave - R Weigand - 10-25-17.pdf
-  BOR Resolution 04-31 [9-30-04].pdf
-  BOR Resolution 08-43 [12-18-08].pdf
-  BOR Resolution 10-10 [4-22-10].pdf
-  BOR Resolution 10-22 [9-30-10].pdf
-  BOR Resolution 15-02 [2-19-15].pdf
-  BOR Resolution 15-35 [11-19-15].pdf
-  BOR Resolution 75-02 [04-25-75].pdf
-  Governor - 2010- P.L. 30-125 Bill No 328-30 (COR) SabbaticalLeave.pdf
-  Resolution No. 21-11 [4-22-21].pdf

2154

2155

2156

2157 **Support for Academic Advancement**

2158 The academy, **i.e. higher education**, is founded on the principle of the advancement of
2159 knowledge, which may include the pursuit of advanced degrees or certificates. If an
2160 Administrator desires to pursue Academic Advancement, it should be on their own time and
2161 should not interfere with their duties as an Administrator.

2162
2163 *Reviewer said, It seems like there is a lot of duplication here. on p. 42 under tuition credit it*
2164 *says 132 credits. on the prior page it says 135. I think 135 is intended. There is a paragraph*
2165 *on Faculty and their spouses. Does that belong here?*

2166
2167 **ED NOTE: we will work with EMSS to clean this up and standardize it to policy framework.**

2168
2169 **Tuition Credit Waivers for Faculty and Administrators and their Spouse and Dependents**

2170 Administrators, and their appropriate family members, may be able to receive tuition support for
2171 classes at the University of Guam. This tuition credit will be allowed for no more than 135
2172 undergraduate credits nor more than 36 graduate credits per dependent. The term
2173 "dependents" shall include the spouse or any member of the immediate family of the faculty or
2174 administrator to be interpreted to include any high school graduate or equivalent who is listed as
2175 a dependent upon that member's income tax return . Under the program, the Administrator will
2176 pay for the tuition of the first semester. For each course in which the minimum grade is
2177 received, a credit will be extended to the following semester. This will continue until 135 under-
2178 graduate credits or 36 graduate credits are attempted. After 124 credits are attempted, the
2179 Administrator must pay full tuition for the next semester and the program may resume again.
2180 [Board Resolution 85-22]

2181
2182 *Spouse/Dependent*

2183 The term "dependents" shall include the spouse or any member of the immediate family of the
2184 University administrator to be interpreted to include any high school graduate or equivalent who
2185 is listed as a dependent or spouse upon that administrator's income tax return. It is the
2186 responsibility of the administrator to identify spouse and dependents. Therefore, a Guam
2187 Department of Revenue and Taxation stamp "received" copy of Income Tax Return (Form 1040)
2188 must be submitted.

2189
2190 *Tuition*

2191 **Administrators and their spouse and their dependents** pay tuition for the first semester of
2192 enrollment only. This means that a course or courses must be offered during that particular
2193 semester in order to receive tuition credit. For each credit hour completed successfully ("C",
2194 "Pass", or better) the individual shall be given tuition credit that will be applied to courses
2195 enrolled in during subsequent semesters. Tuition credit will not be applied, meaning the student
2196 will be financially responsible, for official or unofficial course withdrawals, for academic grades
2197 lower than "C" or "Pass," or for any grade where credit is not earned or is not awarded (e.g.,
2198 grades CW, NC, AU, F, F0, F1, F2, UW, W).

2199
2200 **Faculty and their spouse and their dependents** will not have to pay tuition for institutional
2201 credit-bearing courses. Negotiated Agreement by and between, the Board of Regents of the
2202 University of Guam and the UOG Faculty Union, Guam Federation of Teachers Local 1581
2203 **allows for this benefit.**

2204
2205 *Tuition Credit*

2206 The Board of Regents approved a tuition credit policy whereby the University of Guam provides
2207 tuition credit for bona-fide full-time faculty and administrators and their spouses and
2208 dependents. To implement the tuition credit, the qualified individual must enroll in UOG catalog
2209 listed courses on the regular semester course list. Applications for tuition credit waiver for any
2210 term, forms must be submitted by the last day of the month before the month in which the term
2211 begins. Proof of dependency is required on an annual basis for the duration of program
2212 participation. The tuition credit waiver for dependents will be allowed for no more than 132
2213 undergraduate credits, and no more than 36 graduate credits.

