The University of Guam (UOG) is a U.S. land-grant institution located in the village of Mangilao on Guam, a U.S. territory in the Mariana Islands. UOG is accredited by the Western Association of Schools and Colleges offering student Baccalaureate and Master’s degrees within two colleges and three schools. It is dedicated to the search for and dissemination of knowledge, wisdom and truth.

**CORE VALUES**

- Academic Quality
- Student Success, Enrollment Growth, Retention, & Institutional Visibility
- Community Engagement

**LOCAL AND FEDERAL FUNDS BY FUNDING CATEGORY**

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Funds</td>
<td>273</td>
<td>371</td>
</tr>
<tr>
<td>Federal Funds</td>
<td>130</td>
<td>181</td>
</tr>
<tr>
<td>General operations and federal funds</td>
<td>253</td>
<td>94</td>
</tr>
<tr>
<td>Other funding sources</td>
<td>398</td>
<td>47</td>
</tr>
</tbody>
</table>

**STUDENTS’ ETHNICITY (FALL 2016)**

- Pacific Islander: 46%
- Asian: 46%
- White/Non-Hispanic: 2%
- Other: 5%
Greatness consists of leadership in learning, teaching, discovery, and service that preserve the essential strengths of the Region's cultures and natural resources, and applying those strengths to new challenges in flexible, multiple ways that transform the students of the University, the University's partners, and the University itself. The University functions as an intellectual conduit for the people and institutions of the Region, East Asia, and the world to learn from one other, within an American higher education framework.
The inability of the University to collect its entire appropriation was a result of cash flow shortages within the government. The University received 83.5% of its general operations appropriation in addition to shortages in other appropriation categories. UOG was notified at the end of the year that its appropriations were in jeopardy so there was no opportunity to attempt to adjust expenditures for the year.

UOG gained $1.48 million due to unrealized investment changes. The gain resulted from marking the investment portfolio to market and do not impact the cash position of the University.

Expenses have increased by 11% resulting from increased enrollment, explosive growth in grant activity, stepped-up facility maintenance, merit-based salary increments, water and wastewater, and retirement cost increases.

Deloitte, an independent auditor, issued a clean audit opinion for both FYE 2016 financial and compliance reports. Complete reports have been posted at http://www.uog.edu/administration/administration-finance/financial-reports.
GOOD-TO-GREAT INITIATIVE

President Underwood has fully engaged the institution in a Good-to-Great process (G2G). The majority of the initiatives have been achieved. The University is focused on completing the vision and continuing the march towards greatness.

Investments, initiatives, new structures and ideas related to faculty and staff resources, relationships and partnering, infrastructure and technology also underpin future growth.

- PL31-237 enabling UOG control of locally funded student financial aid, subject to approval by the Board of Regents.
- University has been awarded a 5-year, $6 million grant from the U.S. National Science Foundation Experimental Program.
- UOG Vision 2015 lays out the 21st century Physical Master Plan to accommodate 5,000 Tritons on-campus and another 5,000 pursuing their education on-line.

In summary, the Good-to-Great University of Guam is being implemented – there’s optimism and opportunities tempered by fiscal reality. We will be responsive to the challenges our island societies face to develop a great and sustainable University that protects our environment and provides the training and education to enable our students to drive economic growth to the island.

LOOKING FORWARD

- Revision of the General Education requirements and degree programs as part of G2G.
- Student Success Center & Engineering Annex construction.
- “UOG Vision 2025” accommodating 5,000 Tritons on-campus and another 5,000 online by 2025.
- Relaunch of publishing house, UOG Press at the Micronesian Area Research Center.
- Relaunch of the Triton Athletics Program.
- Launch of the Regional Center for Public Policy, and the Bank of Hawaii Center of Entrepreneurship and Innovation at SBPA.

CHALLENGES

- Collect on its entire appropriation due to cash flow shortages within the government.
- Level of optimism has returned to the markets and it remains to be seen if this will actually result in real impact on the economy.

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