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

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. Wei Xiao
Faculty Senate

Ms. Sallie McDonald
Staff Council

Mr. Tito Castro
Alumni Association

Ms. Gabrielle Quenga
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

February 15, 2019

35GL-19-0161
Speaker Tina Rose Muña Barnes
FEB 15 2019
Time 3:12 ( )AM (+)PM
Received By:

2019 FEB 15 PM 3:55

The Honorable Lourdes A. Leon Guerrero
Governor of Guam
Office of the Governor
P.O. Box 2950
Hagåtña, Guam 96932

Dear Governor Leon Guerrero:

This packet is re-submitted for your consideration and appointment.

Background Information:
Per 4 GCA Chapter 2 Section 2103, "Whenever the Legislature adjourns *sine die* without having confirmed or rejected an appointment, such appointment shall thereupon automatically terminate."

In following up on our request, we were informed that the appointment of Michael Tougher III, received by the legislature on Oct. 31, 2018 from Governor Calvo at the time, was not acted upon by the 34th Guam Legislature before their last session and is now automatically terminated.

Per consultation with the 35th Guam Legislature, the Governor's office would have to resubmit a name to the 35th Guam Legislature for consideration.

The original packet submitted to the Governor's Office is provided under this cover letter for your consideration and appointment, then sent to the 35th Guam Legislature for confirmation. **Your selection does not need to be the same name previously submitted as it will be your decision as to which of the three you believe will best serve our University as a Regent.**

Action:
The term of Regent Jillette Leon Guerrero ended on December 10, 2018, which created 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 re-submitting this list of three nominees from which the vacancy is to be filled. Per Public Law 26-24, Regent Leon Guerrero is currently extended for up to 90 days pending appointment and confirmation of a regent replacement. This extension expires around March 10, 2019.

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: Francis X. Hezel
2nd: Lesley-Anne Leon Guerrero
3rd: Michael A. Tougher III

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.

0161

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Ms. Antonita Blas
Member-At-Large

Guam Youth Congress

Administrative Support
Office of the President

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.

As of February 15, 2019, the three nominees have been contacted of this re-submission and have agreed to continue to be a nominee in this process. There are no major changes to the packet for two of the nominees (Francis Hezel and Lesley-Anne Leon Guerrero). For Michael Tougher, he has a new position as the G6, GUARNG with a new phone number of 735-0460. He may also be considered for a command and will know in the next 30-45 days. If selected, he will re-locate to Hawaii for command of the 29th Infantry Brigade Combat Team.

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

Sincerely,

Mari Flor Herrero
Chairperson, Regent Nominating Council

Cc: Honorable Tina Muna Barnes, Speaker, 35th Guam Legislature
Honorable Amanda L. Shelton, Chair, Committee on Higher Education and the Advancement of Women, Youth, and Senior Citizens, 35th Guam Legislature
Regent Jillette Leon Guerrero, Vice Chair, UOG Board of Regents
Dr. Thomas W. Krise, President, UOG

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Member-At-Large

Ms. Antonita Blas
Member-At-Large

Guam Youth Congress

Administrative Support
Office of the President

October 15, 2018

GUAM LEGISLATURE
CENTRAL FILES
ACKNOWLEDGEMENT RECEIPT
Received by: DEVI DALMACIO
10-22-18
2:15 PM

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 Jillette Leon Guerrero ends on December 10, 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: Francis X. Hezel
2nd: Lesley-Anne Leon Guerrero
3rd: Michael A. Tougher III

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
Chairperson, Regent Nominating Council

Cc: Honorable Therese M. Terlaje, Acting Speaker, 34th Guam Legislature
Honorable Joe S. San Agustin, Chair, Committee on Education, Finance & Taxation, 34th Guam Legislature
Regent Jillette Leon Guerrero, Acting Chair, UOG Board of Regents
Dr. Thomas W. Krise, President, UOG

OFFICE OF THE GOVERNOR
CENTRAL FILES
RECEIVED
1:30 pm 10/18/18

Jillette Leon-Guerrero
22 October 2018

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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.

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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.

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- 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.

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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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APPENDIX II

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

EFF: 15 FEB 2019
- CONCURRED TO CONTINUE TO BE A NOMINEE FOR THIS RE-SUBMISSION.
- NO MAJOR CHANGE TO PACKET CONTENT.
AMK

REGENT APPLICATION FORM AND CHECK LIST

Please complete the following:

Name of Applicant: FRANCIS X. HEZEL

Mailing Address: [redacted]

E-mail Address: [redacted]

Contact numbers:

(Home) x (Office) _____ (Cellular) [redacted] (Pager) x

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:

_____

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

10/9/18 — (PENDING 1 RECOMMENDATION LETTER

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Santa Barbara Catholic Church
330 Iglesia Circle • Dededo, Guam 96929-5327
Tel: (671) 632-5659/9534 • Fax: (671) 632-1713
email: santabarbaraguam@gmail.com

September 29, 2018

To: Selection Committee for UOG Board of Regents
From: Francis X. Hezel, SJ
Re: Application for University of Guam Board of Regents

Very recently I was informed that my name was being considered for nomination as a member of the Board of Regents for the University of Guam. This took me completely by surprise, I can assure you. I had been planning to make an appointment with the new university president to discuss a number of issues with him in view of my long but informal relationship with the university. Perhaps a summary of the issues I had hoped to discuss with him might be pertinent to this letter explaining why I agreed to apply for a position on the board.

My off-again-on-again relationship with the university goes back to the days when the college, as it was then called, was the only viable tertiary education option for most Micronesians from the Trust Territory. The number of dormitory students has apparently decreased greatly since those days in the 1960s, but the university is still positioned to play an important role in the education of our neighbors to the south. Improvement of education for the people with whom I have worked most of my life is, understandably, something of a passion for me. I'd be pleased to help in any way I could.

Another concern of mine has been MARC, an organization that I began visiting from the early 1970s when its founders were still working there. I had just been appointed director of the church-sponsored Micronesian Seminar in those days, so my visits became more and more frequent. MARC provided materials that I found enormously helpful for the work I was beginning on Micronesian history. Even more than that, however, was the inspiration that the Center offered me as I struggled to organize my own research-education institute. MARC clearly has come on hard times: its staff is depleted, it has produced very little in recent years, its library has been struggling to catch up on the backlog of materials for cataloging, and its leadership has been tentative for the past few years. MARC has been a rich source of materials and so much for me, and I would like to return the favor.

