University of Guam
Unibetsedåt Guahan
Regent Nominating Council
UOG Station, Mangilao, Guam 96923
Tel: (671) 735-2990 • Fax: (671) 734-2296

GL#34-18-173
Speaker Benjamin J.F. Cruz

APR 10 2018
Time: 1037 AM [ ] PM File No. 34-179
Received By: Elena

OFFICE OF THE GOVERNOR
CENTRAL FILES
TIME 1:45 RECEIVED BY
DATE 4.2.18

Regent Nominating Council

Chairperson
Ms. Mari Flor Herrero
Board of Regents

Vice Chairperson
Dr. Annette Santos
Administrative Council

Secretary
Mr. Robert Paulino
Member-At-Large

Dr. Kyle Smith
Faculty Senate

Ms. Sallie McDonald
Staff Council

Ms. Amanda Shelton
Alumni Association

Ms. Annie Fay Camacho
Student Government Assoc.

Hon. Melissa Savares
Mayor's Council of Guam

Dr. Rebecca Stephenson
Member-At-Large

Ms. Antonita Blas
Member-At-Large

Guam Youth Congress

Administrative Support
Office of the President

March 29, 2018

The Honorable Edward J.B. Calvo
Governor of Guam
Office of the Governor
P.O. Box 2950
Hagåtña, Guam 96932

Dear Governor Calvo:

The term of Regent Elizabeth C. Gayle ends on August 27, 2018, which will create a vacancy on the University of Guam Board of Regents (BOR). Pursuant to the mandate established by Public Law 26-24, the Regent Nominating Council is required to submit recommendations thirty days prior to the expiration of a term. The Governor then has 45 days to make the appointment. In compliance with this mandate, the RNC is submitting this list of three nominees from which the vacancy is to be filled.

The search and selection process is described in Appendix I. The RNC nominates the following three outstanding candidates for your consideration, listed in ranking order.

1st: Frank A. Flores
2nd: Sandra H. McKeever
3rd: Lesley Anne Leon Guerrero

On behalf of the RNC, I respectfully request that you make an appointment from this list at the earliest possible date to comply with the spirit and intent of Public Law 26-24 subject to the consent of I Liheslaturan Guahan.

Please note that the RNC has determined that all previous lists have expired and cannot be considered as recommendations by the Council. The current list expires after 45 days. Full application packets for each of the nominees is furnished in Appendix II to assist you with your deliberation. If there is a nominee that you are not familiar with, I would like to suggest that you interview the nominee.

We look forward to working with you to make the University an institution of which we can all be proud.

Sincerely,

Mari Flor Herrero

Mari Flor Herrero
Chairperson, Regent Nominating Council

2018 APR 10 AM 11:03

Cc: Honorable Benjamin J.F. Cruz, Speaker & Chair, Committee on Appropriations & Adjudication, 34th Guam Legislature
Honorable Therese M. Terlaje, Vice Speaker, 34th Guam Legislature
Honorable Joe S. San Agustin, Chair, Committee on Education, Finance & Taxation, 34th Guam Legislature
Regent Elizabeth Gayle, Chair, UOG Board of Regents
Dr. Robert A. Underwood, President, UOG

1730

PROCEDURES FOR THE CONDUCT OF A SEARCH FOR REGENT CANDIDATES AND THE SELECTION OF REGENT NOMINEES

Regent Nominating Council

Approved September 6, 2002 (Revised December 3, 2009)

According to Public Law 26-24, Section 16104.5. b(2), the Regent Nominating Council, (hereafter referred to as the 'Council') in making its nominations shall: "consider the needs of the University of Guam; advertise; locate potential candidates; maintain a list of their names and contact information; match potential candidates with projected vacancies; review candidates' qualifications and references; conduct interviews; and carry out other recruitment and screening activities as necessary."

These procedures are intended to provide expanded guidelines, in compliance with the intent of Public Law 26-24, for the conduct of a periodic search for Regent Candidates and for the selection and submission of Regent Nominees to *I Maga'lahen Guåhan* for appointment, subject to the advice and consent of *I Liheslaturan Guåhan.*

These procedures may be amended by a majority vote of the Council. The implementation of each search is documented by the support staff assigned to the Council. The outcome of each search is documented in the Council minutes and is made available upon written request to the Chair of the Regent Nominating Council.

PROCEDURE ONE: Determination of Schedule of Periodic Regent Searches

It is critical that any vacancy on the Board be filled promptly. According to Public Law 26-24, Section 16104.5. b (4) nominations shall be made thirty (30) days prior to the expiration of a term, or within fourteen (14) days following an unforeseen vacancy. This is interpreted to mean business, not calendar, days. The Council maintains an up-to-date schedule of each anticipated vacancy on the Board and initiates a search at least sixty (60) days prior to the anticipated expiration of a term.

In the event of an unforeseen vacancy, the Council selects from those still available a nominee who best fits the profile of what is needed to achieve the desired composition of the Board.

PROCEDURE TWO: Determination of Desired Composition of Board

Prior to the initiation of a search the Council meets to review the selection criterion and to determine the desired composition of the Board, given current and anticipated vacancies and the needs of the Board.

PROCEDURE THREE: Solicitation of Regent Candidates

As defined in the Regent Nominating Council By-Laws, Article XI, a Regent Candidate (hereafter referred to as 'candidate') is a person selected by the Council as a potential Regent Nominee. A Regent Nominee (hereafter referred to as 'nominee') is a person nominated by the Council, whose name is sent forward to the Governor as a potential appointee. A Regent Appointee is someone who has been nominated by the Council and appointed by the *I Maga'lahen Guåhan*, but whose appointment has not yet been confirmed by *I Liheslaturan Guåhan*.

It is the responsibility of each member of the Council to use his/her constituent group and networks to identify and personally solicit the application of distinguished leader in the community in order to establish an adequate and credible pool of candidates.

In addition to personal solicitation, the Chair arranges for the production of an appropriate advertisement for publication in the *Pacific Daily News* and other local/regional commercial publications, as appropriate. This advertisement is approved by the President of the University of Guam and corporate co-sponsor, if applicable. The first advertisement published allows a submission deadline of no less than fourteen (14) calendar day.

The advertisement is also published in *Triton's Call* and disseminated through the campus public information network, *Hafa Malolofan*. It is also distributed to all governmental agencies, boards and commissions and to all professional associations. A current distribution list is maintained by the administrative staff assigned to the Council.

PROCEDURE FOUR: Preparation of Applicant Information Packets

The Council views the search process itself as an opportunity to begin the orientation of prospective regents and to educate the public about what is expected of any person appointed to the Board.

Toward this end, the support staff assigned to the Council by the UOG President, with oversight from the Chair, prepares information packets to be provided to all interested persons. Completed packets are made available in the UOG Administrative Office beginning the same day that the advertisement is first published.

Each information packet is neatly organized in an official color portfolio which displays the UOG logo and name and contains the following materials:

- Cover Letter from the Chair of the Council
- Table of Contents
- Solicitation advertisement
- Mission Statement of the University
- A reprint of "Governing in the Public Interest: External Influences on Colleges and Universities" adopted by the Association of Governing Boards of Universities and Colleges, April 1, 2001 or comparable AGB document.

- Statement of Selection Criteria for Regent Candidates
- UOG Regents' Code of Conduct
- Frequently Asked Questions of Prospective Regent Candidates
- Regent Eligibility and Commitment Verification Form
- Regent Applicant Form and Check List.

As specified in the Check List, applicants must submit the following items by 5:00 p.m. of the announced closing date:

- Letter of intent
- Curriculum vitae or resume
- Three letters of recommendation
- Signed Eligibility and Commitment Verification Form.

PROCUDURE FIVE: Collation of Applicants

Applications are accepted by the Council administrative staff until 5:00 p.m. of the posted closing date. Written notification of receipt of application is sent to each applicant within five business days after the closing date (see sample letter A attached).

A log is maintained by Council support staff which includes the name of applicant, time of submission of application, status of application, and party acknowledging receipt of application. Each applicant file is treated as confidential information and kept in a locked file cabinet.

PROCEDURE SIX: Ranking of Candidates and Selection of Nominees

Applicant files are made available to each member of the Council within a reasonable time period prior to the scheduled meeting to rank applicants. To rank the applicants the following steps are followed:

1) Each Council member independently ranks each applicant according to these four broad categories:
- Highly Recommended (First Tier)
- Strongly recommended (Second Tier)
- Only if No One Else Applies (Third Tier), i.e. a suitable candidate but the person does not meet the preference profile for this particular search.
- Not Suitable (Fourth Tier).

2) The Council then ranks those in the Highly Recommended group in numerical order of perceived preference. A vote of six (6) Council members shall be required to finalize the ranking and selection of nominees.
3) To the extent that nominee applications do not readily lend themselves to clearly differentiated ranking, a formal interview process may be required. This may protract the review process but time expended to ensure quality selection will reap dividends in the enhanced performance of the Board. This issue is addressed as required.

4) If the Council is unable to make the necessary selection(s), then the Council may schedule another meeting to include members not present or resume its recruiting effort. The Council may require personal interviews to finalize its selection.
5) In such an event it is appropriate for the Council to contemplate an expanded recruitment mandate. If passive recruitment (i.e., newspaper advertising) proves inconclusive, then the Committee should adopt an active recruiting posture. Such an approach could encompass further advertisements, public "proselytizing" (e.g., via radio talk shows, Chamber of Commerce and Rotary Club meetings, village meetings organized through the Mayor's Council, personal contacts, etc.) and other initiatives to heighten public awareness of and enthusiasm for the service on the Board.