2214 *Tuition Fee*

2215 This credit program applies to the tuition portion of a student's billing. Therefore, participants in
2216 this program shall pay all other fees, including but not limited to registration & course fees.
2217
2218

2219 **Roles and Responsibilities**

- 2220 1. Employees and/or Spouse or Dependents
 - 2221 a. Respect and adhere to the academic regulations applicable to students at the institution
2222 they are attending.
 - 2223 b. Follow UOG process for applying for the Tuition Credit Waiver Program. An employee
2224 must apply for a tuition credit waiver prior to registering in a course or program.
 - 2225 c. Pay any additional costs not covered by the Tuition Credit Waiver Program. Participants
2226 in this program shall pay for the first semester of enrollment, pass courses with a "C",
2227 "Pass", or better, and must pay all other fees including but not limited to registration &
2228 course fees. However, this doesn't apply to Faculty and their Spouse and their
2229 Dependents. Faculty and Spouse and dependents but must pay all other fees including
2230 but not limited to registration and course fees.
2231
- 2232 2. Admissions and Records Office
 - 2233 a. Review applications for Tuition Credit Waiver Program and ensure that appropriate
2234 documentation and approvals have been provided.
 - 2235 b. Approve or deny requests for Tuition Credit Waiver Program based on eligibility and
2236 policy provisions.
 - 2237 c. A&R provides a list of applicants to HRO to verify employment status indicating; Faculty
2238 or Administrator, Active date of employment, and Full-time or Part-time status.
 - 2239 d. Identify tuition fee to be waived and any other fees to be paid.
 - 2240 e. Provide the final copy of eligible applicants for the Tuition Credit Waiver Program to both
2241 the Financial Aid Office and the Business Office.
2242

2243 **Application Process**

2244 Prior to enrollment in a course or program, an employee will obtain program information, and
2245 complete a Tuition Credit Waiver Program form. Application forms for Faculty, Spouse and their
2246 dependents or Administrators, Spouse and their dependents, are available in the Admissions
2247 and Records Office.

- 2248 • It is the responsibility of the employee to request for any necessary approvals, and to
2249 provide the necessary documentation.
- 2250 • Completed application forms are processed by A&R. A list is sent to HRO. HRO verifies
2251 employment status; Administrator or Faculty, Active date of employment, Full-time or Part-
2252 time status.
- 2253 • Once verification is obtained, the employee or spouse and/or dependent can register in the
2254 course or program.

- 2255 • Student Fees - The employee, spouse and/or dependent will then pay all other costs; not
2256 limited to registration and course fees.
2257 • All candidates will be reviewed for successful course completion.
2258 • Employees are expected to take these courses outside of normal work hours or discuss with
2259 immediate supervisor requests for exceptions. No Administrator leave will be taken.
2260

2261 **Jurisdiction**

2262 This policy and its procedures fall under the jurisdiction of the Board of Regents and the UOG
2263 President. The administration, interpretation and application of this policy are the responsibility
2264 of the Human Resources Office and the Admissions and Records/Registrar's Office.
2265

2266 **Grievance Levels Administrator Employees**

2267 The following grievance actions are covered by these documents

- 2268 • Faculty vs Academic Administrator: Board of Regents / Faculty Union Agreement, Article IX.
- 2269 • Faculty vs Faculty: Human Resources Manual, Board of Regents Resolution 09-10
- 2270 • Staff vs Administrator: Human Resources Manual
- 2271 • Staff vs Staff: Human Resources Manual

2272

2273 Step 1. Absent extraordinary circumstances, the Administrator with whom the grievance has

2274 been filed shall, within ten (10) business days, conduct a formal conference with the

2275 grievant and the person grieved against, permitting them to provide any necessary

2276 information relevant to the grievance. Absent extraordinary circumstances, the Dean or

2277 Director shall render a written decision within ten (10) business days of the

2278 conference.[what about other types of grievances?