The university has aged well overall, I think, but I see opportunities for it to take an expanded role in public education—not through degree programs, but by way of outreach on such issues as political status, economic development, and the like. UOG ought to be something of a center for discussion of major issues affecting the Guam population. I have a few thoughts on how this might be done. Membership on the Board would provide a vehicle for making these ideas known.

Thank you for your consideration of my application.

Francis X. Hezel, SJ

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Curriculum Vitae

FRANCIS X. HEZEL, S.J.

Born: January 29. 1939

Entered the Society of Jesus:
July 14, 1956, after graduation from Canisius High School, Buffalo.

Ordained to the priesthood:
June 13, 1969, in Buffalo.

Education:
Fordham University, NY 1962. Bachelor's degree with majors in classical languages and philosophy.

Fordham University, NY 1963. Master's degree in classical languages and history.

Woodstock College. Woodstock. MD 1969. Bachelor's degree in Divinity, ordained a Jesuit priest.

Woodstock College. Woodstock. MD 1970. Master's degree in Theology.

Languages:
Reading knowledge of Latin. Greek, Spanish. French, German. Speaking knowledge of Chuukese; some knowledge of Pohnpeian

Positions held:
Classroom teacher at Xavier High School. Truk, during regency. 1963-66.

Classroom teacher at Xavier High School and chair of the Social Studies Department, 1969-73.

Principal of Xavier High School, 1973-75.

Director of Xavier High School, 1976-82.

Director of Micronesian Seminar, 1972-2010.

Assistant pastor of Moen, Truk, 1983-1992.

Director of St. Cecilia Elementary School. 1987-1992.

Regional superior of Jesuits of Micronesia, 1992-1998.

Local superior of Jesuits on Pohnpei. 1999-2010

Assistant editor, America Magazine, 2010-2011

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Directed diocesan-wide special pastoral programs: Youth in Micronesia (1976-77) and Marriage and the Family (1979-80).

Served as curator for and expanded the Micronesian Seminar library, a specialized collection of 24,000 titles on the region with particular strengths in history and anthropology (1967-2010). Organized as part of the library a photo collection of 80,000 historical images and a collection of over 700 films and videos on Micronesia. This and other resource material was catalogued so that it could be searched on-line.

Composed case-studies on an almost yearly basis for local adult education programs in the villages on the themes of political status, economic development, and family problems (1977-1984).

Conducted an educational/occupational/residential survey of all Chuukese high school graduates since World War II that resulted in a publication on the education explosion in Chuuk (1978). Directed a follow-up survey six years later (1984), the results of which were also published.

Supervised a political education program sponsored by the Catholic Church and conducted by Br. Henry Schwalbenberg, SJ. The components of the three-year program (1980-1983) included composing and distributing a series of 13 memoranda on issues related to the Compact of Free Association, two general workshops on the recent political history of the territory, and participation in locally-run political education programs on Pohnpei and the Marshalls.

Served as project coordinator for research on juvenile delinquency in the Trust Territory and convened a one-week meeting in May 1980 to explore the results of the work. Supervised study of alcohol abuse among Micronesian youth and conducted a three-day workshop in Nov 1981.

Assisted in production of a book on sunken Japanese fleet (1981) and of another on Chuuk during World War II (1984). Produced a monograph documenting the history and status of the Japanese shipwrecks and assisted in the production of a professional half-hour video tape (1990).

Conducted a week-long evaluation of Assumption High School and Assumption Elementary School in Majuro on two occasions (Dec 1981 and June 1984).

Since 1976 has compiled data on over 1500 suicide cases in Micronesia. Organized and convened three-day conferences on suicide for Trukese leaders in April 1981 and in 1985. Assisted Dr. Donald Rubinstein in a three-year NIMH-sponsored research project on this topic (1981-84). Assisted in the planning of a conference on Pacific suicide funded by East-West Center and held in Honolulu in 1984. In April 1988 did a brief study of suicide in Western Samoa for comparative purposes. Has written four major articles on suicide in Micronesia and developed a hypothesis relating suicide to socio-cultural changes in island family structures. Has lectured extensively in the Pacific on this topic.

Established and supervised, with funding assistance from Juvenile Justice Programs, "Youth Link" to serve as liaison between institutions serving youth in Micronesia (1985-

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that was later published, and assisted Fr. Jay Dobbin in research and writing of a survey article on spirit possession throughout the Micronesian islands (1994-1996).

Edited a series of occasional papers on topics of interest to counselors under the title of "Micronesian Counselor." This series, funded by FSM Mental Health Program, was begun in 1991 and continued to 1994. Publication of the second series, which began in 1996, continued to 2010. The papers, which number 82, were distributed to over 900 readers.

Handled the preparation of week-long regional Jesuit meetings in 1989 and 1993, and assumed the task of preparing for and coordinating a similar meeting for the Diocese of the Caroline-Marshalls in 1989 and in 2003.

Initiated in 1995 and helped produce a TV documentary series for FSM called "Island Topics." Produced and helped script 73 programs in this series through 2012. Programs are distributed to local TV stations for airing in the Marshalls, Palau, CNMI and all states in FSM. Key programs include a five-part series on the history of Micronesia and two documentaries on Micronesian immigrants to the US.

Coordinated yearly conferences for the Diocesan Justice and Development committee for the Diocese of the Caroline Islands (1990-2010).

At the Pacific Education Conference in August 1994 conducted a two-day workshop for island educators, and gave the keynote address at a similar conference in August 1996.

Served as member of a select committee formed by US Institute of Medicine to evaluate health services in Pacific jurisdictions related to the US (1997). Participated in the three meetings of the committee during that year, attended follow-up meetings in Washington and in Micronesia, made presentations on the recommendations of the IOM final report.

Directed a three-year program funded by the FHP Foundation aimed at providing continuing medical education for young island doctors in Micronesia and spurring the development of primary health care in the islands (1996-1998).

Assisted in the FSM government's efforts toward economic reforms (1995-1996). Presented an address on reform to the traditional leadership of Pohnpei (Aug 1995), gave the keynote address at the Kosrae Economic Summit (Jan 1996), and chaired the committee on education at the Pohnpei Economic Summit (May 1996). Scripted and assisted in the production of two half-hour TV programs designed to speed economic reforms in FSM (1997 and 2003).

Planned and conducted an annual computer library search for journal articles relating to Micronesia for Pacific Islands Association of Libraries and Archives (1994-2010).

Authored with two colleagues a national report of 100 pages on Sustainable Human Development in the FSM under contract with UNDP (1997).

Conducted needs assessments on alcohol and drug use in FSM and the Republic of the Marshall Islands for US Substance Abuse and Mental Health Services Administration (1995-1997): supervised data collection on drug use in these countries and authored final reports.