After the ranking is complete, all applicant files are returned to the administrative staff assigned to the Council. All discussions of applicants shall be treated as confidential.

PROCEDURE SEVEN: Notification of Applicants

Prior to the submission of nominees to the Governor, each nominee is personally contacted by an officer to ascertain whether/ she is able to accept the nomination. This verbal acceptance is followed up with written notification of nomination (see sample letter B attached) which includes a list of additional information that will be required by the Governor, if appointed. Within seven calendar days of the Council's final selection of nominees, all candidates are sent a letter informing the candidate of the outcome of the Regent search. (see sample letter C attached). The application of all Regent Candidates is retained for up to three years from the date of his/her application, unless a request is made in writing to the Chair to be removed from the pool.

PROCEDURE EIGHT: Submission of the List of Nominees and Declaration of the Autonomy of Regents

The approved list of *at least* one (1) and *no more than* three (3) nominees for each vacancy is transmitted by the Chair of the Regent Nominating Council to *I Maga'lahen Guåhan* in the form of a transmittal letter. This letter may provide a rationale for the selection of this (these) nominee(s) with reference to the desired composition of the Board. The Chair attaches to this transmittal letter a copy of each nominee's application file and the approved Procedures for the Conduct of a Search for Regent Candidates and the Selection of Regent Nominees.

According to the law, if *I Maga'lahen Guåhan* does *not* make the appointment within forty-five (45) days of a vacancy, the Speaker of *I Liheslaturan Guåhan* shall make an appointment from the identical list submitted to *I Maga'lahen Guåhan* by the Council, subject to the advice and consent *of I Liheslaturan Guåhan.*

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SAMPLE LETTER A

FOR NEW APPLICANTS

[Date]

Dear [title and name of applicant]:

Thank you very much for your application for nomination to the University of Guam Board of Regents.

The Regent Nominating Council invites applications on an ongoing basis. The current search is for the appointment of a Regent to complete the term of [name] who resigned from the Board effective [date]. His term ends [date].

The Council met on [date] to review all eligible candidates and selected three nominees whose names have been transmitted to the Governor. Although you were not nominated for this vacancy, you will remain in the pool of eligible candidates for three years from the date of your application unless you withdraw your application. The next anticipated vacancy is [date] when the term of Regent [name] expires.

Dankulo na si Yu'os ma'ase' for your commitment to higher education and for your desire to serve Guam and the region in this important role.

Sincerely,

Chair, Regent Nominating Council

SAMPLE LETTER B

NOTIFICATION OF REGENT NOMINEES

[date]

Dear [name of nominee]

Congratulations! The Regent Nominating Council is pleased to inform you that you have been selected as a Nominee for appointment to the University of Guam Board of Regents to complete the term of Regent [name] who resigned [date]. This term expires on [date].

A letter nominating you and two other candidates [insert names of the two other Nominees] was transmitted to the *I Maga'lahen Guåhan* on [date]. According to P.L. 26-64, *I Maga'lahen Guåhan* has 45 days from the date of a vacancy to make an appointment from the list of nominees we submit, subject to the advice and consent of *I Liheslaturan Guåhan.* In the event that the Governor does not make an appointment within this time frame, the Speaker shall make the appointment from the same list.

If you are not appointed and confirmed, your application will be returned to the pool of eligible candidates unless you instruct us to withdraw your application. You will remain an eligible candidate for nomination for three years from the date of your application.

If you have any questions, regarding the process of nomination and appointment, feel free to contact me at 671-735-2990.

Sincerely,

Chair, Regent Nominating Council

SAMPLE LETTER C

FOR CURRENT ELIGBILE CANDIDATES

[date]

[name]
[address]

Dear [title/name]:

The purpose of this letter is to formally thank you for your application for nomination to the University of Guam Board of Regents and to inform you of the outcome of recent nominations and appointments.

Over the past [number] months, the Regent Nominating Council has completed [number] separate reviews of Regent candidates:

- The [number] search was to replace Regent [name] who resigned [date]. A list of [number] was submitted to the Governor. From this list, Mr/Mrs. [name] was appointed and confirmed to complete this term which expires [date].

- The [number] search was to replace Regent [name] whose six year term ended [date]. A list of [number] nominees was submitted to the Governor. From this list [name] was appointed and confirmed to a six year term effective [date].

The next anticipated vacancy is [date] when the term of Regent [name] expires. The Regent Nominating Council will select nominees for this anticipated vacancy no later than [date]. Please keep in mind that although you were not selected as a nominee in the most recent search, you remain in the pool of candidates for three years from the date of your application unless you instruct us to withdraw you application.

If you have any questions regarding this nomination process, please do not hesitate to contact me at 671-735-2990. Thank you for your interest in promoting higher education in Guam and the region.

Sincerely,

Chair, Regent Nominating Council

University of Guam
Unibetsedåt Guahan
Regent Nominating Council
UOG Station, Mangilao, Guam 96923
Tel: (671) 735-2990 • Fax: (671) 734-2296

REGENT APPLICATION FORM AND CHECK LIST

Please complete the following:

Name of Applicant: FRANK A. FLORES

Mailing Address: 17 Nimitz Drive Piti, Guam 96915

E-mail Address: flores_frank@hotmail.com

Contact numbers:
(Home) (671) 777-7588 (Office) (907) 552-3442 (Cellular) (703) 215-3884 (Pager) _____

Please submit this Regent Applicant Form and Checklist with the required application material attached to Christine Mabayag, Office of the President, UOG.

Late or incomplete applications will not be considered.

Attach the following to this form:

1. Cover letter, stating why you would like to serve on the Board of Regents, addressed to;

   Chairperson, Regent Nominating Council
   C/O Office of the President
   University of Guam
   Mangilao, Guam 96923

2. Current curriculum vitae.
3. Please have a minimum of three letters of recommendation submitted directly to the Regent Nominating Council c/o Chris Mabayag, Office of the President, University of Guam, UOG Station, Mangilao, Guam 96923
4. Signed "Eligibility and Commitment Verification Form".
5. DD Form 214 (For applicants with prior military service).

For Verification Purposes:

/ ✓ This is to verify that the application submitted is complete as of:
11/17/17

/ ✓ This is to verify that the application submitted is incomplete as of:
11/14/17 PENDING 1 RECOMMENDATION LETTER

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS ELEVENTH AIR FORCE (PACAF)
JOINT BASE ELMENDORF-RICHARDSON ALASKA

Colonel Frank A. Flores
Commander, PACAF Regional Support Center
9480 Pease Avenue, Suite 123
Joint Base Elmendorf-Richardson AK 99506-2101

Chairperson, Regent Nominating Council
C/O Office of the President
University of Guam
Mangilao, Guam 96923

Dear Regent Nominating Council,

I am an enthusiastic volunteer and would be honored to be on the University of Guam's Board of Regents. I am a 1992 U.S. Air Force Academy graduate, hold a Master of Science Degree in Aeronautical Science, hold a Master of Science Degree in National Security Studies, and am excited about the opportunity to help chart an independent and academically free future for the University. As a 25-year Air Force veteran, Colonel, and installation commander, I understand how external political pressures and selfish motivations can corrupt and mislead any organization. I have made a career of understanding institutional mission sets and fighting against these external pressures and selfish motivations. I have a strong belief in integrity, service, and excellence which are the Air Force's Core Values. I want to bring these values to the University of Guam, advance the interest of the institution, and I look forward to fighting against those external pressures that detract from the University's core mission and values. I am available to answer any questions at 703-725-3884 or flores_frank@hotmail.com. Finally, I retire in 2017 and will be back on Guam permanently by July 20, 2017. I appreciate your time and consideration.

Sincerely

FRANK A. FLORES, Colonel, USAF
Commander

BIOGRAPHY

UNITED STATES AIR FORCE

COLONEL FRANK A. FLORES



Colonel Frank A. Flores is the Commander, Pacific Air Forces Regional Support Center, Joint Base Elmendorf-Richardson, Alaska. He is the installation commander for 43 remote sites across Alaska and the Pacific Theater with a total asset value of $7.1 billion, providing first-line radar, airfield operations, air operations weapon system, communications, engineering, environmental, and logistics support for Eleventh Air Force, Alaskan NORAD Region, and Pacific Air Forces. He is the installation commander for 1 air station, 2 forward operating locations, and 18 remote radar sites supporting air sovereignty, war readiness missions, and homeland defense. He implements government-to-government consultation with Alaska native tribes and works directly with more than 50 communities across the great state of Alaska.

Colonel Flores is a native of Guam and graduated from the United States Air Force Academy in 1992. He is a career logistics readiness officer and his assignments include base level, Major Command, Joint, Air Staff and Office of the Secretary of Defense logistics readiness positions.

He commanded the 724th Air Mobility Squadron from 2003 to 2005 and the 3rd Aerial Port Squadron from 2008 to 2010. In 2010, he was selected to be the Deputy Commander, 43d Airlift Group, Pope Air Force Base, N.C.

Colonel Flores' operational assignments include 3 tours in Pacific Air Forces and 3 tours in Air Mobility Command. His staff duty assignments include joint duty assignments in the Office of the Secretary of Defense and Headquarters U.S. European Command, Headquarters Air Force, Headquarters Air Education and Training Command, and the Air Force Personnel Center.