2279

2280 Step 2. If not satisfied with the results of Step 1, the grievant may, within five business days,

2281 appeal to the supervisor of the administrator with whom the grievance was filed. If that

2282 supervisor is the President, the process moves to Step 3.

2283

2284 Absent extraordinary circumstances, the Vice President shall hold a hearing within fifteen (15)

2285 business days of receipt of the appeal or grievance and, absent extraordinary circumstances,

2286 shall render a written decision within ten (10) business days of such hearing. The hearing shall

2287 be open or closed at the discretion of the supervisor upon consideration of the wishes of the

2288 grievant and other interested persons and the person grieved against. The grievant shall be

2289 afforded the opportunity to testify, to call witnesses and to introduce documentary evidence. The

2290 grievant and the Administrator officer representing the opposing view shall have the right to

2291 cross-examine all witnesses.

2292

2293 Step 3. If not satisfied with the results of Step 2, the grievant may file an appeal with the

2294 President within five business days of the receipt of the Step 2 decision.

2295

2296 Absent extraordinary circumstances, the President shall, within five (5) business days, refer the

2297 grievance to the *ad hoc* UOG **Non-Classified Employee Adjudication Committee (NCEAC)**.

2298

2299 **ED Note: the NCEAC group (from the 2000 RRPM) description needs to be framed correctly**

2300 **and added to the shared governance list of committees/groups found in the DRAFT UPM.**

2301

2302 The NCEAC shall consist of three (3) persons chosen from a standing panel appointed annually

2303 by the President. The standing panel shall consist of twelve (12) University employees

2304 representing administrators, and other non-classified employees. The Committee shall be

2305 formed to hear the grievance as follows: one (1) person from the panel shall be appointed by

2306 the President, one person from the panel shall be appointed by the grievant and the third person

2307 from the panel shall be chosen by the first two. Any member of the panel, whose term of

2308 appointment has expired, shall nevertheless continue to serve on any committee to which he or

2309 she has been appointed until completion of the hearing and the rendering of a decision thereon.

2310

2311 The Step 3 hearing shall be held as soon as practicable and normally within twenty (20)

2312 business days of referral of the grievance to the NCEAC by the President. The hearing shall be

2313 open or closed at the discretion of the Committee upon consideration of the express desires of

2314 the grievant and other interested parties. The grievant and the person grieved against shall

2315 have the right to call witnesses, to testify and to present relevant documentary evidence. The
2316 grievant and the appropriate person representing the opposing view will have the right to cross-
2317 examine all witnesses. An audio recording of the proceedings shall be made, and a copy shall
2318 be given at cost to the grievant. Following the hearing, the Committee shall, absent
2319 extraordinary circumstances, render a report and recommendation to the President within
2320 twenty (20) business days following the hearing. The report shall contain specific findings of fact
2321 and recommendations. Upon consideration of the report and recommendation, the President
2322 shall render a decision in writing and communicate the same to all interested parties. The
2323 President's decision shall be final.
2324
2325
2326

2327 **Code of Conduct**

2328

2329 **Introduction**

2330 All members of the University Community are responsible for sustaining the high ethical
2331 standards of this institution, and of the broader community in which we function. The University
2332 values integrity, diversity, respect, freedom of inquiry and expression, trust, honesty and
2333 fairness and strives to integrate these values into its education, research, health care and
2334 business practices.

