

July 30, 2024

Honorable Benjamin J.F. Cruz  
Office of Public Accountability  
Suite 401 DNA Building  
238 Archbishop Flores Street  
Hagatna, Guam 96910

Dear Public Auditor Benjamin J.F. Cruz:

In compliance with the Legislative reporting requirements per P.L. 36-127, we are submitting herewith, the University of Guam Citizen Centric Report as of September 30, 2023.

The report will be posted at UOG website:

<https://www.uog.edu/administration/administration-finance/financial-reports>.

Should you have questions or concerns, please call Abigail R.P. Martin, Comptroller, at 671-735-2942.

For the University of Guam,



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Renee Paguirigan  
Acting Comptroller



# UNIVERSITY OF GUAM CITIZEN-CENTRIC REPORT

FISCAL YEAR 2023 (October 2022 to September 2023)



## ABOUT THE UNIVERSITY OF GUAM

The University of Guam (UOG) was established in 1952 as the Territorial College of Guam. It officially became the University of Guam in 1968 through Public Law 9-233. UOG became a land-grant university in 1972 and gained administrative autonomy as a nonprofit public corporation in 1976 through the enactment of "The Higher Education Act of 1976." In 2022, UOG achieved Sea Grant Institutional Program status, making it both a Land Grant and Sea Grant institution.

UOG is accredited by the WASC Senior College and University Commission (WSCUC) and offers baccalaureate and master's degrees. Through its mission of instruction, research, and community outreach, UOG continues to impact the quality of life of Pacific Island societies, including students from various ethnicities, who will become the region's next generation of leaders.



In 2023, U.S. News & World Report ranked UOG for the fourth year in a row as:

- A "Top Performer on Social Mobility"
- One of the "Best Regional Universities" in the West
- A "Top Public School" in the West
- Military friendly award 2022-2023

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## MISSION STATEMENT

INA, DESKUBRE, SETBE

To Enlighten, To Discover, To Serve

*The University of Guam unites island wisdom with universal sources of enlightenment to support exceptional education, discovery, and service that respect and benefit local, regional, and global communities.*

## VISION

Transforming Lives, Advancing Communities

## EXECUTIVES

Anita Borja Enriquez, DBA  
President

Sharleen Santos-Bamba, Ph.D.  
Senior Vice President and Provost

Randall V. Wiegand, MBA, CFE,  
CGFM, CPA, CGMA, AIF  
Vice President, Administration  
and Finance and Chief Business Officer