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Directed a one-year grant funded by AusAid to study and combat suicide in Micronesia that is aimed at updating suicide data and producing materials for use in parenting workshops (2006).

Conducted a two-month, FSM funded project to study Micronesians living abroad in the US and its territories. The project resulted in an hour-long video and an issue of Micronesian Counselor on the subject (2006). Another video on the same subject was produced three years later (2009).

Collaborated with Papa Ola Lokahi to produce several health education projects relating to diabetes, including videos, print materials, and a website page on diabetes prevention (2003-2009)

Directed a project funded by ADB to collect education and health measures in FSM for a review of public service performance (2006). Posted the data on public schools on a website to encourage public accountability.

Directed a project funded by World Bank to gather interviews on top high school graduates from FSM over a 25-year period (2009).

Directed the writing and publication of two social studies high school textbooks for FSM students: *Micronesian Government: Yesterday, Today and Tomorrow*; and *Over Seas and Time* (2007-2009)

Assisted in the editing, indexing and preparation for press of a volume on traditional religions in Micronesia (2004-2010). Afterwards scripted and produced a video documentary on island religions.

Completed a survey of Pacific Island economies with assistance of two Fordham University graduate students for a presentation at Georgetown's Center for Australia and New Zealand. Prepared a monograph for publication by East-West Center (2011).

Conducted with Michael Levin a survey of FSM migrants in CNMI, Guam, Hawaii and mainland US. Moderated focus group discussions in two sites. Produced a 50-page report along with 200 tables for the FSM National Government (2012).

Served as part of a three-person advisory group formed by US Interior Department to reform public education in Chuuk, with quarterly meetings held in Chuuk (2013-present).

Completed a study of tourism in Palau financed by ADB and overseen by East-West Center resulting in a monograph on the history of tourism there (2014).

Organizations:

Member, Association of Social Anthropologists in Oceania.
Associate, Micronesian Area Research Center, University of Guam.
Correspondent, Journal of Pacific History.
Board member, Pacific Studies.
Member, Chuuk State Board of Education (1987-1990)
Member, Committee on Primary Health Care for Chuuk State (1987-1988)

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PUBLICATIONS

Books

Micronesia: A Changing Society. 12th grade social studies course, coauthored with Charles Reafsnyder. Trust Territory Education Department, Saipan, 1971. 200 page teacher's guide, 150 page student booklet with slides and transparencies. Revised with the help of Otong Emilio and republished in 1988.

Micronesia Through the Years. 9th grade social studies course, coauthored with Charles Reafsnyder. Trust Territory Education Department, Saipan, 1972. 359 page teacher's guide, 115 page student booklet with slides and transparencies.

Foreign Ships in Micronesia: A Compendium of Ship Contacts with the Caroline and Marshall Islands, 1521-1885. Saipan: TT Printing Office, 1979. 185 pp.

Micronesia: Winds of Change. A Book of Readings on the History of Micronesia. Co-edited with Mark Berg. Saipan: Trust Territory Education Department. 1980. 538 pp.

Reflections on Micronesia: Collected Papers of Father Francis X. Hezel, S.J. Working Papers Series. Pacific Islands Studies Center, University of Hawaii. Honolulu 1982. 159 pp.

The First Taint of Civilization: A History of the Caroline and Marshall Islands in Pre-Colonial Days, 1521-1885. Honolulu: University of Hawaii Press, 1983. 365 pp.

The Catholic Church in Micronesia: Historical Essays on the Catholic Church in the Caroline-Marshall Islands. Chicago: Loyola University Press, 1991. 294 pp. (2nd edition) Saipan: Elite Printing, 2003. 278 pp.

Strangers in Their Own Land: A Century of Colonial Rule in the Caroline and Marshall Islands. Honolulu: University of Hawaii Press, 1995. 467 pp.

The New Shape of Old Island Cultures: A Half Century of Social Change in Micronesia. Honolulu: University of Hawaii Press, 2001. 198 pp.

Making Sense of Micronesia: The Logic of Pacific Island Culture. Honolulu: University of Hawaii Press. 2013. 182 pp.

The Caroline Islands: A History of the Diocese. Eckbolsheim: Editions du Signe, 2013. 144 pp.

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Youth Drinking in Micronesia. Kolonia, Ponape, November 12-14, 1981. 26.

Past Achievements and Future Possibilities: A Conference on Economic Development in Micronesia. Kolonia, Ponape, May 22-25, 1984. 132.

Other Unpublished Reports

The Changing Family in Chuuk: 1950-1990. Micronesian Seminar, Chuuk, May 1992. 18.

Changes in the Pohnpeian Family: 1950-1990. Micronesian Seminar, Chuuk, July 1992. 29.

Sustainable Human Development in the Federated States of Micronesia. Micronesian Seminar, Pohnpei, March 1997. 104.

Alcohol and Drug Use in the Federated States of Micronesia: An Assessment of the Problem with Implications for Prevention and Treatment. Micronesian Seminar. Pohnpei, March 1997. 91.

Alcohol and Drug Use in the Republic of the Marshall Islands: An Assessment of the Problem with Implications for Prevention and Treatment. Micronesian Seminar. Pohnpei, June 1997. 57.

Survey of Federated States of Micronesia Migrants in the United States Including Guam and the Commonwealth of the Mariana Islands (CNMI) (with Michael Levin). New York, August 2012. 56 pages and 179 pages of tables.

Severe Mental Illness in the Federated States of Micronesia: 25 Year Follow-Up of Mental Illness Survey. Guam, September 2016. 11 pages with tables.

A Survey of Suicide Over the Last Half-Century: Update on Suicide in FSM. Guam, September 2016. 19 pages with tables.

Review of Drug and Alcohol Use Over Time: Federated States of Micronesia 1997-2012. Guam, September 2016. 12 pages with tables.

Articles

A. *Historical*

1. "Catholic Missions in the Caroline and Marshall Islands. A Survey of Historical Materials." **Journal of Pacific History**, 5 (1970), 213-27.

Note that the Legislature has taken steps to ensure that any protected personal identifying information has been redacted or excluded in whole or in part in order to protect the privacy of any individual(s) whose information has been included as part of this transmittal.

18. "Historical Sketch of the Caroline-Marshall Mission of the New York Province," **Jesuits Yearbook 1986** (Socio Grafica Romana, Rome, 1985), 52-55.

19. "From Conquest to Colonization: Spain in the Marianas 1690-1740." **Journal of Pacific History**, Vol 23 (1988), 137-55.

20. "New Directions in Pacific History: A Practitioner's Critical View", **Pacific Studies**. Vol 11, No 3 (July 1988), 101-110.