Colonel Flores deployed to Bagram Airfield, Afghanistan, in 2009 where he stood up the first Expeditionary Aerial Port Squadron. He also deployed to Cape Verde and Rwanda in support of NATO and African Union Mission in Sudan operations in 2006.

EDUCATION

1992 Bachelor of Science in Political Science, U.S. Air Force Academy, Colorado Springs, Colo.
1998 Squadron Officer School, Maxwell AFB, Ala.
2002 Master of Science in Aeronautical Science, Embry-Riddle Aeronautical University

2003 Air Command and Staff College-Correspondence
2007 Air War College-Correspondence
2008 Joint Forces Staff College, Norfolk, Va.
2013 Master of Science Degree in National Resource Strategy & Certificate in Supply Chain Management Concentration, The Dwight D. Eisenhower School for National Security and Resource Strategy, Fort Lesley J. McNair, Washington D.C.

ASSIGNMENTS

1. Aug 1992 – November 1994, Air Terminal Operations Center Duty Officer, and OIC Passenger Terminal, Hickam AFB, Hawaii.
2. November 1994 – May 1996, Chief, Combat Readiness Branch, 36th Transportation Squadron, Andersen AFB, Guam.
3. May 1996 – November 1998, Chief, Combat Support Flight and Chief, Material Storage and Distribution Flight, 36th Supply Squadron, Andersen AFB, Guam.
4. November 1998 – November 1999, Staff Officer, HQ Air Education and Training Command, Logistics Directorate, Randolph AFB, Texas.
5. November 1999 – June 2003, Chief, Transportation Company and Field Grade Officer Assignments, Headquarters Air Force Personnel Center, Randolph AFB, Texas.
6. July 2003 – July 2005, Commander, 724th Air Mobility Squadron, Aviano Air Base, Italy.
7. August 2005 – April 2008, Chief NATO Coalition Branch, EUCOM Deployment and Distribution Operations Center and Executive Officer, Logistics and Security Assistance Directorate, HQ US European Command, Stuttgart, Germany.
8. June 2008 – June 2010, Commander, 3rd Aerial Port Squadron, Pope AFB, N.C.
9. Jul 2010 – Jul 2011, Deputy Commander 43rd Mission Support/Operations/Airlift Gp, Pope AFB, N.C.
10. Jul 2011 – Jul 2012, Chief, Supply Chain Distribution Policy Branch, HQ USAF, Pentagon, Washington, D.C.
11. Jul 2012 – Aug 2012, Deputy Chief, Integrated Life Cycle Management Policy Division, HQ USAF, Pentagon, Washington, D.C.
12. Aug 2012 – Jun 2013, Student, The Dwight D. Eisenhower School for National Security and Resource Strategy, Fort Lesley J McNair, Washington, D.C.
13. Jun 2013 – Aug 2014, Military Deputy, Office of the Deputy Assistant Secretary of Defense for Supply Chain Integration, Mark Center, Alexandria, Va.
14. Aug 2014 – Present, Commander, PACAF Regional Support Center, Joint Base Elmendorf-Richardson, Alaska.

MAJOR AWARDS AND DECORATIONS

Bronze Star
Defense Meritorious Service Medal with oak leaf cluster
Meritorious Service Medal with three oak leaf clusters
Air Force Commendation Medal with oak leaf cluster
Air Force Achievement Medal
Joint Meritorious Unit Award
Air Force Outstanding Unit Award with four oak leaf clusters
AF Organizational Excellence Award with oak leaf cluster
Afghan Campaign Medal
NATO Medal

RECOGNITION

1987 Father Duenas Memorial High School Legion of Honor Award
1987 Merit Scholarship University of Guam
1988 Selected to attend Yale University, West Point, Holy Cross University, and Air Force Academy
1992 Flag Bearer and Team Captain Guam Olympic Swim Team
1994 635th Air Mobility Support Squadron Company Grade Officer of the Quarter
1995 36th Transportation Squadron Company Grade Officer of the Year
1996 36th Logistics Group Company Grade Officer of the Quarter
1998 36th Supply Squadron Company Grade Officer of the Year

2000 National Defense Transportation Association Chapter Man of the Year
2001 Air Force Personnel Center Transportation Staff Officer of the Year
2002 Who's Who Among American University Students
2004 Air Force Small Air Terminal of the Year
2006 Air Force District of Washington Field Grade Staff Officer of the Year
2008 Air Mobility Command Mobility Flight of the Year
2009 Air Mobility Command Field Grade Officer of the Year
2013 Dwight D. Eisenhower School of National Security Commandant's Writing Award
2014 38 Numbered Air Force, Major Command, and Combatant Command Awards
2015 36 Numbered Air Force, Major Command, Combatant Command, and Air Force Awards
2016 Air Force Organizational Excellence Award
2016 50 Numbered Air Force, Major Command, Combatant Command, and Air Force Awards

EFFECTIVE DATES OF PROMOTION
Second Lieutenant May 27, 1992
First Lieutenant May 27, 1994
Captain May 27, 1996
Major Jan 1, 2003
Lieutenant Colonel Jan 1, 2008
Colonel Mar 1, 2014

(Current as of April 2017)

COLONEL FRANK A. FLORES
RETIRING AND AVAILABLE JULY 2017
703-725-3882
flores_frank@hotmail.com
linkedin.com/in/frank-flores-3724536b

AERIAL PORT MANAGEMENT/BASE OPERATIONS SUPPORT SERVICES CONTRACT MANAGEMENT & DEVELOPMENT/LOGISTICS AND SUPPLY CHAIN MANAGEMENT/ACQUISITIONS AND PROGRAM MANAGEMENT/CITY MANAGEMENT

1992 Guam Olympic Swimmer, 1992 Air Force Academy graduate, and accomplished veteran with over 25 years of extensive executive leadership, logistics, supply chain, acquisitions management, program management, and city management experience in the Department of Defense (DoD). Directed distribution management, materiel management, contingency operations, fuels management, airlift operations, vehicle management, communications support, engineering operations, project management, and acquisition development. Planned and programmed logistics support for world-wide wartime requirements. Led workforce development for the Logistics Readiness Officer (LRO) career field. Proven leader, team player, mentor, and motivator with the ability to simultaneously manage multiple projects, deliver on time, and exceed expectations. Bilingual (English, Chamorro). Possesses DoD TOP SECRET clearance.

AREAS OF EXPERTISE

- Leadership & Mentorship
- Strategy Development
- Program Management
- Workforce Development
- Budgeting
- Communication
- Logistics
- Business Development
- Policy and Guidance
- Supply Chain Management
- Acquisition Management
- City Management

PROFESSIONAL EXPERIENCE

US Air Force Logistics Readiness Officer — *May 1992 to Present*

Executive Director/Commander, Pacific Air Forces Regional Support Center, Joint Base Elmendorf Richardson, AK — *August 2014 to Present*

Director and Installation Commander for DoD's only regional support center operating 21 active and 22 inactive installations across Alaska and the Pacific. Leads cross-functional workforce of 571 personnel with a $200M budget; drove $360M in savings across portfolio. Operates $7.1B of infrastructure, 1,400 facilities, $609M in contracts, 30M gallons of fuel, $30M of reimbursements, $250M of engineering projects, and 59 support agreements. Spearheading a 12 year, $402M base operating support services contract acquisition supporting 3 installations. Led Center to most successful command tour ever with 122 awards, 3 times more awards than previous command. Winner Air Force Outstanding Unit Award and Air Force Organizational Excellence Award.

Military Deputy to Deputy Assistant Secretary of Defense for Supply Chain Integration, Office of the Secretary Of Defense, Pentagon, DC — *July 2013 to July 2014*

Oversaw world-wide War Reserve Material program and DoD polices supporting global war plans, base operations support services, and U.S. and Coalition forces in every Combatant Command.

Protected U.S. military classified information against compromise by $4B of commercial acquisition events and foreign government activities. Championed DoD Asset Visibility Strategy to track and account for high dollar critical assets throughout the world.

Senior Developmental Education Student, The Dwight D. Eisenhower School of National Security and Resource Strategy *August 2012 to June 2013*

Hand-picked to attend DoD's premier executive-level Master of Science degree program focused on the relationship and synchronization between the DoD and commercial industry. Authored award winning paper "Air Force Supply Chain Innovations: Odyssey to Air Force Sustainment Center". Top officer in South Pacific Regional Security Seminar and authored paper: "Impact of Compact of Free Association on Guam's Infrastructure." Information Communications Technology Industry group won Honorable Mention for Best Industry Study Paper. Completed graduate level studies in National Security and Resource Strategy and 3 times named Top Student.

Branch Chief/Deputy Division Chief Air Force Life Cycle Management Division, Headquarters Air Force, Pentagon, DC *July 2011 to July 2012*

Secured $16.2M in Air Force transportation efficiency savings by developing service innovations. Developed corporate vision, policy, procedures and executive guidance for Air Force transportation enterprise and base operations support services world-wide. Authored weapons movement plan for commercial carriers; streamlined distribution delivered $3.2M in DoD savings. Managed major improvements to Defense Transportation Tracking Service for moving high powered missiles and bombs; fixed 600 ammunition tracking errors and fixed system that had been deficient for years.