## BOARD OF REGENTS

as of June 2024

Sandra H. McKeever  
Chairperson

Lesley-Anne Leon Guerrero  
Vice Chairperson

Mike Naholowaa  
Treasurer

Agapito "Pete" A. Diaz  
Regent

Roland Certeza  
Regent

Janice P. Malilay, DDS  
Regent

Joanna Chun  
Regent

Christopher Duenas  
Regent

Julie A.L. Laxamana  
Student Regent

Anita Borja Enriquez, DBA  
Executive Secretary

<https://www.uog.edu/administration/board-of-regents/>

## EMPLOYEE PROFILE

178

FULL-TIME FACULTY

367

FULL-TIME STAFF

384

PART-TIME FACULTY AND STAFF

42

ADMINISTRATORS

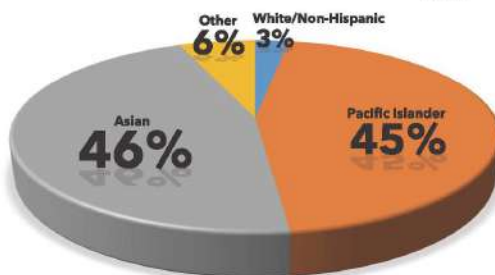
971

TOTAL EMPLOYEES

## STUDENT DEMOGRAPHICS

### ETHNICITY

Fanuchánan (Fall) 2023



Asian	1,329	Other	174
Pacific Islander	1,316	White/Non-Hispanic	77

### GENDER

1,710 FEMALE 59% 1,186 MALE 41%

RESIDENTS 2,844 NON-RESIDENTS 52

SOURCE: UOG 2023 Fanuchánan (Fall) Standard Enrollment Report

2,896 TOTAL STUDENTS

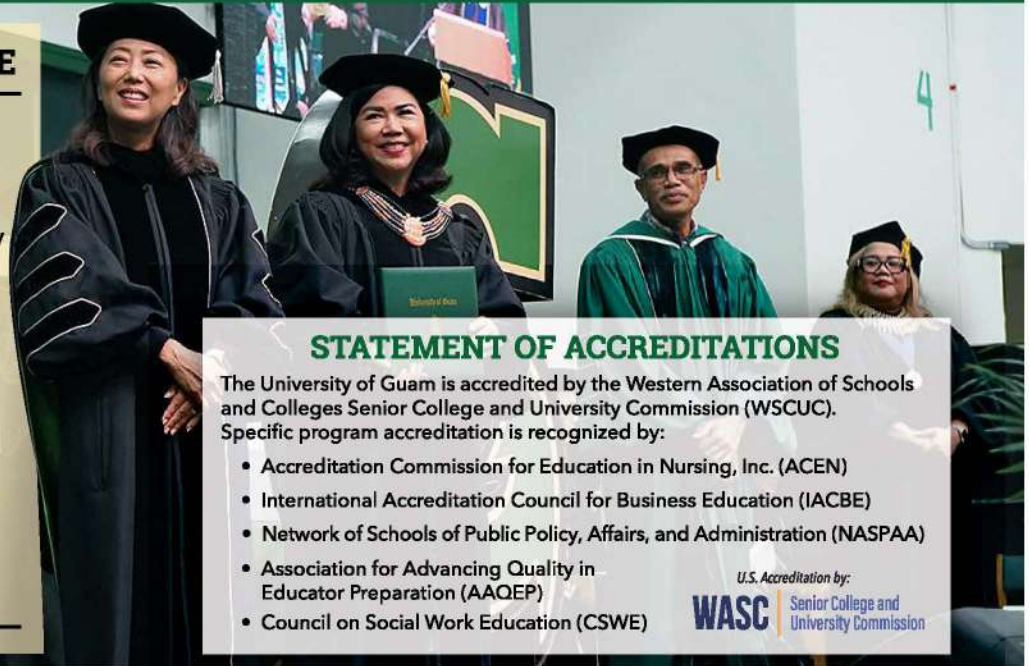


For more information,  
visit our website at  
[www.uog.edu](http://www.uog.edu).

# INSTITUTIONAL AND ACADEMIC PERFORMANCE

## ACADEMIC PROFILE

- Open admissions
- Semester-based
- U.S. land-grant public comprehensive university
- 16 master's degrees
- 25 bachelor's degrees
- First-year retention rate of 68%
- Online-ready courses
- In FY23, UOG's class format remains in-person, hybrid, and online to accommodate all students.



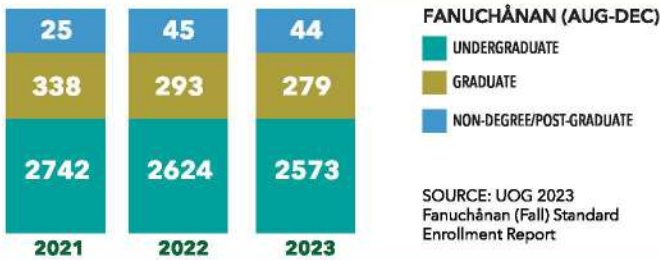
## STATEMENT OF ACCREDITATIONS

The University of Guam is accredited by the Western Association of Schools and Colleges Senior College and University Commission (WSCUC). Specific program accreditation is recognized by:

- Accreditation Commission for Education in Nursing, Inc. (ACEN)
- International Accreditation Council for Business Education (IACBE)
- Network of Schools of Public Policy, Affairs, and Administration (NASPAA)
- Association for Advancing Quality in Educator Preparation (AAQEP)
- Council on Social Work Education (CSWE)