21 "Recolonizing Islands and Decolonizing History." **Journal of the Pacific Society**. Vol. 13, No. 4 (January 1991), 1-6. Also published in **Pacific History: Papers from the 8th Pacific History Association Conference**. ed. by Donald Rubinstein (Guam: University of Guam Press, 1992), 63-7.

22. "The Expensive Taste for Modernity: Caroline and Marshall Islands." In **Social Change in the Pacific Islands**, ed. by Albert Robillard (New York: Kegan Paul International, 1992), 203-19

23. ***Ikelesia Katolik er a Chelsel Belau*** **(The Catholic Church in Palau)**. Catholic Mission, Koror, Palau, 1991. 86.

24. "Congeries of Spirits." Introductory essay in **Micronesian Religion and Lore: A Guide to Sources, 1526-1990**, ed by Douglas Haynes & William Wuerch. (Westport. CN: Greenwood Press. 1995), 1-11.

25. "The Church in Micronesia." **America**. February 18, 1995, 23-24.

26. "Introduction" to Francisco Garcia, **Life and Martyrdom of the Venerable Father Diego Luis de San Vitores**, ed. by James McDonough, SJ (Guam: University of Guam. 2004).

27. "German Catholic Missions in Micronesia" in Hermann Hiery, ed. **Handbuch der deutschen Südsee**. Paderborn, Munchen: Die Deutsche Bibliothek, 2001. 558-603.

28. "Chuuk: A Caricature of an Island." In Brij V. Lal, ed. **Pacific Places, Pacific Histories.** Honolulu: University of Hawaii Press, 2004. 102-119.

29. "American Anthropology's Contribution to Social Problems Research in Micronesia." In Kiste & Marshall, **American Anthropology in Micronesia.** Honolulu: University of Hawaii Press, 1999. 301-326.

30. "The Church in Micronesia." **Micronesian Counselor**. Issue No. 72 (May 1, 2008)

31. "The Man Who Was Reputed to be King: David Dean O'Keefe." **Journal of Pacific History**, Vol 43:2 (2008), 239-252.

Note that the Legislature has taken steps to ensure that any protected personal identifying information has been redacted or excluded in whole or in part in order to protect the privacy of any individual(s) whose information has been included as part of this transmittal.

6. "Education Explosion in Truk." **Pacific Studies**, Vol 2, No 2 (Spring 1979), 167-85. Also published in: **Micronesian Reporter**, Vol 16, No 4 (1978), 24-33. Also in **TTPI Quarterly Bulletin of Statistics**, Vol 2, No 3 (Sept 1979), 1-9. Also in **Island**, Vol 1, No 7 (Dec 1978); Vol 1, No 8 (Jan & Feb 1979).

7. "Micronesian Seminar." ***Historical Dictionary of Oceania***, ed. by Robert Craig and Frank King (Westport, Connecticut: Greenwood Press, 1981), 188-9.

8. "Micronesia Bound." Written with Mary Masterson and Phil Rosenberg. **Glimpses**, Vol 22, No 2 (1982), 46-9.

9. "The Price of Education in Micronesia." **Ethnies: Droits de l'homme et peuples autochtones**, Nos 8-10 (Spring 1989), 24-29.

10. "In the Aftermath of the Education Explosion." **Journal of the Pacific Society**, No 27 (July 1985), 36-52.

11."Here's Where We're Headed. Which Way Should We Be Going?" **Micronesian Counselor**. Issue 28 (June 13, 2000).

12. "Dispelling Micronesian Education Myths." **Pacific Magazine**. Vol. 26, No. 5 (May 2001), p. 13.

13. "Learning Curves." **Pacific Magazine**. Vol 26, No. 5 (May 2001), 14-16.

14. "Where Are the Jobs? **Pacific Magazine**. Vol. 26, No. 5 (May 2001), p. 19

15. "High Expectations, Tight Controls: How To Make Micronesian Schools Work?" **Pacific Magazine.** Vol. 26, No. 5 (May 2001), p. 18

16. "What Should Our Schools Be Doing?" **Micronesian Counselor**. Issue No. 31 (October 30, 2000).

17. "How Good Are Our Schools?" **Micronesian Counselor**. Issue No. 32 (January 17, 2001.

18. "The Myth of Education: A Second Look." **Micronesian Counselor**. Issue No. 33 (March 1, 2002).

19. "Islands of Excellence." **Micronesian Counselor**. Issue No. 34 (April 1, 2002).

20. "What's Happened to All Our College Graduates?" **Micronesian Counselor**. Issue No. 71 (February 1, 2008)

21. "Continuing the Conversation: The Case for More Than 'Deconstruction' in Micronesia." **Guam Educator**. Vol. 19 (Fall 2014), 140-145.

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11. "Suicide and the Micronesian Family". **The Contemporary Pacific**. Vol 1, No 1 (1989), 43-74. Also published in: **Journal of the Pacific Society**, No 46 (April 1990), 7-27.

12. "The Great Flight Northward: FSM Migration to Guam." **Islander: Pacific Daily News**. (January 22, 1989), 5-9. Also in: **Pacific Studies**. Vol 13, No 1 (Nov 1989), 47-64

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14. "When the Winds Blow, the Islands Will Rock: A Sociological Response to *Winds of Change*." **Pacific Journal of Theology**. Series II, No 12 (1994), 33-40.

15. "Possession and Trance in Chuuk" (with Jay Dobbin). **Isla.** Vol. 3, No. 1 (Rainy Season, 1995), 73-104.

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18. "New Trends in Micronesian Migration" (with Michael Levin). **Pacific Studies**. Vol. 19, No. 1 (March 1996), 91-114.

19. "How Tough Was Your Dad?." **Micronesian Counselor**. Issue No. 48 (December 2003)

20. "Health in Micronesia Over the Years." **Micronesian Counselor**. Issue No. 53 (November 2004)

21. "Becoming a Professional Victim." **Micronesian Counselor**. Issue 29 (July 2000). Also in: **Development Bulletin**. No. 54 (March 2001), 79-81.

22. "Loss of Culture: How Real is the Threat?" **Micronesian Counselor**. Issue No. 56 (July 2005)

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24. "Micronesians Abroad" (with Eugenia Samuel). **Micronesian Counselor**. Issue No. 64 (November 2006).

25. "The Cult of the Individual." **Micronesian Counselor**. Issue No. 65 (January 2007).

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4. "The Micronesian Dilemma: How to Support Expensive Habits and Still Run the Household." **Journal de la Societe des Oceanistes** (Paris 1976), 110-21. Also published in: **South Pacific Dossier**, ed. by G. Woods (Canberra: Australia Council for Overseas Aid, 1978), 110-1.