Deputy Executive Director/Deputy Commander, 43rd Airlift Group Pope Air Force Base, NC *July 2010 to July 2011*

Led operations for directorate responsible for a workforce of 1,789 and deploying DoD's Global Response Force, America's rapid emergency combat force. Developed policy, standards and managed resources for base realignment of 9 divisions, 4,100 personnel, supporting the DoD's premier Special Operations Force. Directed base operations support services for installation. Crafted human resource policy for two directorate merger; executed relocation of 900 personnel and $45M in resources across Fort Bragg, NC. Winner Wing Squadron of the Year Award.

Director/Commander, 3rd Aerial Port Squadron, Pope Air Force Base, NC *June 2008 to July 2010*

Directed workforce of 297 in aerial port support to the Army's 82nd Airborne Division and 43rd Airlift Wing. Delivered airport support to move 30,000 passengers, 30,000 tons of cargo, on 1,500 world-wide missions. Drove efficient air logistics support to installation base operations support services. Led Haiti relief efforts and deployed 5K troops, 5K tons of cargo, on 500 missions to relieve suffering. Managed a special purpose vehicle fleet valued at over $31M and budget worth $690K. Winner Air Mobility Command Field Grade Logistics Readiness Officer of the Year Award.

Executive Assistant US European Command Stuttgart, Germany *June 2007 to June 2008*

Primary administrator and assistant to US European Command Senior Director of Logistics and Security Assistance. Provided critical executive support for Army relocation initiative in Italy; secured

$479M in construction projects. Orchestrated emergency resupply of 126 tons of ammunition for U.S. and international support to Lebanon.

Chief, NATO Coalition Branch
Stuttgart, Germany *June 2006 to June 2007*

Lead for US support to NATO and Coalition logistics support operations. Directed US support to partner nations deploying into and out of OPERATION IRAQI FREEDOM AND OPERATIONS ENDURING FREEDOM. Organized coalition movement of 6,000 tons of cargo, 13,000 troops, on 3,000 missions into and out of Iraq and Afghanistan on US transportation assets. Winner Air Force District of Washington Field Grade Logistics Readiness Officer of the Year Award.

Deputy Chief, Airlift Section
Stuttgart, Germany *July 2005 to June 2006*

Led 7 officers and enlisted personnel in planning and executing airlift and surface transportation supporting U.S. European Command Area of Responsibility. Analyzed theater logistics capabilities, mitigated system shortfalls, and expedited NATO cargo and passenger movements. Interfaced with US Transportation Command, US Central Command, NATO, coalition and component operations centers. Led US support to Rwandan refugee relief operations; ensured 300 African peacekeepers deployed to stop genocide.

Director/Commander 724th Air Mobility
Squadron Aviano Air Base, Italy *July 2003 to July 2005*

U.S. Director of air logistics/aerial port support in Italy. Executed movement of 76,000 passengers, 18,000 tons of cargo, on 3,200 missions, with a 99.7% reliability rate. Launched the 173rd Airborne Brigade into northern Iraq in support of OPERATION IRAQI FREEDOM. Shaped and improved aerial port force protection program; earned "Best Practice" from Joint Chief of Staff. Established professional development program across all ranks; strengthened career advancement potential. Led team to Air Force Small Air Terminal of the Year Award.

Director/Chief, Field Grade Transportation
Officer Assignments Air Force Personnel
Center, Randolph Air Force Base, San
Antonio, TX *July 2002 to July 2003*

Orchestrated assignment and force development of 300 field grade transportation officers across DoD. Delivered career field Utilization and Training Workshop plan for force utilization of 600 officers world-wide. Orchestrated combination of 3 Air Force logistics career fields and supported development of Career Field Education and Training Plan for 2,100 officers across Air Force. Led placement plan for 60 Logistics Readiness Squadron director/command assignments. Created global accession allocation plan for 180 new Second Lieutenants. Winner National Defense Transportation Association Chapter Man of the Year Award.

Director/Chief, Company Grade
Transportation Officer Assignments Air
Force Personnel Center, Randolph Air Force
Base, San Antonio, TX *Nov 1999 to July 2002*

Drove assignment and development of 300 company grade transportation officers world-wide. Delivered 100% career field fill rate for Air Force Institute of Technology Masters and Doctorate programs. Drove return to duty program to bring retired/separated officer back to key positions in the wake of 9-11. Winner Staff Transportation Officer of the Year Award.

Director/Chief, Combat Readiness Branch, Transportation Division, Air Education and Training Command, Randolph Air Force Base, San Antonio, TX *Nov 1998 to Nov 1999*

Developed policy and plans to execute Air Education and Training Command contingency transportation support. Monitored, directed, and advised command on wartime readiness of transportation units and capabilities. Served as command's transportation representative to Air Force privatization and outsourcing initiative and saved 863 military and civilian positions. Orchestrated privatization of transportation functions at 2 Air Force bases.

Chief, Material Storage and Distribution, 36 Supply Squadron, Andersen AFB, Guam *May 1997 to Nov 1998*

Led supply, storage, and distribution of all supplies and materials supporting Andersen Air Force Base and deployed customers. Hand-picked to lead Department of State Office of Foreign Disaster Assistance disaster relief supply storage and distribution for Western Pacific and Asia. Deployed disaster relief supplies to Vietnam and China, served as Logistics lead for Kurdish refugee evacuation, and served as Logistics director for Korean Airlines Flight 801 crash response team. Winner Squadron Company Grade Officer of the Year Award.

Chief, Combat Operations Support Flight, 36 Supply Squadron, Andersen AFB, Guam *May 1996 to May 1997*

Directed resupply of mission critical parts for all aircraft and weapons systems at Andersen AFB. Secured war readiness and hazardous material support for base contingency operations and war plans. Created drug prevention partnership program with M.U. Lujan Elementary School supporting 400 local school children. Winner Group Company Grade Officer of the Quarter.

Chief, Combat Readiness Flight, 36 Transportation Squadron, Andersen AFB, Guam *Nov 1994 to May 1996*

Developed policy and plans to execute contingency transportation support for Andersen Air Force Base units to receive forces supporting Operations Plans. Created base transportation augmentee training plan and authored tasking orders. Wrote Concept of Operations for U.S. Air Force and Guam Customs Process Action Team which facilitated cooperation and procedures for all aircraft arrivals to Andersen AFB. Winner Squadron Company Grade Officer of the Year Award.

Chief, Air Passenger Flight, 635 Air Mobility Support Squadron, Hickam AFB, HI *May 1994 to Nov 1994*

Chief of air passenger operations for Pacific's busiest aerial port. Delivered passenger movement policies, coordinated contingency and emergency movements with higher headquarters, and synchronized airlift scheduling with Pacific theater customer requirements. Supervised 72 personnel delivering 24-hour passenger support service. Winner Group Company Grade Officer of the Quarter Award.

Air Terminal Operations Center Duty Officer, 619 Aerial Port Squadron, Hickam AFB, HI *Aug 1992 to May 1994*

Directed all aerial port activity supporting Hickam Air Force Base air logistics operations. Supervised 50 personnel and 5 subordinate work centers and coordinated with Air Mobility Command to secure expeditious and world-class airlift support for Pacific theater operations. Moved 85,000 tons of cargo, 225,000 passengers, on 20,000 airlift missions.

EDUCATION

2013: M.S., National Security and Resource Strategy, Dwight D. Eisenhower School of National Security and Resource Strategy, Fort McNair, D.C.-Executive education in enterprise-level logistics and growth strategies that included developing partnerships and in-depth interaction with industry.

2003: M.S., Aeronautical Science, Embry-Riddle Aeronautical University, Randolph Air Force Base, TX.

1992: B.S., Political Science, U.S. Air Force Academy, Colorado Springs, CO.

DEPARTMENT OF THE AIR FORCE
PROFESSIONAL MILITARY EDUCATION CENTER
JOINT BASE ELMENDORF-RICHARDSON, ALASKA

MEMORANDUM FOR UNIVERSITY OF GUAM REGENT NOMINATING COUNCIL

FROM: Chief Master Sergeant Gary R. Szekely
Commandant, Professional Military Education Center
JBER, AK 99506

SUBJECT: Letter of Recommendation for Colonel Frank A. Flores

1. It is my pleasure to recommend Colonel Frank A. Flores for the University of Guam Regent Council. He has been an outstanding commander, leader, and mentor to Airman throughout his career. Colonel Flores is laser focused on education and ensuring his personnel strive for academic advancement and achievement.

2. The Colonel is an independent thinker and someone who fights for what is right instead of succumbing to popular political pressures. I have seen him on many occasions, make tough but fair, unpopular decisions. Throughout those challenging situations, he was always able to ensure the good of the institution was foremost in his decision making processes and that those tough decisions were balanced.

3. Colonel Flores has had a remarkable career and I believe he will make your university an even finer institution. Please contact me directly if you have any questions at (907) 552-3711 or via e-mail at gary.szekely@us.af.mil.

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Digitally signed by SZEKELY.GARY.R.1097297076
DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=SZEKELY.GARY.R.1097297076
Date: 2017.06.14 16:12:39 -08'00'

GARY R. SZEKELY
Chief Master Sergeant, USAF
Commandant

DEPARTMENT OF THE AIR FORCE
647 ABG/HC (PACAF)
JOINT BASE PEARL HARBOR-HICKAM, HAWAII

14 November 2017

TO WHOM IT MAY CONCERN:

I, Father Jesus Navarrete, Deputy Wing Chaplain and Senior Catholic Priest at Joint Base Pearl Harbor Hickam, testify that I have known Mr. Frank Flores and his family, for the past three years from the time I was working with the Joint Base Elmendorf-Richardson in Anchorage Alaska as Deputy Joint Base Chaplain and Senior Pastor.