2335

2336 **Purpose**

2337 In that spirit, this Code is a shared statement of our commitment to upholding the ethical,
2338 professional and legal standards we use as the basis for our daily and long-term decisions and
2339 actions. We all must be aware of and comply with the relevant policies, standards, laws and
2340 regulations that guide our work. We are each individually accountable for our own actions and,
2341 as members of the University Community, are collectively accountable for upholding these
2342 standards of behavior and for compliance with all applicable laws, regulations and policies.

2343

2344 **Policies**

2345 Policies that Academic Employees must adhere to include the following:

- 2346 • University of Guam Sexual Misconduct Policy
- 2347 • University of Guam Conflict of Interest Policy
- 2348 • University of Guam Intellectual Property Policy
- 2349 • University of Guam Information Technology Policy

2350

2351 All staff of the University are Responsible Persons under the Sexual Misconduct Policy and are
2352 required to take action if they believe the policy has been violated.

2353

2354 Penalties for violating the Code of Conduct can range from a corrective meeting or a letter of
2355 warning to termination of employment. Violations which could lead to termination of
2356 employment include theft of University property, betrayal of trust, violation of the sexual
2357 misconduct policy, fighting, coming to work under the influence of alcohol or other unauthorized
2358 drug, threatening the safety of students or staff, insubordination, negligent use of University
2359 equipment,

2360

- 2361 **Furlough Policy**
2362
2363 BOR. Resolutions:
2364 12-27 Relative To Approving A Furlough Policy For Non-Faculty Employees
2365 03-08 Relative to Adopting Furlough and Layoff Policy and Approving Procedures for Furlough
2366 and Layoffs for the University of Guam
2367 03-15 Relative to Ratifying the Amended Classified Service Employee Furlough and Layoff
2368 Procedures for the University of Guam as Approved by the Civil Service Commission
2369

2370
2371
2372 **BOR Resolution 12-27**
2373 **UNIVERSITY OF GUAM**
2374 **FURLOUGH POLICY FOR NON-FACULTY EMPLOYEES**
2375

2376 **PURPOSE**

2377 University of Guam is required to balance its operating budget each fiscal year. This policy
2378 provides the framework for the implementation of a furlough plan for non-faculty employees that
2379 would allow the University to balance its budget or maintain sufficient operating cash balances, if
2380 it faces a reduction in Government of Guam funding or other loss of revenue that causes shortfalls
2381 in available funds for continuing sustainable operations.
2382

2383 **STATUTORY AUTHORITY**

2384 Legal authority of the University of Guam Board of Regents (BOR) is contained in Public Law 13-
2385 194, Public Law 17-55, and Public Law 19-40, which provide the necessary autonomy and charter
2386 for the University of Guam. These laws are further codified in Title 17 GCA (Guam Code
2387 Annotated), Chapters 15 to 22, and include programmatic and other defined relationships. Public
2388 Law 9-233 changed the College of Guam to the University of Guam.
2389

2390 If the President determines that the University is facing a significant operating budget deficit or
2391 insufficient cash balances for continuing sustainable operations, a mandatory furlough plan may
2392 be implemented in accordance with the procedures in this policy.
2393

2394 **DEFINITION**

- 2395 A. A furlough is an unpaid leave of absence from work for a specified period of time.
2396 B. Non-faculty employees are not permitted to work within the University when taking
2397 furlough time unless such work is externally funded and approved by the President. They
2398 may work at outside employment during any furlough.
2399 C. Non-faculty employees may not use accrued paid leave during periods of furlough.
2400

2401 **EMPLOYEES SUBJECT TO FURLOUGH**

- 2402 A. All non-faculty employees (full/part-time, permanent/term) may be subject to a furlough,
2403 regardless of funding source.
2404 B. Non-faculty employees who are holders of H-1B visas, as defined in 20 CRF 655.731, will
2405 not be subject to furlough.
2406 C. A furlough plan may exclude non-faculty employees who perform functions essential to
2407 maintain health and safety on the University campus. Any such exclusion must be
2408 approved in writing by the President.
2409 D. Classified staff are subject to furlough policies found in the (Interim) Personnel Rules and
2410 Regulations for Classified Employees.