5. "Taking a Long View." **Micronesian Independent**, March 11, 1977. Also published in: **Carolines Observer**, March 25, 1977. Also in: **Review for Religious**, Vol 36, No 5 (Sept 1977), 695-700.

6. "Looking Ahead to the End of Trusteeship in the Trust Territory of the Pacific." **Journal of Pacific History**, 4 (1978), 204-10.

7. "The New Formula for Self-Reliance." **Marianas Variety**, July 5, 1979. Also published in: **Glimpses**, Vol 19, No 4 (1979), 12-4. Also in: **Pacific Perspective**, Vol 8, No 2 (1980), 33-6. Published in French as "La nouvelle formule de l'autonomie," in **Perspectives du Pacifique** (Port Vila, 1983), 31.

8. "Yesterday's Myths, Today's Realities." **America**, 24 May 1980, 434-7. Also published in: **Honolulu Advertiser**, n.d.

9. "A Brief Economic History of Micronesia." In **Past Achievements and Future Possibilities**, ed. by Micronesian Seminar (Majuro, July 1984), 11-62.

10. "How Much is Enough? US Aid and Free Association." **Marianas Variety**, March 22, 1985, p. 19; March 29, 1985, p. 22. Also published in: **Marshall Islands Journal**, April 12, 1985. Also in: **Journal of Pacific Society**, No 28 (Oct 1985). Also in: **Pacifica**, No 12 (April 1985).

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12. "The Cruel Dilemma: Money Economies in the Pacific." **Journal of Pacific Theology**, Series II, No. 8 (1992), 11-22.

13. "In Search of a Talking Point on Human Rights." **Umanidat**, Volume 3, No. 1 (November 1995), 111-116. Also in: **Promotio Justitiae**, No. 64 (June, 1996), 52-55.

14. "Hibiscus in the Wind: The Micronesian Chief and His People." **Micronesian Counselor**, Series 2, No. 3 (December 1997) Also in: **Island Tribune**, Vol. 1, No. 3 (January 8, 1998), p. 14.

15. "Why Don't Our Government Offices Work?" **Micronesian Counselor**, Series 2, No. 5 (May 1998) Also in: **Islands Variety**, Vol. 1, No. 23, Nov 14-21, 1998.

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31. "Keeping the Information Flow Open: A Key Condition for Good Government in Micronesia." **In Globalization and Governance in the Pacific Islands**, ed. By Stewart Firth (Canberra: ANU Press, 2006), 375-384.

32. "Island Politics." **Micronesian Counselor**. Issue No. 67 (May 2007).

33. "The Rules of the Road in Chuuk." **Micronesian Counselor**. Issue No. 69 (October 2007).

34. "What Are Our Priorities?" **Micronesian Counselor**. Issue No. 74 (December 2008).

35. "The Role of Culture in Economic Development." **Micronesian Counselor**. Issue No. 77 (December 2008).

36. "Swimming with the Tide." **Micronesian Counselor**. Issue No. 81 (April 2010).

37. "A Pathway Across the Pacific–and More". **Banyan Analytics Brief**. July 1, 2014. http://www.anser.org/ba-pathway-across-pacific

38. "The Open Ocean: The Future of Foreign Aid in the Pacific." **Georgetown Journal of International Affairs**, Mar 1, 2017 (on-line).

Updated: 9/7/17

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October 8, 2018

Ms. Mari Flor Herrero
Chairperson, Regent Nominating Council
University of Guam
Mangilao Guam 96923

Dear Ms. Herrero,

I am writing a letter of recommendation for Father Francis Hezel to serve as a member of the Board of Regents for the University of Guam. I have known Father Hezel for nearly 30 year as a fellow researcher in Micronesian affairs. He is a distinguished scholar with many publications to his credit. He has demonstrated a phenomenal commitment to issues pertaining to Micronesia through his efforts as a teacher and as the founder of the Micronesian Seminar. Lastly, he is al religious leader who has repeatedly demonstrated his commitment to the communities that he has served, especially in Chuuk.

It is hard to imagine how much poorer the state of scholarship about Micronesia would be if Father Fran did not provide his intellect and his leadership. He has kept the flame of Micronesian scholarship alive through his development of the Micronesian Seminar. He has numerous publications and is probably the single most consulted scholar on issues pertaining to Micronesia. His well-deserved reputation is the product of many years of productive research.

On Guam, we are fortunate that he has been assigned here to minister to the religious. His religious service and his commitment to Micronesian scholarship give him a unique perspective on issues related to postsecondary education and the University of Guam. I recommend that he be nominated for this prestigious position.

Sincerely,

Robert A. Underwood

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LETTER OF REFERENCE for FR. RANCIS X. HEZEL

October 8, 2018

This is a letter of reference on behalf of Father Francis X. Hezel, to accompany his application packet seeking to be nominated to serve as a Member of the Board of Regents (BOR) at the University of Guam (UOG). Father Fran, as he is affectionately very well known by island citizens, is a full-time resident of Guam. He has accomplished sufficient time in residence here on Guam to be eligible for this nomination to the BOR at UOG. Fr. Fran has lived in the Guam – Micronesian region for more than 50 years.

Fr. Fran is most known and highly regarded for his extensive and distinguished service work, especially but not limited to people of the Roman Catholic faith in Micronesia. He resided in Micronesia for many years, as a teacher, historian, writer, priest, local resident, neighbor, friend, and so much more. He has approached his admirable service in Micronesia for so many years with the greatest amount of enthusiasm, humility, and dignity. And indeed, he knows how to smile and laugh!

Fr. Fran has many distinguished academic publications to his credit, as well as many works in print that have been prepared to increase local knowledge within and outside of Micronesia. Truly, his formal academic training and his personal commitment to the well-being of the Micronesian community at home in the islands as well as on Guam and elsewhere overseas is singular and outstanding. His academic books, papers, and articles in print, public lectures, presentations at conferences, and the like have made him a trusted, valued, respected, and much loved man of our Western Pacific Region.

Now that he resides full-time on Guam, he is seeking new ways to engage in life on Guam, and to minister to the people of Guam and their needs. For him, this includes organizing and facilitating many residents of Guam with regard to weddings, funerals, community meetings for residents of Guam, public lectures, and so much more. Recently he has become involved in directing and preparing films that describe and attempt to explain island life as lived on Guam and in Micronesia. A new endeavor for Fr. Fran is being undertaken at this time, namely, beginning to work with Dr. Margaret Hattori-Uchima within the College of Nursing at the University of Guam. They are attempting to describe, explain, and understand the major difficulty with regard to homelessness here on Guam for so many our local residents.