U.S. Accreditation by:  
**WASC** Senior College and University Commission

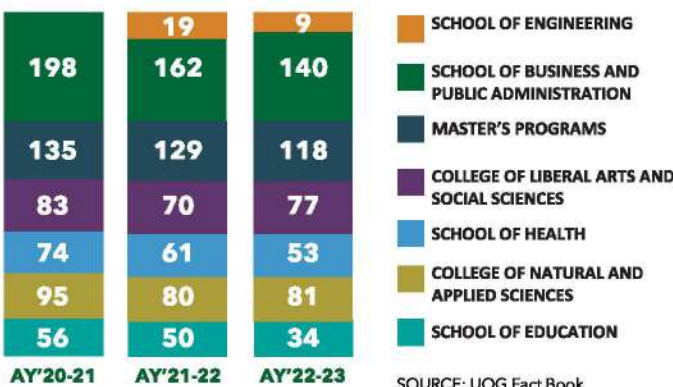
## ENROLLMENT BY DEGREE LEVEL



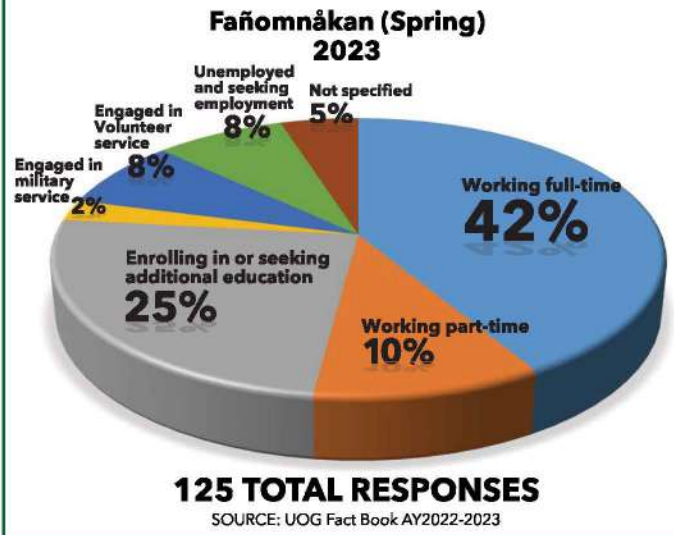
## GRADUATES IN ACADEMIC YEAR 2022-2023



## DEGREES CONFERRED BY ACADEMIC YEAR



## ALUMNI 12-MONTH POST-GRADUATION SURVEY



The first-ever online doctoral program, a Doctor of Education (EdD) in Instructional and Academic Leadership, is set to launch in Fanuchanan (Fall) 2024. The new EdD program focuses on developing scholar-practitioners who will

integrate their professional experiences with research and theory to enhance educational practices within their cultural contexts and drive change in their educational and organizational settings.

## WE WANT TO HEAR FROM YOU!

Do you believe this report should include any other information?

Please contact Abigail Martin, Comptroller, at [martinarp@triton.uog.edu](mailto:martinarp@triton.uog.edu).

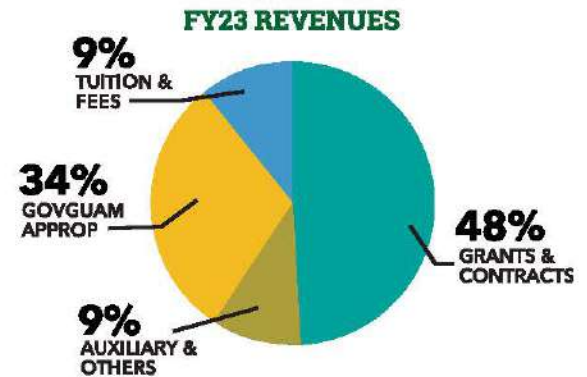
# FINANCIAL PERFORMANCE

## COMPARATIVE REVENUES (IN \$1,000)

In FY2023, university-generated revenues totaled \$72.1 million, representing 64% of the University's total revenue of \$112.8 million, while the Government of Guam allotment contributed \$38.1 million, or 34% of the total revenue. FY2022 experienced a significant increase in federal grants activity, primarily due to the Higher Education Emergency Relief Fund (HEERF). The University maintains a remarkable level of grant activity, including the five-year \$20 million National Science Foundation Experimental Program to Stimulate Competitive Research (EPSCoR) grant and a \$7.5 million National Cancer Institute-funded Pacific Island Partnership for Cancer Health Equity (U54-PIPCH) awarded in FY2020. In FY2023, the University was awarded a \$10M grant from the United States

Department of Agriculture (USDA) National Institute of Food and Agriculture. Furthermore, the U.S. Economic Development Administration (EDA) awarded the University an additional \$4.2 million for the construction of the Water & Environmental Research Institute (WERI) building and the Margaret Perez Hattori-Uchima School of Health (SOH) nursing annex in FY2023, bringing the total EDA award to \$12.8 million. Auxiliary and other revenues increased due to insurance proceeds from Typhoon Mawar and funds returned to the University under the First Generation Trust Fund (FGTF) Initiative. The University incurred a net investment income of \$5.1 million in FY2020, \$2.7 million in FY2023, and a net investment expense in FY2022.