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THE FURLOUGH PLAN

- A. After review by the administration and consultation with the BOR, the President may adopt a furlough plan which will set forth the number of furlough days and the period of time within which they must be taken.
- B. The President may extend, modify, or cancel a furlough plan in accordance with this policy.
- C. Before implementing a furlough, the President will call for voluntary furloughs.
- D. Furlough days will be scheduled by the supervising administrator subject to the operational needs of the department or unit. Furlough days must be scheduled in a way that allows the department or unit to continue to provide a basic level of service.
- E. Furlough days must be taken on days that an employee is normally scheduled to work.

NOTICE

Non-faculty employees subject to furlough will be given notice of a furlough at least 30 days before it is to be taken.

APPEALS

A furlough plan adopted pursuant to this policy may not be appealed under any other University policy or internal grievance process, except as stated in the (Interim) Personnel Rules and Regulations for Classified Employees.

BENEFITS DURING A FURLOUGH PERIOD

- A. Health care, dental care, and life insurance benefits will not be affected by a furlough.
- B. Non-faculty employees will continue to accrue vacation and sick leave during a furlough, but not FMLA credit.
- C. Retirement contributions (by both the employee and the University) will be affected by furloughs as contributions are based on actual earnings.
- D. The furloughed employee remains responsible for making all employee contributions during a furlough period, including health care, dental care, flexible spending accounts, and 403(b) contributions, etc. The University will continue to make its share of contributions during a furlough period, including health care, dental care, and life insurance.
- E. All miscellaneous authorized payroll deductions will continue to be made during a furlough period, including credit union deductions, charitable contributions, university payments, and child support, etc., provided the furloughed employee has earned sufficient pay in that pay period for the payroll deduction to be made.
- F. A non-faculty employee's continuous service credit, review date, and employment status will not be affected by any period of voluntary or mandatory furlough.

RECALL

Non-faculty employees will be advised by the President of the end of the furlough and the plan to return to normal operations.

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Unfair Labor Practice Appeal Procedures for Academic Employees (Interim rules)

These procedures set forth a simple, orderly method through which an unfair labor practice finding may be appealed.

– will point to one place where this, always updated, content resides

Definitions

1. **Appeal** means a request by a Complainant for reconsideration of an unfair labor practice charge (ULPC) finding by the Board of Regents (BOR).
2. **Complainant** means an individual or entity who files an Unfair Labor Practice Complaint (ULPC).
3. **Respondent** means an individual or entity against whom a ULPC is filed.
4. **“Day”** shall mean calendar day.
5. **Adjudication Committee** means the constituted ad hoc body to hear and adjudicate the appeal of a ULPC finding. The Adjudication Committee (“Committee”) shall consist of three (3) members, all of whom shall be selected from among all Administrators and tenured Faculty of the University. One (1) member shall be selected by the Complainant and one (1) member shall be selected by the Respondent. Those two (2) members will select the third member who shall be the Chair. Members cannot be selected if they have a family relationship, as defined in the RR&PM, to either the Complainant or the Respondent. Neither the Complainant nor the Respondent shall serve as a member of the Committee.