Fr. Fran will be an excellent Member of the Board of Regents at the University of Guam. Let us agree to his nomination, and send the nomination forward. Thank you very much.

Respectfully,



Dr. Hiro Kurashina, Emeritus Director, Micronesian Area Research Center, University of Guam

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October 15, 2018

Mari Flor Herrero
Chair, Regent Nominating Council
c/o Office of the President
University of Guam
Mangilao, Guam 96923

Re: Francis X. Hezel, SJ Letter of Recommendation

Håfa adai yan Saluda Mari Flor,

I am pleased to submit this letter of recommendation for Fran Hezel. I knew of Fran before I met him, having read many of his publications on Micronesia for my ethnographic and oral history projects. My first video documentary presented to the Japan Oral History Association conference in Osaka, Japan referenced Hezel's well-written publication Wings of Change.

I met him at a National Park Service Historic Preservation conference at the Marshall Islands where archaeologists and historians attended to advance their knowledge and working associations. I was a presenter. What as a priest doing at this conference, I wondered? That afternoon, after a quick run around the island his presentation revealed that he was involved in more Micronesian centric projects.

A couple of years later, I had the opportunity to visit Micronesian Seminar, a library that Hezel built with books on Micronesia and Mariana Islands subjects, an extensive collection of Micronesian photos, particularly WWII from the National Archives, and video equipment and two staffers to operate an audio-visual center.

I was impressed. Hezel designed and established a self-sufficient media center and library in Pohnpei where he was assigned as a Jesuit priest and used everything he could get his hands on to develop educational material for the people of the Federated States of Micronesia and the Mariana Islands.

He is an ambitious man, with sharp focus and dogged determination. He possesses the kind of energy – a competitive drive - that every organization needs to move projects ahead and foresight to inject change if he thinks it's necessary.

Riene"Live" Productions
210 Archbishop Flores St. Hagåtña, Guam 96910-5189
Voice: (671) 888-1010 Fax: (671) 477-7845 E-Mail: rlene@rlenelive.com

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Fran Hezel is an excellent candidate for regent at the University of Guam. As a Jesuit scholar, a disciplined researcher, an experienced grant writer he will thrive as a regent, and we will benefit from his appointment.

Más Fi'et,

Rlene Santos Steffy

MARC Research Associate
Ethnographer/ Oral Historian

Rlene "Live" Productions
210 Archbishop Flores St. Hagåtña, Guam 96910-5189
Voice: (671) 888-1010 Fax: (671) 477-7845 E-Mail: rlene@rlenelive.com

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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): Francis X. Hezel

Signature: Francis X Hezel

Date: Sept. 29 2018

Note that the Legislature has taken steps to ensure that any protected personal identifying information has been redacted or excluded in whole or in part in order to protect the privacy of any individual(s) whose information has been included as part of this transmittal.

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

EFF. 15 FEB 2019
- CONCURRED TO CONTINUE TO BE A NOMINEE FOR THIS RESUBMISSION.
- NO MAJOR CHANGE TO PACKET CONTENT

REGENT APPLICATION FORM AND CHECK LIST

Please complete the following:

Name of Applicant: Lesley Leon Guerrero

Mailing Address: [redacted]

E-mail Address: [redacted]

Contact numbers:

(Home [redacted] (Office) [redacted] (Cellular) [redacted] (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:
_____

Note that the Legislature has taken steps to ensure that any protected personal identifying information has been redacted or excluded in whole or in part in order to protect the privacy of any individual(s) whose information has been included as part of this transmittal.

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

Lesley-Anne Leon Guerrero
[redacted]

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

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LESLEY-ANNE LEON GUERRERO
[redacted]

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

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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

[redacted]

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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]

[redacted]

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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

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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

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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.

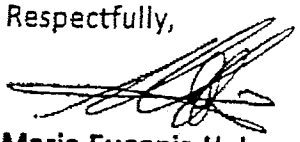
I thought I knew everything there was to know about Lesley, until, in 2014 we attended the Dan Dorr Advanced Leadership seminar along with twenty other individuals. This 5-day seminar tested the limits of our hearts and our minds. I discovered a side of Lesley that she had not previously shown me. A 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

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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

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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

Doc. No. 35GL-19-0161.

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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

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

Eff: 15 FEB 2019

- CONCURRED TO CONTINUE TO BE A NOMINEE FOR THIS RE-SUBMISSION.
- CHANGE TO PACRET
  * NEW POSITION - G6.
  & NEW PHONE - 735-0460 (W)
- COULD FEASIBLY TAKE COMMAND AND DEPART GUAM WITH RNOC IN 30-45 DAYS
- POTENTIAL COMMAND OF 2BCT INF BDE CBT TM.

REGENT APPLICATION FORM AND CHECK LIST

Please complete the following:

Name of Applicant: Michael A. Tougher III

Mailing Address: [redacted]

E-mail Address: [redacted]

Contact numbers:

(Home [redacted] (Office [redacted] (Cellular) [redacted] (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:
10/11/18

/ ✓ / This is to verify that the application submitted is incomplete as of:
10/10/18 (PENDING 1 RECOMMENDATION LETTER)

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[redacted]

OCTOBER 10, 2018

Chairperson, Regent Nominating Council
c/o Office of the President
University of Guam
Mangilao Guam 96923

Dear members of the Regent Nominating Council,

My name is Mike Tougher and I am seeking nomination to the University of Guam, Board of Regents. I have lived in Guam since 1973 and my wife Wendy and I are blessed to have raised our children here. As I look back over time, I would not change any decision that allowed our children and myself to grow up and gain the education and experiences we received from the island and people of Guam. As a citizen of Guam and a military officer nearing the end of my career, I am enthusiastic with an eye towards new prospects of leadership and support for the university and our young people.

When asked if I would consider serving on the UOG Board of Regents I was curious. After asking a few questions, I decided this was in fact something that very much appealed to me. I specifically recognized an opportunity to be a voice for the interests of the military, whether active component or reserve, and I felt an obligation to support educational opportunities at UOG as my mother did when she was the Dean of the College of Nursing. Having led so many of Guam's soldiers over the years through challenging and difficult situations, I have developed a strong opinion that service members from Guam are some of the very best serving in the United States military. This opinion has caused me to cultivate a strong desire to support our best and brightest and I routinely encourage these young men and women to further their education. As a Regent, I will support the University in an effort to provide a high quality and essential opportunity for all learners to acquire the knowledge, skills, attitudes and abilities to enhance personal success and contribute to the greater common good.