	FY21	FY22	FY23	% Change
Tuition and Fees, Net	\$12,430	\$12,662	\$10,254	-19%
Grants and Contracts	\$56,183	\$65,540	\$53,967	-18%
Auxiliary and Others	\$6,821	\$4,595	\$7,867	71%
<b>Total Generated Revenues</b>	<b>\$75,434</b>	<b>\$82,797</b>	<b>\$72,088</b>	<b>-13%</b>
GovGuam Appropriations	\$34,262	\$35,108	\$38,083	8%
Others	\$5,123	\$0	\$2,683	100%
<b>Total Revenues</b>	<b>\$114,819</b>	<b>\$117,905</b>	<b>\$112,854</b>	<b>-4%</b>

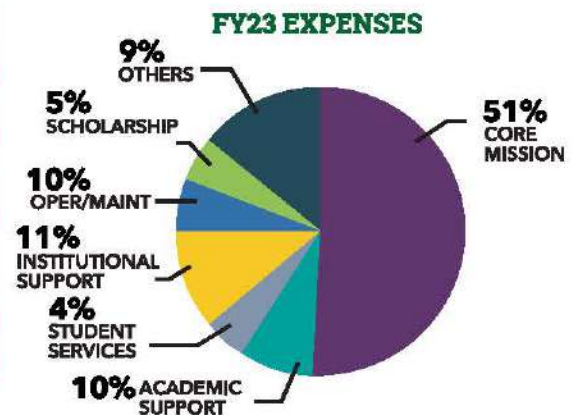


## COMPARATIVE EXPENSES (IN \$1,000)

The increase in expenses is primarily due to the operational and maintenance costs associated with utilities, repairs, and supplies, as well as expenses related to the University's core mission. Of the \$120.1 million total expenses in FY2023, \$61.5 million (51%) was directly allocated to the University's core mission. These expenses include instruction (34%), public service (29%), and research (37%). The increase in core mission expenses is primarily attributed to several factors, including increases in salaries and benefits resulting from the 22%

General Pay Plan (GPP) adjustment and audit adjustments related to the application of accounting standards concerning employee pensions and other post-employment benefits. Additionally, the University's energy-efficient project is nearing completion, with most costs being incurred in FY2023, leading to the increase in operational and maintenance expenses. Savings from the project will be realized in the long run.

	FY21	FY22	FY23	% Change
Core Mission	\$53,449	\$53,300	\$61,500	15%
Academic Support	\$10,467	\$10,517	\$11,645	11%
Student Services	\$7,975	\$9,001	\$4,401	-51%
Institutional Support	\$14,686	\$12,832	\$12,929	1%
Operations and Maintenance	\$5,324	\$7,104	\$11,816	66%
Scholarship	\$7,799	\$5,543	\$6,554	18%
Others	\$9,514	\$9,909	\$11,533	16%
<b>Total Expenses</b>	<b>\$109,214</b>	<b>\$108,206</b>	<b>\$120,378</b>	<b>11%</b>



Ernst & Young, an independent auditor, issued an unmodified opinion for both the Financial and Compliance audit reports for Fiscal Year 2023. Complete reports have been posted at:

[UOG\\_FY2023](#)

# LOOKING FORWARD



The University of Guam is currently developing its next strategic plan for 2024-2029 titled Tulos Mo'na, which presents the idea of "propelling forward together in unison."

Under the leadership of President Anita Borja Enriquez, the strategic plan will focus on the University's academic enterprise, delivering high public value, developing the region's professional workforce, and re-aligning the University's financial position among other initiatives.

The University has begun several important construction projects aimed at enhancing student services and academic facilities. All four buildings are expected to be completed by 2025:



**DR. LUCIO C. TAN STUDENT SUCCESS CENTER**

The University broke ground on the new Dr. Lucio C. Tan Student Success Center in January 2024. This \$22.9 million facility aims to enhance student services, including academic advising, tutoring, and career development. It is expected to play a significant role in supporting student achievement and success.



**SCHOOL OF ENGINEERING**

The University's first engineering building, aimed at accommodating the growing number of engineering students. The \$7.9 million, 16,500-square-foot building faced delays due to complex financing arrangements as construction costs throughout the island escalated in the past several years.



**MARGARET PEREZ HATTORI-UCHIMA  
SCHOOL OF HEALTH NURSING ANNEX**

This building is named in honor of Margaret Perez Hattori-Uchima, a former dean who significantly contributed to the nursing profession on Guam. This 12,000-square-foot annex will expand the nursing program with more laboratories and classrooms. It is part of the University's effort to address the healthcare workforce needs in the region.