The Appeal

1. Right to Appeal or Terminate Appeal
 - a. Any University employee who files an Unfair Labor Practice Complaint (ULPC) is entitled to appeal a UPLC finding.
 - b. The appeal of a ULPC finding may be terminated at any time by the Complainant before the Committee’s final decision and the request for termination shall be honored.
2. Process of Appeal
 - a. An appeal shall be in writing stating the Complainant’s desire for adjudication and it shall be filed with the President within seven (7) days of the date of the ULPC Findings.
 - b. Within seven (7) days of the President’s receipt of the written appeal, the Complainant will select one (1) member of the Committee and the Respondent will select one (1) member of the Committee.
 - c. Within seven (7) days of their selection/appointment, the two (2) members will select the third member.
 - d. Within seven (7) days of the selection of the third member, the Committee shall determine a time and place for the hearing and shall notify, in writing, both parties. The hearing must take place no earlier than fourteen (14) days after the Committee notifies both parties, unless otherwise agreed to in writing.
 - e. The Committee shall conduct the hearing and issue a written decision to both parties within thirty (30) days of the date of the hearing. In the event the thirtieth day falls on a holiday or a weekend, the next working day shall be considered the thirtieth day.
3. Basis of Appeal and Rebuttal
 - a. Within twenty-one (21) days of filing the appeal, the Complainant shall submit to the Committee a written statement that sets forth clearly the basis of the appeal, stating all relevant facts pertaining to the issues raised in the appeal and specifying the statutes, rules and regulations, if any, upon which the Complainant relies.

2508
2509 The Committee shall not consider any new alleged violations or charges other than those
2510 presented in the ULPC.
2511
2512 Absent extraordinary circumstances, if the written statement is not submitted on or before the
2513 expiration of the twenty-one (21) day period, the Complainant shall forfeit appeal rights, and the
2514 ULPC findings shall be implemented.
2515
2516 b. The Committee shall immediately provide the Respondent with a copy of the
2517 Complainant's written statement.
2518 c. The Respondent shall within fourteen (14) days after receipt of the Complainant's written
2519 statement, forward to the Adjudication Committee the Respondent's statement of
2520 defense. The Respondent's statement of defense shall contain objections to any or all
2521 issues raised by the appeal, objections to the form of the appeal, the Respondent's view
2522 of the facts, a rebuttal to any matter raised in the appeal, a description of testimonial
2523 and/or documentary evidence upon which the Respondent will rely in its defense of the
2524 appeal.
2525
2526 A statement of defense shall be deemed a specific denial of all aspects of the appeal not
2527 expressly admitted. All objections as to the form of the appeal shall be deemed waived, unless
2528 objected to as provided herein.
2529
2530 Absent extraordinary circumstances, if a statement of defense is not submitted on or before the
2531 expiration of the fourteen (14) day period, the Respondent shall forfeit defense rights, and the
2532 ULPC findings shall be revoked.
2533
2534 d. The Committee shall immediately provide the Complainant with a copy of the
2535 Respondent's statement of defense.
2536
2537 4. Presentation of Appeal
2538 In presenting an appeal, a Complainant shall be assured freedom from restraint, interference,
2539 coercion, discrimination, or reprisal and shall have the right to be accompanied, represented,
2540 and advised by a representative of his or her own choosing.
2541
2542 If the Complainant designates a representative, the representative shall be assured freedom
2543 from restraint, interference, coercion, discrimination, or reprisal.
2544
2545 A. Hearing Procedures before the Adjudication Committee
2546 1. The Adjudication Committee shall keep minutes of its procedures and maintain records of
2547 the hearing. The record of hearing shall contain a summary of all testimony presented and
2548 copies of all documents submitted to the Committee.
2549 2. Each party shall have the following rights: the right to counsel; to call and examine
2550 witnesses; to introduce exhibits; to cross-examine opposing witnesses on any matter
2551 relevant to the issues even though the matter may not have been covered in the direct
2552 examination; to impeach any witness and to rebut the evidence against him or her. It shall
2553 be the right of the Complainant to decide if the hearing shall be open or closed to the public.
2554 3. The Complainant shall first present his or her case by calling witnesses and offering
2555 evidence. The Respondent shall then present its defense and any rebuttal to the
2556 Complainant's case. The Complainant may then rebut the Respondent's defense.
2557 Summation by each side then follows in the same order.

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The Burden of Proof is on the Complainant

The hearing need not be conducted according to technical rules of evidence. Any relevant evidence shall be admitted if it is the sort of evidence on which responsible persons are accustomed to rely on in the conduct of serious affairs, regardless of the existence of any common law or statutory rule of evidence. Irrelevant and unduly repetitious evidence shall be excluded.