Thank you very much for the opportunity to seek nomination to the UOG Board of Regents. If selected I can promise my commitment and impartial support of UOG's organizational wellbeing. I will seek the balanced best interest of the university, students and community.

Sincerely,

Michael A. Tougher III
Colonel USA

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COLONEL MICHAEL A. TOUGHER III

Deputy Chief of Staff for Manpower and Personnel
&
Commander, 105th Troop Command, Guam Army National Guard

EDUCATION & DEGREES:

1991, University of Nebraska, Bachelors of Science, Economics, Lincoln, Nebraska

2008, University of Phoenix, Master of Business Administration, Andersen AFB, Yigo, Guam

2015, United States Army War College, National Security Affairs Fellowship, Hoover Institution, Stanford University, Stanford, California

MILITARY ASSIGNMENTS:

1. September 1991 – July 1993, Platoon Leader, Bravo Company, 1st Battalion, 294th Infantry (Light), Barrigada, Guam
2. July 1993 – September 1996, Scout Platoon Leader, Headquarters & Headquarters Company, 1st Battalion, 294th Infantry (Light), Barrigada, Guam
3. September 1996 – February 1998, Executive Officer, Headquarters & Headquarters Company, 1st Battalion, 294th Infantry (Light), Barrigada, Guam
4. February 1998 – December 2001, Commander, Bravo Company, 1st Battalion, 294th Infantry (Light), Barrigada, Guam

********** Entered Full Time National Guard Duty (Sep 2000) **********

5. September 2000 – December 2001, Human Resources Officer, Guam Territorial Command, Barrigada, Guam (dual-hatted)
6. December 2001 – March 2002, Human Resources Officer, Headquarters & Headquarters Detachment, Guam Territorial Command, Barrigada, Guam
7. March 2002 – April 2004, Assistant S3 Air, Headquarters & Headquarters Company, 1st Battalion, 294th Infantry (Light), Barrigada, Guam
8. March 2002 – March 2003, G1 Officer Branch Chief, Guam Territorial Command, Barrigada, Guam (dual-hatted)
9. March 2003 – April 2004, Budget Officer, United States Property and Fiscal Office, Headquarters & Headquarters Detachment, Guam Territorial Command, Barrigada, Guam (dual-hatted)
10. June 2004 – July 2005, Future Operations Officer, Combined Joint Task Force – Horn of Africa, Camp Lemonnier, Djibouti, Africa
11. July 2005 – March 2009, Battalion Operations Officer, Headquarters & Headquarters Company, 1st Battalion, 294th Infantry (Light), Barrigada, Guam
12. March 2009 – October 2009, Battalion Executive Officer, Headquarters & Headquarters Company, 1st Battalion, 294th Infantry (Light), Barrigada, Guam
13. March 2009 – October 2009, G3 State Training Officer, GUARNG Element, Joint Force Headquarters, Barrigada, Guam (dual-hatted)
14. October 2009 – July 2011, Commander, 94th Civil Support Team (Weapons of Mass Destruction), Barrigada, Guam

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EFFECTIVE DATES OF PROMOTION:
Second Lieutenant 22 June 1991
First Lieutenant 21 June 1994
Captain 4 September 1998
Major 1 September 2001
Lieutenant Colonel 9 August 2010
Colonel 26 May 2016

AWARDS AND DECORATIONS:
Bronze Star Medal
Meritorious Service Medal (with 3 Bronze Oak Leaf Clusters)
Joint Service Commendation Medal
Army Commendation Medal (with 2 Bronze Oak Leaf Clusters)
Army Achievement Medal (with 1 Bronze Oak Leaf Cluster)
Army Reserve Component Achievement Medal (with 1 Bronze Oak Leaf Cluster)
National Defense Service Medal (with 1 Bronze Star)
Afghan Campaign Medal (with Campaign Star)
Global War and Terrorism Expeditionary Medal
Global War and Terrorism Service Medal
Humanitarian Service Medal (with 2 Bronze Stars)
Armed Forces Reserve Medal (with Gold Hour Glass, "M" Device, and Numeral 3)
Army Service Ribbon
Army Overseas Service Ribbon (with Numeral 3)
Army Reserve Component Overseas Training Ribbon (with Numeral 8)
NATO Medal
Parachutist Badge
Air Assault Badge
Joint Meritorious Unit Award

PROFESSIONAL MEMBERSHIPS & AFFILIATIONS:
National Guard Association of Guam
National Infantry Association
Veterans of Foreign Wars

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MONEY RESOURCES INC.
HELPING CREATE PERSONAL WEALTH
415 Chalan San Antonio Suite #210
Tamuning, Guam 96913-3620
E-mail: carlpeterson@moneyresourcesinc.com
Website: www.moneyresourcesinc.com
Tel: (671) 646-0000 Fax: (671) 647-0014

October 10, 2018

Memorandum to: The Nominating Council, UOG Board of Regents

From: Carl Peterson, President

Subject: Endorsement of Col. Michael Tougher

I am very pleased to enthusiastically endorse the nomination of Mr. Michael Tougher to become a Regent of the UOG Board of Regents. If memory serves me correctly, this may be the first time we have had a military officer nominated to the Board, and a highly qualified and exemplary officer at that!

I have known Mr. Tougher for a very long time. I met his parents before meeting their children. From the time I first met him I have always thought he was a person of excellent character, above standard intellectually, seriously concerned and involved in our community, and having an abundance of self-confidence to see difficult tasks successfully completed.

He has had a number of challenging roles in the military; becoming a Colonel is a difficult process; and he wants to contribute to educational excellence. I am excited about the insights and the potential contributions he will bring to the Board and the University of Guam. He is exception in discovery on any question and is focused on cost/benefit.

Again, I am very happy to endorse his candidacy.

Put respetu'

Carl Peterson, CFP MSFS CRPC

Securities and advisory services offered through Representatives of Asia Pacific Financial Management Group
Asia Pacific and Money Resources Inc. are not affiliated
CHARTER MEMBER: INTERNATIONAL ASSOCIATION OF FINANCIAL PLANNERS (now FPA)

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Major General (Retired) DJ Goldhorn
Naval Activities, PO Box 13084
Santa Rita, Guam 96915

10 October 2018

Dear Regent Nominating Council:

It is with pleasure that I forward this letter of recommendation on behalf of Colonel Michael A. Tougher III in support of his nomination to the University of Guam's Board of Regents.