Over those years, I have grown to respect Frank's demonstrated personal, moral and family ethics. I participated in several missions with Frank as a Commander, where I saw his leadership's skills constantly. He has a keen mind and demonstrates a mature judgment, invaluable experiences as a commander and the wisdom in taking decisions. He is a person of vision.

Frank and all the family members have been very active in the Catholic Community on base not only demonstrating their spiritual values but sharing the best of themselves to others. He is a keeper somebody I would love to have beside me, who expresses the best of our moral and religious values. They also helped for a year with the Foster parenting program in Anchorage.

In June 2017, I had the privilege of giving him one of the most prestigious awards from the Archdiocese for Military Services on behalf of Archbishop Timothy P. Broglio for the way he distinguished himself contributing to the religious programs and his reputation in the community.

In closing, let me state, Frank has much to offer to our community and our country. He is a valuable resource, and he will be the best candidate as a Regent in the board of the University. All who come in contact with him will gain enormously from those meetings with Frank.

Please feel free to contact me if you need any further information.

Sincerely,

NAVARRETE.JESUS.1270614783

Digitally signed by NAVARRETE.JESUS.1270614783
DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USAF, cn=NAVARRETE.JESUS.1270614783
Date: 2017.11.14 10:46:04 -10'00'

JESUS NAVARRETE, Ch. Maj, USAF
Deputy Wing Chaplain
Joint Base Pearl Harbor Hickam, Hawaii

Edwin K.W. Ching
P.O. Box 326478
Hagatna, Guam 96932
cell: 671-988-1084
ekwching@gmail.com

November 17, 2017

Dr. Robert A. Underwood
President
University of Guam
UOG Station
Mangilao, Guam 96923

Re: Frank Flores
Consideration for Board of Regents

Dear Dr. Underwood,

This is a letter of recommendation for Mr. Frank Flores for a position on University of Guam's Board of Regents. Before I say anything about Frank, I think it is important for me to describe my background to establish some veracity to my comments.

I am an attorney, and I have been a resident of Guam for 46 years. Originally, I was sent to Guam by Kaiser Aetna, a large real estate development company in Hawaii (a partnership of Kaiser Aluminum and Aetna Life & Casualty) which developed the homes in "Kaiser", Dededo. After Kaiser Aetna left Guam in the early 1970's, I remained and opened up an office for the private practice of law. I left private practice in 2012 and became house counsel for Core Tech. I started coaching swimming, the Manhoben Swim Club in 1976 or 1977, and am still the head coach of this swim club. For several years, I was the head coach of Guam's national swim team and represented Guam in several world championships and 6 Olympics.

Frank was a member of Manhoben Swim Club when I first started to coach. He was about 10 years old at that time. He was a good swimmer, although he was not in the group of top swimmers for his age group. He trained hard without complaints. After about 6 months of hard training, I entered him in the 400 meter event in a local swim meet. I remember the other top swimmers there at the time harassing him. They were making comments to him like: "what are you doing here? You don't belong here! This distance is too long for you! You're not good enough! You should swim only 100 meter events!" Frank said nothing. He just looked straight ahead and silently focused on what he had to do. He won that event. As he quietly got of the pool, the other boys who initially were harassing him, became very friendly; they said things like: "Wow, what's your name again? Who do you swim for? Maybe you should join our team?" Frank replied: "good swim, guys", and quietly walked away. The point is that he did not brag; he did not get upset; he did not make any negative or demeaning statements to those who had originally harassed him. He was polite, a good sportsman, and a "gentleman". He

held no grudges. These traits of him being a *good sportsman, without grudges, being calm under pressure, etc.* has persisted through out all the years I have known him.

He is truly concerned about the welfare and well-being of others. He will make sacrifices to insure their safety. When he was about 15, he was participating in an island wide triathlon competition, and in the biking leg he was about 75 yards behind the leader. Suddenly, the leader's tire hit a rock and the leader lost control and fell. Instead of blasting past the fallen leader to win the race, Frank stopped to help. . . he wanted to make sure the leader was not seriously injured. Frank could have won that competition, but he gave up the opportunity to win because he believes the safety of others is paramount. This is evidence of a person who is truly concerned about the health and welfare of others.

Because of his hard work, Frank earned a spot on Guam's Olympic swim team in 1992, in Barcelona, Spain. Simultaneously, in 1992 he received an appointment to the Air Force academy based on Governor Joseph Ada's recommendation. This situation produced a dilemma: his attendance at the Olympics and the Air Force Academy were in conflict. The Air Force recruiter at the time told Frank that he must report to the Air Force Academy on time, and that he should skip the Olympics. "The education and opportunities offered by the Academy was more important than the Olympics" said the recruiter. The recruiter boasted several times that "the Academy was a once in a life time opportunity" and that Frank should not give it up for a sporting event. Frank was confused and torn. He consulted me. I gave him the pros and cons of both sides. In the end, I explained it was his decision, a personal one, and he must live with his decision for the rest of his life. Frank made a tough decision. He told the Academy he would participate in the Olympics and he would not attend the Academy this year, and he hoped they would understand, and hoped they would accept him the following year. Well. . . Frank went to the Olympics, and the Academy understood the importance of the Olympics, and he graduated from the Academy several years later. He made the right decision regardless of the advice given by the recruiter.

When Frank was attending the Academy, he told me that one day he would like to come back to Guam and help me coach the swim team. Now, over 25 years later, he has retired as a full Bird Colonel from the Air Force, has returned to Guam, and is presently helping coach the Manhoben Swim Club. He is a man of his word.

I believe a man should be judged by his actions, not by his mere words. Frank's actions have shown that he is a person of honor and a leader with a deep concern for others. I am proud and grateful for the opportunity to recommend him for a position with UoG's Board of Regents.

Senseramente

Edwin KW Ching

University of Guam
Unibetsedåt Guahan
Regent Nominating Council
UOG Station, Mangilao, Guam 96923
Tel.: (671) 735-2990 • Fax: (671) 734-2296

REGENT APPLICANT

ELIGIBILITY AND COMMITMENT VERIFICATION FORM

This is to verify that I, the undersigned, meet the following requirements for appointment to the University of Guam Board of Regents:

- I am a US citizen or permanent resident alien.
- I have been a resident of Guam for at least three years.
- I am not currently an employee of the Government of Guam or of UOG.

Furthermore, I have read the information provided and, if appointed as Regent, commit to uphold the mission statement of the University of Guam and to abide by the Regents' Code of Conduct.

Name (print): FRANK A. FLORES

Signature: [signature]

Date: 13 Jun 17

University of Guam
Unibetsedåt Guahan
Regent Nominating Council
UOG Station, Mangilao, Guam 96923
Tel: (671) 735-2990 • Fax: (671) 734-2296

REGENT APPLICATION FORM AND CHECK LIST

Please complete the following:

Name of Applicant: Sandra H. McKeever

Mailing Address: 145 Aspinall Ave., Hagatna, GU 96910

E-mail Address: SmcKeever@fmgguam.com

Contact numbers:

(Home) 477-1397 (Office) 472-6400 (Cellular) 488-6403 (Pager) _____

Please submit this Regent Applicant Form and Checklist with the required application material attached to Christine Mabayag, Office of the President, UOG.

Late or incomplete applications will not be considered.

Attach the following to this form:

1. Cover letter, stating why you would like to serve on the Board of Regents, addressed to;

   Chairperson, Regent Nominating Council
   C/O Office of the President
   University of Guam
   Mangilao, Guam 96923

2. Current curriculum vitae.
3. Please have a minimum of three letters of recommendation submitted directly to the Regent Nominating Council c/o Chris Mabayag, Office of the President, University of Guam, UOG Station, Mangilao, Guam 96923
4. Signed "Eligibility and Commitment Verification Form".
5. DD Form 214 (For applicants with prior military service).

For Verification Purposes:

/ ✓ / This is to verify that the application submitted is complete as of:
7/9/15

/ _ / This is to verify that the application submitted is incomplete as of:

_____

Sandra H McKeever
145 Aspinall Avenue
Hagatna, GU 96910
671-472-6400
smckeever@fmgguam.com

June 30,2015

UOG Board of Regents
UOG Station
Mangliao, GU 96923

Dear UOG Board of Regents:

Thank you for the opportunity to submit my application to be a part of this very important board. As a student and graduate of UOG, I have gained invaluable knowledge, experience and education that has helped me to be the professional I am today. I firsthand experience how UOG has impacted my career and community involvement. Therefore, I see how UOG greatly impacts our community, businesses and Government. I would like contribute to this board and I hope I can give back just a little of what UOG has given me. Also, if I were accepted to the Board of Regent, I would look forward to the experience and look forward to learning more.

Thank you again for the considerations.