**WATER & ENVIRONMENTAL RESEARCH  
INSTITUTE OF THE WESTERN PACIFIC**

A new three-story building for the Water & Environmental Research Institute will provide state-of-the-art laboratories and classrooms covering 13,000 square feet. This facility will support WERI's role in monitoring freshwater quality and conducting environmental research for the region.

## OUR CHALLENGES

The University faces several challenges:

- **Funding and budgetary constraints:** The University has experienced financial challenges, including fluctuations in government appropriations and the need to balance operational costs while maintaining academic quality and infrastructure.
- **Enrollment and retention -** The University has encountered difficulties in maintaining steady enrollment numbers. Factors contributing to this include the economic impact of the COVID-19

pandemic and natural disasters, such as Typhoon Mawar, which have affected the financial stability and academic progress of students. Retaining students through graduation is also a focus area to ensure educational success and institutional stability.

To address these challenges, strategic planning and collaboration with local, regional, and federal partners, as well as the students, are necessary to ensure that the University of Guam can achieve its goals and continue to provide quality education and opportunities.

### WE WANT TO HEAR FROM YOU!

Do you believe this report should include any other information?

Please contact Abigail Martin, Comptroller, at [martinarp@triton.uog.edu](mailto:martinarp@triton.uog.edu).  
For more information about the University of Guam, please visit [www.uog.edu](http://www.uog.edu).



Frederick Jones &lt;fjones@guamopa.com&gt;

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**Fwd: University Of Guam - Citizen Centric Report FY2023**

1 message

**Benjamin Cruz** <bjcruz@guamopa.com>

Tue, Jul 30, 2024 at 4:56 PM

To: Vincent Duenas <vduenas@guamopa.com>, Jerrick Hernandez <jhernandez@guamopa.com>, Thyrza Bagana <tbagana@guamopa.com>, Joy Esperanza <jesperanza@guamopa.com>, Maryann Manglona <mmanglona@guamopa.com>, Frederick Jones <fjones@guamopa.com>, Mariella Cruz <mcruz@guamopa.com>, Thomas Eladio Battung <tbattung@guamopa.com>, Ren Jalandoni <rjalandoni@guamopa.com>, Selina Onedera-Salas <sonederasalas@guamopa.com>, Kayleen Concepcion <kconcepcion@guamopa.com>, Melissa Ngiralmu <mngiralmu@guamopa.com>, Thomas Quichocho <tquichocho@guamopa.com>, Leonanie Leon Guerrero <lleonguerrero@guamopa.com>

Benjamin J. F. Cruz

Public Auditor

Office of Public Accountability – Guam

[www.opaguam.org](http://www.opaguam.org)

Tel. (671) 475-0390 ext. 209

Fax (671) 472-7951

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From: **Puno, Michelle** <punom@triton.uog.edu>

Date: Tue, Jul 30, 2024 at 4:39 PM

Subject: University Of Guam - Citizen Centric Report FY2023

To: [bjcruz@guamopa.com](mailto:bjcruz@guamopa.com) <[bjcruz@guamopa.com](mailto:bjcruz@guamopa.com)>Cc: Abigail Martin <[martinarp@triton.uog.edu](mailto:martinarp@triton.uog.edu)>, ELSA CAGUIN FLORES <[floresec@triton.uog.edu](mailto:floresec@triton.uog.edu)>, Tapeceria, Romar <[tapeceriar@triton.uog.edu](mailto:tapeceriar@triton.uog.edu)>

Hafa Adai Honorable Benjamin J.F. Cruz,

Please see attached University Of Guam's Citizen Centric Report for FY2023. The report can also be found on the following UOG website:

[https://www.uog.edu/\\_resources/files/administration/business-office/CCR\\_2023\\_FINAL.pdf](https://www.uog.edu/_resources/files/administration/business-office/CCR_2023_FINAL.pdf)

Kindly let us know if you have any questions.

Thank you.

Si Yu'os ma'åse',



**Michelle Puno**  
*Accountant II*  
[Office: +1 \(671\) 735-2903/4](tel:+167173529034)

**Business Office**  
**Administration & Finance**  
[punom@triton.uog.edu](mailto:punom@triton.uog.edu)



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 **UOG CCR FY2023 - OPA.pdf**  
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