I have known Colonel Tougher for the past twenty years, principally while serving as the Adjutant General for the Guam National Guard. He is, first and foremost, an individual with strong principles, irrefutable morals, and integrity. These qualities are evident as he conducts himself within his assigned military duties, as well as, within the community.

Colonel Tougher's military endeavors and exceptional leadership skills are a matter of record. Of particular note, however, are his accomplishments while serving as the 1st Battalion, 294th Infantry Regiment Battalion Commander in Afghanistan. His untiring efforts to insure the welfare of his Soldiers and his exceptional leadership skills have been frequently noted by his chain of command in theater.

I have found Colonel Tougher to be an extraordinary visionary, which is supported by his strong academic background and his continued quest for professional development. His prior civilian experiences working within a variety of financial institutions, coupled with his military duties as the Comptroller for the Guam National Guard, has provided him notable skills in financial management.

Unquestionably, Colonel Tougher is a must select to serve on the University of Guam's Board of Regents. His sense of selfless service and incomparable personal qualities will serve the University and the Board of Regents with distinction.

Major General (Retired) DJ Goldhorn

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The Office Of
ROGER P. CROUTHAMEL
207 Martyr Street, Suite 2
Hagåtña, Guam 96910

P. O. Box 3573
Hagåtña, GU 96932
E-mail: rogerpguam@gmail.com

Tel: (671) 472-3354/58
Fax: (671) 472-3361
Home: (671) 472-2071
Cell: (671) 777-2071

October 11, 2018

HAND-DELIVER

University of Guam
Regent Nominating Council
c/o Christine M.K. Mabayag
Executive Secretary
Executive Offices, SBPA Bldg.
2nd Floor, Room 256
Mangilao, GU 96913

Re: Nomination of Colonel Michael A. Tougher III

Dear Council Members:

It is my pleasure to recommend Colonel Michael A. Tougher III to serve on the Board of Regents of the University of Guam. I have had the pleasure of knowing Col Tougher for almost 20 years and have witnessed his success in his career with the Guam Army National Guard.

Mike has always been hard working and demonstrated high ethical standards in everything that he has approached. In addition to his National Guard career, Mike also has a long exposure in business, especially in banking and finance.

In short, it is my opinion that Mike would make a great Regent for the University of Guam.

Sincerely yours,

Roger P. Crouthamel

RPC/d
2018-148 Oct (UOGBd-MTougher)

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University of Guam
Regent Nominating Council
Attention: Christine M.K. Mabayag, Executive Secretary
Executive Offices, SBPA. Bldg., 2nd Flr., Room 25

October 11, 2018

To Whom It May Concern:

Please accept this letter as my unequivocal endorsement and highest recommendation for the consideration and nomination of Michael A. Tougher III as a member of the University of Guam's Board of Regents. It is with great confidence that I write this letter in support of Mike's nomination.

I have known Mike Tougher for over 23 years and have had the opportunity to work with him in many capacities: as a businessman, a U.S. Army soldier, officer-leader, and as a friend. I believe he embodies the "whole" professional, exemplified through his academic achievements, diverse participation in the private, government and defense sectors, and continued service and dedication to his island community and country.

Mike Tougher has consistently displayed exemplary personal and professional attributes. I have observed him to be a great listener, concise communicator, profound evaluator, strategic thinker, and a positive, passionate and innovative leader. He is also a great family man, and is highly respected by his peers and subordinates. Mike always projected himself to be a humble yet confident, mature, no-nonsense individual with outstanding leadership abilities. He never hesitated to assume additional responsibilities.

With regards to pursuing continuing education opportunities, I have seen him actively recruiting, mentoring, advising and providing information to soldiers and potential students during much of his personal and professional time. While pursuing a graduate degree, he displayed diligence and commitment to his studies despite the many distractions that come with raising a family and military service. Mike's completion of a graduate degree and a service War College is clear evidence of his personal work ethic, dedication to duty and commitment to personal growth.

Michael A. Tougher III is a great consideration for the University's Board of Regents, and again, I fully endorse and support his nomination. If you have any questions regarding my recommendation, please contact me at calvomg@yahoo.com.

Thanks in advance for your favorable consideration of my endorsement.

Sincerely,

Mark G. Calvo

MARK G. CALVO

Note that the Legislature has taken steps to ensure that any protected personal identifying information has been redacted or excluded in whole or in part in order to protect the privacy of any individual(s) whose information has been included as part of this transmittal.

James L. Adkins
958 N Marine Corps Drive
Tamuning, GU 96913-4301

James4adkins@gmail.com
Contact Telephone No.: (671)687-8200

October 11, 2018

Regent Nominating Council
c/o Christine M.K. Mabayag
Executive Secretary
Executive Offices, SBPA Gldb., 2nd Flr., Room 256
Mangilao, GU

Dear Sir or Madam:

It is with great honor and extremely happy to recommend Michael Tougher to be a part of the Board of Regents for the University of Guam.

I have known Michael since 1968 as a baby. When he returned to Guam I was fortunate to hired him as a Manager for Loan Mart in 1991 through 1993. He is a bright, friendly, reliable and a dedicated individual. I worked closely with Michael and I got to know him well during the two years that he worked for our company.

With the experience in management, and finance, in addition to serving in the Guam Army National Guard starting from a Second Lieutenant and now a Colonel. He has proven to be a reliable, honest and dedicated individual. He's a good father, husband and friend in addition to his experience(s) will be a big plus the Board of Regent at the University of Guam.

For all of these reasons, I believe Michael will be a great addition to the Board of Regents at the University of Guam.

I highly recommend Michael Tougher for this position. Should you have any questions, please contact me.

Sincerely,

James L. Adkins

Note that the Legislature has taken steps to ensure that any protected personal identifying information has been redacted or excluded in whole or in part in order to protect the privacy of any individual(s) whose information has been included as part of this transmittal.

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

REGENT APPLICANT

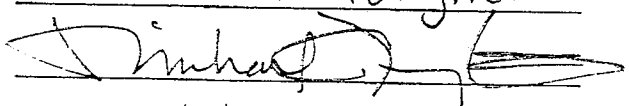
ELIGIBILITY AND COMMITMENT VERIFICATION FORM

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): Michael A. Tougher

Signature: 

Date: 10 October 2018

Note that the Legislature has taken steps to ensure that any protected personal identifying information has been redacted or excluded in whole or in part in order to protect the privacy of any individual(s) whose information has been included as part of this transmittal.

CAUTION: NOT TO BE USED FOR IDENTIFICATION PURPOSES

THIS IS AN IMPORTANT RECORD. SAFEGUARD IT.

ANY ALTERATIONS IN SHADED AREAS RENDER FORM VOID

[redacted]