Sandra H McKeever

145 Aspinall Avenue, Hagatna, GU 96932•671-472-6400•smckeever@fmgguam.com

Sandra H. McKeever

Education and Credentials

University of Guam – Mangilao, GU
Bachelor of Science, College of Business and Public Administration: Marketing
May 1999

FINRA Licenses: Series 7, 24, 66
1999-2005

Accredited Investment Fiduciary Designation
Oct 2011

Experience

1999-Present | Asia Pacific Financial Mgmt Group | Hagatna, GU

President and Financial Advisor

- President and Chief Compliance Officer of an Independent Broker-Dealer and an RIA firm
- Responsible for strategic planning and overall direction of firms goals
- In charge of overall business development and relationship building
- Implementation of compliance and operational procedures
- Training and supervising of all advisors
- Wealth management and retirement plan specialist for businesses and individuals

1997-1999 | Andrelux Corp. dba Renoma | Tumon, GU

Wholesale Division Manager

- Wholesale Manager for French based company that sold premium leather goods
- Head of wholesale distribution which included forming relationships with duty free stores/ dept stores on Guam and Saipan
- In charge of purchasing, cost and pricing, inventory management and sales reporting
- Marketing, sales and sales training for all products

1994-1997 | Zuellig Corp. dba Guam Marketing | Tumon, GU

Marketing Brand Representative

- Marketing executive for a Swiss based company for European luxury brand products
- In charge of wholesale operations for the Swiss watches: Omega, Tissot, Longines, Hamilton
- In charge of sales and sales training with duty free stores/ dept stores on Guam and Saipan
- In charge of purchasing, cost and pricing, inventory management and sales reporting
- Marketing and sales of products

671-472-6400•smckeever@fmgguam.com
Sandra H. McKeever

1990-1994 SR National dba Susan's Jewelry Dededo, GU

Sales Manager

- Sales manager for jewel retailer
- In charge of hiring, training and supervising of all sales personnel
- In charge of purchasing, cost and pricing, inventory management and sales reporting
- Responsible for all marketing and advertising

References

References are available on request.

Anita Borja Enriquez, D.B.A.
P. O. Box 26849
Barrigada, Guam 96921

June 26, 2015

UOG Regent Nominating Council
University of Guam
UOG Station
Mangilao, Guam 96923

Reference: Nomination for UOG Board of Regents - Sandra H. McKeever

This letter comes with strong support for Sandra McKeever's nomination as a prospective new member of the University of Guam's Board of Regents. I have known Mrs. (Sandy) McKeever for over 15 years as her former faculty advisor and in her capacity as a professional member of the Guam business community. She has demonstrated positive leveraging of her UOG degree within the retail and marketing sector as well as the financial sector, and proven the value of her degree towards upward mobility.

In her role as President and Chief Compliance Officer of Asia Pacific Financial Management Group, Sandy has experience with strategic level competencies, including strategic planning, business development and relationship building, compliance and operational procedures, training and supervision, and wealth management and retirement planning. She possesses business and financial expertise with high integrity, strong moral character, and a desire to contribute to the intellectual capital of our island. As UOG proceeds with its $30 million capital campaign and development of new campus facilities within its Physical Master Plan, Sandy's financial investment expertise and business acumen will add great value to the Board team. She genuinely cares about the outcomes of decisions she makes--never for personal gain—and is always considerate of the best possible outcome. Her sound decision making and problem solving skills, as well as her professional demeanor will bring a good balance towards the policy making, budgetary decisions, institutional autonomy safeguards, and integrity required of UOG board members. Sandy has been an active member of the Guam Chamber of Commerce and a contributor to the UOG Alumni Association. One of her mentors is Mick Pexa, who was recently recognized as a distinguished UOG alumnus in business.

Sandy is a great role model in our community. She has shared her expertise in financial literacy education with students in the K-12 educational system, as well as other members of the community at-large. She balances family well, as a wife and mother of four children, and is a strong supporter of higher education and the public good. She has expressed the best qualities that inspire her regularly to portray the following: 1) impeccable work ethic; 2) spirit of service and sacrifice; 3) grace; 4) patience; 5) integrity and honesty; and 6) love of helping others. To my knowledge, she has exemplified all of these.

I look forward to Sandy's engagement as a new Regent. Her credentials and professional demeanor will make a good strategic fit towards propelling UOG's movement from good to great.

Should you have any questions, please do not hesitate to contact me at 777-8924 or dr.anita.borja.enriquez@gmail.com

Sincerely,

Anita Borja Enriquez, D.B.A.

Recommendation of Sandra McKeever to the UOG BOR

Delete Reply Reply all Forward

MW Marcos W. Fong <managingdirector@glimpsesofguam.co Mark as unread
Tue 6/30/2015 4:34 PM

To: cmoore@uguam.uog.edu;

Cc: 'Sandra McKeever' <smckeever@fmgguam.com>;

To help protect your privacy, some content in this message has been blocked. To re-enable the blocked features, click here.

To always show content from this sender, click here.

Flag for follow up. Completed on Wednesday, July 01, 2015.

You replied on 7/1/2015 8:21 AM.

Dear Cathleen and members of the Regent Nominating Council:

It is with pleasure that I submit a recommendation to nominate and consider Ms. Sandra McKeever as a candidate to serve on the University of Guam Board of Regents. I have worked with Sandra on multiple occasions in a professional capacity and have always respected her professionalism and knowledge in her field of expertise. She is thorough and demonstrates a high level of ethics in the work place.

Furthermore, as a former Regent myself, I understand the role of the Board towards the mission of the University. Sandra's business acumen and financial knowledge will go a long way in helping manage the financial stability of the institution, which is one of the ongoing challenges that it faces.

I am confident she will be a great contributor to the Board.

Sincerely,

Marcos Fong
Group Executive Vice-President

Coca-Cola Beverage Co. (Guam) – www.cokeguam.com
Foremost Foods, Inc. – www.foremostguam.com
SUBWAY Restaurants of Guam & Saipan – www.subwaypacific.com
Chili's Grill & Bar, Guam – www.chilisguam.com
Glimpses of Guam, Inc. – Advertising & Publications – www.glimpsesofguam.com

161 US Army Juan C. Fejeran St.
Barrigada Heights, GUAM 96913

"This communication contains privileged and/or confidential information. It is intended solely for the person or persons addressed. If you

Chris Mabayag

Subject: FW: Recommendation letter for Sandra McKeever

From: Sandra McKeever <smckeever@fmgguam.com>
Sent: Thursday, July 9, 2015 4:14 PM
To: cmoore@uguam.uog.edu
Subject: Recommendation letter for Sandra McKeever

July 9, 2015

Re: Sandra McKeever Nomination

Attention: University of Guam Board of Regents

Dear Boardmembers,

Thank you for allowing me the opportunity to express my view of Sandra "Sandy" McKeever.

She is special.

With regard to her obvious success in local business, all I have to say is, Sandy worked really hard to get to where she is today. She has the education, a full experience, skills, a staff that admire her, and an incredibly hard working ethic. I know that her company is meeting its goals, and in many cases, breaking some records. It's an exciting business she runs, which provides hope and security to her many clients. Beyond this though, and what I am more interested in sharing, is her character; which is revealed in how she uses her skills and business experience in the community.

When Sandy recognizes that someone needs help, she is always willing to stop what she's doing, or work around her schedule, to assist. She has conducted numerous free workshops on family financial planning, many of which I am fully aware, have been attended by many single mothers. I have witnessed how some of them would cry tears of joy during Sandy's workshops because they had learned new things that gave them hope. That always touches me. Sandy speaks to blended audiences in different venues accommodating them always, again free of charge, to simply give them peace of mind and the real idea that they can have what they want, and now they know how. At one women's conference where she volunteered her business skills and experience, Sandy presented her workshop to what was supposed to be a group of about 25 women, which swelled to almost 100. There had to have been some fire code violation committed that day, but when you have a room with that many women, some people don't generally tend to make it an issue. It was so effective and "completing" for these women that Sandy was asked to lengthen her talk by another 40 minutes.

A while ago, still during a time when Sandy was balancing her career, family, and community work, she had expressed to me how affected she was by the plight of Guam's foster children. The following week, she told me that she and her husband, Dwight, were on the list to help. A couple of weeks and one Social Services visit later, Sandy and Dwight were foster parents to a young boy and girl. They cared for them as if they were their own and felt it important for their own biological children to bond with and encourage them. The foster children (who will remain unnamed in this letter) stayed with Sandy ad Dwight for quite a while until they were both eventually adopted. I know that helping children is a very soft spot for Sandy because we have visited orphanages together, and while holding the children always brought a smile to her face, she also always got choked up afterward.

Sandy is actively involved in many non-profit organizations. A few of which promote the future success of Guam's business industries. While others may simply and only see the networking value in being part of such groups, Sandy has also viewed them as opportunities to do what she feels compelled to do, serve...somehow. She not too long ago organized a special presentation of businesswomen who were in transition - who were experiencing various life changes or struggles in the midst of their obligations. Needless to say, the multi-speaker presentation was well received by its audience. Women, although proven formidable in business, experience challenges that they, we, handle in our own way. It was a message that needed to be heard by its audience - ostensibly.

Sandy and her staff are also the main coordinators of the annual stock market game on Guam. They hold educational presentations for students at several public and private schools. I know that while Sandy is quite encumbered with her day to day responsibilities at the investment firm, this is still a very exciting time for her. Working with the students, teaching them about the stock market, and honestly, about these children's finances in general, is deeply moving for her. This year, more than 100 teams signed up to participate, which led to Sandy's firm hosting nearly 400 students at the awards ceremony. Again, exciting!

There is so much more I could say about Sandy. but I am not sure of my limit here, so I will end with the following.