4. The decision of the Adjudication Committee shall be final and binding upon the parties. There shall be no further appeal at the University level from the Committee’s decision by either party, if such decision is within the scope of the Committee’s authority as described below:
 - a. The final written decision of the Committee shall be limited to addressing the violation(s) listed in the ULPC, and, with a supporting rationale, (a) granting the full relief requested, or (b) granting partial relief, or (c) denying the relief requested, or (d) granting an alternative relief that addresses the violation(s).
 - b. The Committee’s decision must be consistent with University policy, local and federal law. It shall not have the power to add to, subtract from, disregard, alter, or modify any University policy, local and federal law.
5. Within ten (10) business days of receipt of the Committee’s decision, if either party produces evidence that the Committee did not adhere to (2) or (3) above, or new evidence is now available that could have a substantial impact on the ULPC, then either party may request, in writing, a reconsideration by the Committee. The Committee shall issue a decision within ten (10) business days of receiving the request for reconsideration. There shall be no further appeal at the University level.

The President shall ensure that all the terms of the decision are implemented, and the Faculty Union shall monitor implementation of the decision.

Nothing in this Policy abrogates either parties’ right to pursue outside third party arbitration or judicial remedies for resolving the complaint after the Appeal Procedure is completed.

2593 **Working Conditions** – will point to one place where this, always updated, content resides

2594

2595 **Break Periods**

2596 A full-time employee may be allowed a fifteen (15) minute break period in the first half and
2597 second half of the workday provided further that:

2598

2599 A. No single work break shall exceed fifteen (15) minutes absence from the employee's
2600 workstation.

2601 B. An employee may not accumulate unused work breaks.

2602 C. Work break time shall not be authorized for covering an employee's late arrival on duty or
2603 early departure from duty.

2604 (Classified Employees Section, Chapter 7, Rule 7.000)

2605

2606 **Compensatory Time-Off**

2607 Paid time off given to an eligible employee in lieu of overtime pay. The number of overtime
2608 hours worked is converted to compensatory time credit at a rate of one and a half times the
2609 number of overtime hours worked. A maximum of 240 hours of compensatory time is allowed to
2610 be banked. Compensatory time hours must be exhausted prior to the use of Annual Leave
2611 hours. [Board Res 21-19]

2612

2613 **Flexible Work Schedules**

2614 To optimize employee time and talent within a workweek so that it better meets University
2615 needs. [Board Res 20-11]

2616

2617 **Hours Worked**

2618 As a general rule, hours worked will include:

2619 A. All time during which an employee is required to be on the University's premises or at a
2620 prescribed workplace.

2621 B. All time during which an employee is permitted to work, whether or not required to do so.
2622 The determination of an employee's working hours will include, in the ordinary case, all
2623 hours from the beginning of the workday to the end of the workday, with the exception of
2624 periods when the employee is relieved of all duties for the purpose of eating meals.

2625 (Classified Employees Section, Chapter 7, Rule 7.200).

2626

2627 **Meal Periods**

2628 The meal periods shall apply as follows pursuant to Title 22 GCA, Division 1, Chapter 3, Article
2629 1, Section 3107(c):

2630 A. Full-time employees shall be allowed a minimum of thirty (30) minutes and up to a one-hour
2631 meal period during each workday of more than five hours.

2632 B. When a workday of not more than six (6) hours will complete the day's work, the meal period
2633 may be waived by mutual consent of the employee and the University.

2634 C. Meal period shall not be considered "on duty" or counted as time worked, unless the nature
2635 of work prevents an employee from being relieved of duty.