It used to be that we were women struggling to find our place in industry, now that we've accomplished that, the true struggle is trying to do well in our place in industry and balance a normal and healthy life - for ourselves and our family. Sandy reveals that daily, and because it is just her style to help others, while taking care of her own. she's always looking for opportunities to enhance the life perspective of others.

Sandy has proven her impressive business acumen and her heart for charity in places that are levels beyond just the business sector. I'm glad to know her. She's a blessing.

Sincerely,

Carmen Ulloa-Kasperbauer
Vice President, Alupang Beach Club
Regional Director, Women's Ministries
Guam Micronesia Mission
997 South Marine Corps Drive
Tamuning, GU 96913
671-688-1762
mrs.kasperbauer@gmail.com

University of Guam
Unibetsedåt Guahan
Regent Nominating Council
UOG Station, Mangilao, Guam 96923
Tel.: (671) 735-2990 • Fax: (671) 734-2296

REGENT APPLICANT

ELIGIBILITY AND COMMITMENT VERIFICATION FORM

This is to verify that I, the undersigned, meet the following requirements for appointment to the University of Guam Board of Regents:

- I am a US citizen or permanent resident alien.
- I have been a resident of Guam for at least three years.
- I am not currently an employee of the Government of Guam or of UOG.

Furthermore, I have read the information provided and, if appointed as Regent, commit to uphold the mission statement of the University of Guam and to abide by the Regents' Code of Conduct.

Name (print): Sandra H. McKeever

Signature: [signature]

Date: 6/24/15

University of Guam
Unibetsedåt Guahan
Regent Nominating Council
UOG Station, Mangilao, Guam 96923
Tel: (671) 735-2990 • Fax: (671) 734-2296

REGENT APPLICATION FORM AND CHECK LIST

Please complete the following:

Name of Applicant: Lesley Leon Guerrero

Mailing Address: 245 San Roke Drive, Barrigada 96913

E-mail Address: lesleyanne79@gmail.com

Contact numbers:

(Home) 969-9601 (Office) 472-5740 (Cellular) 483-9600 (Pager) _____

Please submit this Regent Applicant Form and Checklist with the required application material attached to Christine Mabayag, Office of the President, UOG.

Late or incomplete applications will not be considered.

Attach the following to this form:

1. Cover letter, stating why you would like to serve on the Board of Regents, addressed to;

   Chairperson, Regent Nominating Council
   C/O Office of the President
   University of Guam
   Mangilao, Guam 96923

2. Current curriculum vitae.
3. Please have a minimum of three letters of recommendation submitted directly to the Regent Nominating Council c/o Chris Mabayag, Office of the President, University of Guam, UOG Station, Mangilao, Guam 96923
4. Signed "Eligibility and Commitment Verification Form".
5. DD Form 214 (For applicants with prior military service).

For Verification Purposes:

/ ✓ / This is to verify that the application submitted is complete as of:
6/9/17

/ _ / This is to verify that the application submitted is incomplete as of:
_____

University of Guam
Regent Nomination Council
UOG Station
Mangilao, GU 96923

Lesley-Anne Leon Guerrero
245 San Roke Drive
Barrigada, GU 96913

April 7, 2017

Hafa Adai Regent Nomination Council!

It is with great honor and excitement that I submit the attached nomination packet for consideration by the nomination council. I have personally witnessed the true value, strength and uniqueness demonstrated by the University of Guam (UOG) and am a firm believer that beside being the *natural choice*, it should be the *first choice*. Professionally, I too have chosen to work for an organization with strong local ties, one deeply rooted in our community and dedicated to the development and success of our people, something I personally feel extremely passionate about.

Two years ago, I submitted a letter of intent as part of the application process into the Professional Masters of Business Administration (PMBA) Program. At the time, I believed the true benefit of a graduate degree was purely professional growth. A year later, what I came to realize was the benefits were actually far greater than that. My experiences were truly memorable and the relationships I built are lifetime commitments. Throughout the program I was inspired to open up, step outside my comfort zone and contribute to the bigger conversation. I learned from resources that spoke to me from different angles, was introduced to new and emerging theories and was constantly challenged by our professors to think outside the box and question the status quo.

What this experience gave me was a greater appreciation for the wisdom, talent and programs offered by the University. What I have come to truly appreciate is the tremendous strength of this organization. That strength is found living and breathing with its people - those who teach and those who go there to learn. It is well represented by the creative environments that are brought to life within the walls of each classroom – and sometimes outside those spaces. I am an absolute supporter of the University of Guam and would be honored to use my experience and attitude towards enhancing these strengths in a greater capacity.

Thank-you in advance for your time and consideration. Biba UOG and Biba Guam!

Si Yu'os Ma'ase,

Lesley-Anne Leon Guerrero

LESLEY-ANNE LEON GUERRERO

[redacted]
lesleyanne79@gmail.com

PROFILE

An innovative, service-driven professional with experience in customer service, public relations, community outreach and emergency management. Motivated by opportunities to create memorable experiences and passionate about helping people.

WORK EXPERIENCE

VICE PRESIDENT, DIRECTOR OF CUSTOMER SERVICE
BANK OF GUAM
HAGATNA, GUAM
8/2011 - PRESENT

Responsible for the general direction of the organization's Customer Experience and Support Team Services and relevant strategic goals

Develops and oversees the Customer Support team, as well as implements infrastructure and necessary processes through the study of customer satisfaction and behavior, industry trends and competitive knowledge

Monitors key performance metrics and sets goals and objectives to drive service level, performance standards and improve customer satisfaction

Provides reports to management regarding operational efficiency, performance issues, recommendations for improvements and customer experience.

Establishes policies for rapid and effective resolution of support cases and chronic or significant complaints or quality issues to maximize efficiency and customer loyalty

PUBLIC AFFAIRS OFFICER
GUAM HOMELAND SECURITY/OFFICE OF CIVIL DEFENSE
AGANA HEIGHTS, GUAM
7/2007 - 2/2011

Management position, reported directly to the Homeland Security Advisor on all daily matters, public perception and approval, emergency activations and incidents of national significance

Served as the official spokesperson for the organization working closely with local media and various marketing groups to maintain partnerships, publicize the organization's mission, develop outreach and training initiatives and to promote public support of response efforts

Developed and edited press releases, media advisories, talking points for senior leadership, public service announcements, fact sheets and press packets for public distribution

Managed the content and overall direction for all social and traditional media to include all print, radio and television interviews, news releases, press conferences, the www.guamhs.org website, facebook, twitter and YouTube accounts

Responsible for the overall program management of all outreach activities to include the coordination of public education and awareness initiatives, the *Get Ready Guahan* and the *Know How Now* multi-hazards campaigns, grant writing, program development and coordination of special events, government ceremonies and promotional activities

Prepared annual grant investment justifications detailing budget estimations, projected timelines and milestones to secure funding to support new and ongoing public information and community outreach efforts

Supervised the Joint Information Center (JIC) as the Lead Public Information Officer (PIO) for the Government of Guam employing the *One Message, One Voice* strategy throughout numerous emergencies and disasters and facilitated the Island's emergency communications and mass public messaging system through the activation of the Emergency Alert System (EAS)

Periodically updated and revised the Public Information and Crisis Communication Emergency Operating Procedures (EOPs) as outlined in the Guam Emergency Response Plan (GERP) and organizational Standard Operating Procedures (SOPs)

Evaluated public opinion and advised leadership on methods of enhancing public image, conducted research and studied trends on needed areas for effective speech writing

Served as the liaison with military, private sector, non-profit and non governmental organizations in developing community relations, strengthening stakeholder partnerships and promoting volunteer and community based programs

PROJECT OFFICER
RECOVERY COORDINATION OFFICE, OFFICE OF CIVIL DEFENSE
AGANA HEIGHTS, GUAM
7/2004 - 7/2007

Managed $92 million in disaster related projects in coordination with the Federal Emergency Management Agency (FEMA) for Typhoon Chata'an (DR-1426), Super Typhoon Pongsona (DR-1446) and Tropical Storm Tingting (DR-1533) for various Government of Guam and local non-profit organizations

Coordinated the completion of all federally funded projects with local department and agency heads, village majors, local contractors and FEMA Representatives

Prepared correspondence on behalf of government applicants regarding requests for additional funding, alternate projects, de-obligation appeals and requests for cost share adjustments

Managed all procurement for Public Assistance Grants and Recovery Coordination Office funded expenditures

245 San Pedro Drive | Barrigada, GU 96913 | 671.482.8640
lesleyanne79@gmail.com

EDUCATION

UNIVERSITY OF GUAM | MANGILAO, GUAM
Professional Master of Business Administration Degree, 12/2015
Honors: Overall Academic Scholar

CHAMINADE UNIVERSITY | HONOLULU, HAWAII
Bachelor's Degree, 5/2002
Major: COMMUNICATIONS, PUBLIC RELATIONS
Honors: magna cum laude

AFFILIATIONS

- GUAM YOUNG PROFESSIONALS, GUAM CHAMBER OF COMMERCE (2014-Present), Be Inspired Chair
- JUNIOR ACHEIVEMENT (2012- Present), Board Secretary
- LUPUS AWARENESS GROUP OF GUAM (2012 – Present), Fundraising Chair
- GUAM HOTEL AND RESTAURANT ASSOCIATION (2008-2011), Safety and Security Sub-Committee Member
- GUAM PANDEMIC PLANNING TASK FORCE (2009-2011), Public Information and Crisis Communications Lead
- MULTI HAZARDS FOR SCHOOLS PLANNING TEAM (2009-2011), Training Team Member

ADDITIONAL INFORMATION

- DEPARTMENT OF THE YEAR, Bank of Guam 2016
- GUAM YOUNG PROFESSIONAL OF THE YEAR, Guam Chamber of Commerce 2015
- DEPARTMENT MANAGER OF THE YEAR, Bank of Guam 2014
- CERTIFIED CUSTOMER EXPERIENCE PROFESSIONAL, Customer Service Institute of America
- GOVERNOR'S MERITORIOUS ACHIEVEMENT AWARD FOR EXCELLENCE
- MERITORIOUS RECOGNITION AND SALUTE TO DISASTER PREPAREDNESS AWARD, Office of the Governor of Guam
- NATIONAL PREPAREDNESS MONTH CHAIRPERSON 2007-2010
- PROTOCOL AND SPECIAL EVENTS CHAIR, Department of Homeland Security National Level Exercise TOP OFFICIALS 4
- PROTOCOL AND VIP CHAIR, Cross Border Regional Full Scale Exercise

REFERENCES

LOURDES LEON GUERRERO
PRESIDENT/CEO, BANK OF GUAM
Phone Number: 671-472-5300
Email Address: [redacted]

LORENA M. UNTALAN
US DEPARTMENT OF HOMELAND SECURITY
FEMA REGION IX – PACIFIC AREA OFFICE
Phone Number: 808-858-7913
Email Address: [redacted]

245 San Rafael Drive | Barrigada, GU 96913 | 671-488-8830
lesleyanne79@gmail.com

LOURDES (LOU) A. LEON GUERRERO
President and
Chair of the Board

BANK OF GUAM
THE PEOPLE'S BANK

Headquarters • P.O. Box BW • Hagåtña, Guam 96932
Tel. (671) 472-5271
Fax: (671) 477-8687

Member FDIC

April 3, 2017

Board of Regents
University of Guam
UOG Station
Mangilao, Guam 96923

RE: Letter of Recommendation for Lesley Leon Guerrero Board of Regent Candidate

Dear Board of Regents,

I am excited for the University of Guam in its Regent Nomination of Ms. Lesley Leon Guerrero. Lesley is an excellent choice as she has a very clear understanding about the seriousness and the importance of making a difference in the governance of our University. She is committed to further strengthening the professionalism of the University and its academician status in the world of Higher Education. She is an alumnus of the university and just recently received her Masters degree from your PMB program. So there is indeed a strong sense of loyalty, pride and attachment to the University.

Lesley in her work with the Bank of Guam holds a leadership position as the Director of Customer Service having the title of Vice President. I still vividly remember when I had interviewed her for this position. It was a newly formed position elevating customer service to a division in its own right. Lesley carried herself very professionally, she was confident, approachable and above all willing to work not only as a leader but as a team player for the whole organization. I hired her on the spot. Since then she has advanced customer service to a level that is now an integral part in the attitudes of our employees, management and the Board. She established metrics that we use to monitor how we are performing in our service to our customers and we are able to quickly implement ways to improve. We at the Bank are well known as the Bank that provides excellent customer service and I believe it is because of Lesley's leadership, her attitude, her beliefs and values of our organizational culture. This is a living example of what Lesley can do for the University in the capacity of leading and governing. She is creative and

will seek ways and offer ideas to make things better. She is energetic, organized, excited about new ideas and is an out of the box thinker. She will indeed be an asset to our University of Guam just as she has proven to be one for us.

I strongly recommend her favorable consideration and I do so because I know a good thing when it happens. I do so because of my strong commitment towards supporting our University and believing in its Vision and Mission. I want the best for our University and the best is in people like Lesley. Thank you in advance and thank you for the opportunity to help make a difference.

Respectfully,

FOR Lourdes A. Leon Guerrero
President and Chair of the Board

MARIA EUGENIA H. LEON GUERRERO
Executive Vice President,
Retail and Card Services

BANK OF GUAM
THE PEOPLE'S BANK

Headquarters • P.O. Box BW • Hagåtña, Guam 96932
Tel (671) 472-5307
Fax: (671) 477-8687

Member FDIC

June 05, 2017

University of Guam Board of Regents
Nominating Committee Chair

RE: UOG Board of Regent Candidate, Lesley Leon Guerrero

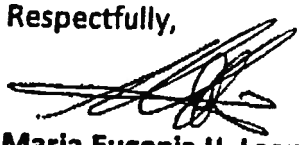
Occasionally along life's journey, you encounter a person who truly inspires you. Lesley Leon Guerrero is just such a person in my life. I first got to know Lesley when she joined Bank of Guam in 2010 as our Director of Customer Service. At the time, I was the head of our Project Management Office and we teamed up to rebuild the Bank's customer service contact center from the ground up, including reimagining the people, process, and technology in order to accomplish strategic objectives. For six months we were "tied at the hip" and I got to know her very well. On a professional level, I felt as though Lesley and I were speaking the same language. She is a woman with a razor sharp intellect, tireless work ethic, passion for excellence, and vision for the future. We completed our project successfully, and under Lesley's leadership both the contact center and the Bank's overall standard of customer service was dramatically improved. Lesley continues to play a key role in delivering the Bank's strategic initiatives. Quite simply, she is the type of employee that every employer dreams of having.

I thought I knew everything there was to know about Lesley, until, in 2014 we attended the Dan Dorr Advanced Leadership seminar along with twenty other individuals. This 5-day seminar tested the limits of our hearts and our minds. I discovered a side of Lesley that she had not previously shown me. A side that was struggling with a debilitating physical condition that often shut her down, robbing her of her natural energy and zest for life. In truth, Lesley was an inspiration to the entire group because she did not allow her physical condition to define her nor limit her potential. Through her courage and sheer will, she was able to overcome her personal challenges and actually rise to the level where she was supporting, inspiring, and leading others.

Lesley Leon Guerrero is one of the up-and-coming leaders to watch on our island, and I am confident that she will add tremendous value to the UOG Board of Regents. She has demonstrated her professional capability both in the public and the private sector, and she continues to climb. Her generosity and compassion for those less fortunate is also

extraordinary, and is reflected in her long tradition of service to various community causes. Lesley is more than an accomplished professional, she is an inspiring human being. Without any hesitation whatsoever, I give her my highest endorsement.

Respectfully,



Maria Eugenia H. Leon Guerrero
EVP, Retail and Card Services
Bank of Guam

UNIVERSITY OF GUAM
UNIBETSEDÅT GUAHAN

School of Business and Public Administration
OFFICE OF THE DEAN

June 6, 2017

Board of Regents
University of Guam
UOG Station
Mangilao, Guam 96923

RE: Lesley Leon Guerrero – UOG Board of Regent Candidate

It is with renowned pleasure that I offer this recommendation letter in support of Ms. Lesley Leon Guerrero as a UOG Board of Regent Candidate. I have had the privilege of having Lesley as my immediate supervisor during my tenure as an employee at Bank of Guam. She gave me the opportunity to reach my untapped potential so I can make a difference, both personally and professionally. Under her supervision, she has mentored and molded me into the individual that I am today. Aside from having a ***personal impact***, she has made significant changes enterprise wide. Lesley played an integral role in the upgrade of Bank of Guam's outdated online banking system, led the initiative in creating the Bank's Customer Support Portal, and built an in-house contact center – which included renovations to the facility, technology and software upgrades. She transformed the department into a contact center much more robust in meeting customer services and needs.

I've also had the privilege of having her as a classmate in the PMBA program at the University of Guam in 2015. She possesses acute characteristics, as she is mature and focused. As an alumnus of the program, she's been a vital representation of what the PMBA program produces.

Aside from work, Lesley is actively involved in community activities. We are both Board Members for Mercy Action Marians, Ltd. The goals of Mercy Action are education, support for economically poor persons/families, and assistance with the needs of the aged nuns. Her involvement at work and the community demonstrates Lesley's ability to manage her time effectively and her strategic intent to equip herself for future competitive positioning.

Undoubtedly, Lesley will make an excellent candidate to the UOG Board of Regent. She is a determined, hardworking and focused individual; she will give nothing short of her all to successfully completing the duties of being a member. Your favorable review and consideration of her application would be much appreciated. I am available to answer any questions you may have at (671)686-8414 or eduvalal@triton.uog.edu.

Respectfully,

Lorenzo George Eduvala

Lorenzo George Eduvala
Advisement & Assessment Coordinator
School of Business and Public Administration

University of Guam
Unibetsedåt Guahan
Regent Nominating Council
UOG Station, Mangilao, Guam 96923
Tel.: (671) 735-2990 • Fax: (671) 734-2296

REGENT APPLICANT

ELIGIBILITY AND COMMITMENT VERIFICATION FORM

This is to verify that I, the undersigned, meet the following requirements for appointment to the University of Guam Board of Regents:

- I am a US citizen or permanent resident alien.
- I have been a resident of Guam for at least three years.
- I am not currently an employee of the Government of Guam or of UOG.

Furthermore, I have read the information provided and, if appointed as Regent, commit to uphold the mission statement of the University of Guam and to abide by the Regents' Code of Conduct.

Name (print): Lesley Leon Guerrero

Signature: LG

Date: 04.07.2017