2636

2637 **Minimum Wage**

2638 Employees shall be paid not less than the established minimum wage for Guam. (Title 22 GCA,
2639 Division 1, Chapter 3, Article 1, Section 3105)

2640

2641 **Night Differential Pay**

2642 Work performed between the hours of 6:00 p.m. to 6:00 a.m. shall be compensated as follows:

2643
2644 Any employee (with the exception of Exempt Employees) who works between the hours of 6:00
2645 p.m. to 6:00 a.m. shall be entitled to night differential pay, calculated at the rate of their regular
2646 wage plus 10% for all periods worked between the hours of 6:00 p.m. and 6:00 a.m., except as
2647 otherwise provided by statute.
2648

2649 **Overtime**

2650 A. Upon the occurrence of overtime work, covered classified employees shall be entitled to
2651 receive overtime compensation calculated at the rate of 1 and ½ times the regular rate of
2652 pay for each hour or portion of the hour of overtime worked.

2653 B. In determining the number of hours worked by an employee within a given workweek or
2654 work period, time spent off on annual, Administrator, sick, compensatory time off, other
2655 leave (with or without pay), or holidays will not be counted as time worked. Such time off
2656 with pay shall be included in the straight time pay, but it is not included in computing
2657 whether a covered employee has worked in excess of forty (40) straight time hours in a
2658 workweek.

2659 C. Any fraction of an hour of overtime worked shall be converted to the nearest fifteen (15)
2660 minutes.

2661 D. Exempt employees, which are not affected by the overtime rule include those classes of
2662 positions that are in the executive, Administrator, an employee with a primary duty of
2663 teaching, tutoring, instructing or lecturing in the activity of imparting knowledge and who is
2664 employed in this activity as a teacher in an educational establishment and professional
2665 categories, in accordance with the Fair Labor Standards Act.

2666 E. Non-exempt employees, those classes of positions that are supervisory (not in any category
2667 under rule D. stated above), staff level (full time).
2668

2669 **Safe Hours of Work**

2670 A. To ensure that the employee's work is performed in a safe manner, the following maximum
2671 hours of work will be observed:

- 2672 1. An employee shall not be allowed to work more than sixteen (16) hours consecutively, or in
2673 one 24-hour day.
2674 2. An employee shall not be authorized to work more than eighty-four (84) hours total within a
2675 single seven-day period.
2676 3. An employee shall not be required to work more than twenty-eight (28) hours within a time
2677 span of two days.
2678

2679 B. Exceptions to the above may be made only:

- 2680 1. If the employee volunteers his/her services and has the approval of the President; or
2681 2. In cases where excessive hours of work are necessary because of weather conditions,
2682 necessary seasonal activities or emergencies.
2683

2684 Should such an occasion for Item 1 arise, written documentation must be submitted to the
2685 President within forty-eight (48) hours of such occurrence.
2686

2687 **Workweek Schedule**

2688 A. The schedule of workweek for shift workers will be prepared and prominently posted two (2)
2689 weeks where possible up to one (1) week in advance, so that the employees affected will be
2690 informed. Such schedules shall not be less than two (2) weeks and shall not be changed,
2691 except for good cause and provided affected employees are given at least twenty-four (24)

2692 hours prior notice. Whenever possible, work schedules should permit an employee to enjoy
2693 a holiday on the day it is observed.
2694 B. The President may delegate the Unit Heads and Division Managers to permit flexible work
2695 schedules as may be appropriate.

2696
2697
2698 **Leaves – will point to one place where this, always updated, content resides.**

2699
2700 Reviewer asked: I didn't see anything on sick leave and accrued leave. I was hoping to have a
2701 statement somewhere confirming that supervisors approve leave for Administrators.

2702
2703 ED NOTE: We will use the same leave descriptions refined for PTE manual.

2704
2705
2706
2707 **Workweek and Holidays – will point to one place where this, always updated, content**
2708 **resides.**

2709
2710 **Various Other Policies – will point to one place where this, always updated, content**
2711 **resides.**

2712
2713 **Sexual Misconduct Policy – will point to one place where this, always updated, content**
2714 **resides.**

2715
2716 **Equal Employment – will point to one place where this, always updated, content resides.**

2717
2718 **Tobacco-Free Campus Policy – will point to one place where this, always updated,**
2719 **content resides.**

2720