Outlook

Messages & Communications Doc. No. 38GL-26-3087 through 3095.

From 38th Committee On Rules <committeeonrules@guamlegislature.gov>
Date Fri 10/23/2026 10:57 AM
To Guam Legislature Clerks <clerks@guamlegislature.gov>
Cc Frank Blas Jr. <speakerblas@guamlegislature.gov>

7 attachments (21 MB)

102326COMM Doc. No. 38GL-25-3087.pdf; 102326COMM Doc. No. 38GL-25-3088.pdf; 102326COMM Doc. No. 38GL-25-3089.pdf; 102326COMM Doc. No. 38GL-25-3090.pdf; 102326COMM Doc. No. 38GL-25-3091.pdf; 102326COMM Doc. No. 38GL-25-3092.pdf; 102326COMM Doc. No. 38GL-25-3095.pdf;

Håfa Adai Clerks Office,

Please see attached, **Messages & Communications Doc. No. 38GL-26-3087 through 3095** for processing:

√	**38GL-26-3087**	Department of Agriculture	Acting Director Designation of Glen Takai, for the Department of Agriculture from October 19, 2026 to October 27, 2026.*
√	**38GL-26-3088**	Department of Public Health and Social Services	Guam Board of Examiners for Dentistry Regular Board Meeting Packet for October 21, 2026*
√	**38GL-26-3089**	Office of Public Accountability - Guam	OPA Report No. 26-10 October 2026, Guam Environmental Protection Agency Environmental Trust Fund Performance Audit for FY2020 through FY2025*
√	**38GL-26-3090**	University of Guam	List of Personnel who require training for the implementation of the Government-Wide Performance-Based Budgeting Program*
√	**38GL-26-3091**	A.B. Won Pat International Airport Authority	Sole Source Procurement/Emergency Procurement- September 2026*
√	**38GL-26-3092**	A.B. Won Pat International Airport Authority	Small Purchases and Construction for the month of September 2026*
√	**38GL-26-3093**	University of Guam	Request to Appoint New Member for the University of Guam Board of Regents.
√	**38GL-26-3094**	Mayors Council of Guam	FY2026 4th Quarter Staffing Pattern.
√	**38GL-26-3095**	Mayors Council of Guam	FY2026 Typhoon Bavi Emergency and Recovery Expenditure Report for Administrative Costs.

Please retrieve Doc. No. 38GL-26-3093 and 3094 from link below:

Messages & Communications Physical Scanned Copy - Google Drive

Kindly reply to this email.

Si Yu'os ma'åse',

Marie Crisostomo

Committee on Rules Assistant

COMMITTEE ON RULES

Vice Speaker V. Anthony Ada, Chairperson

I Mina'trentai Ocho Na Liheslaturan Guåhan

38th Guam Legislature

Disclaimer: The content of this email is intended for the person or entity to which it is addressed only. This email may contain confidential information. If you are not the person to whom this message is addressed, be aware that any use, reproduction, or distribution of this message is strictly prohibited. If you received this in error, please contact the sender at committeeonrules@guamlegislature.gov and immediately delete this email and any attachments.

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.

THE GUAM LEGISLATURE

38th Committee On Rules <committeeonrules@guamlegislature.gov>

Messages and Communications 38GL-26-3093.

2 messages

Speaker Frank Blas Jr. <speakerblas@guamlegislature.gov> Thu, Oct 22, 2026 at 1:55 PM
To: 38th Committee On Rules <committeeonrules@guamlegislature.gov>, Sabrina Salas Matanane <office.senatorbri@guamlegislature.gov>

Håfa adai,

Please see attached M&C Doc. No. 38GL-26-3093

38GL-26-3093	University of Guam	Request to Appoint New Member for the University of Guam Board of Regents.

Si Yu'os Ma'åse'

Bernice Rivera

Administrative Assistant

Office of Speaker Frank F. Blas, Jr.

I Mina'trentai Ocho na Liheslaturan Guåhan 38th Guam Legislature

Guam Congress Building, 163 Chalan Santo Papa, Hagatña

(671)969-6456
speakerblas@guamlegislature.gov

Electronic Privacy Notice: This e-mail and any attachment(s), contains information that is, or may be, covered by electronic communications privacy laws and legal privileges, and is also confidential and proprietary in nature. If you are not the intended recipient, please be advised that you are legally prohibited from retaining, using, copying, distributing, or otherwise disclosing the information in this e-mail or any attachment in any manner. Instead, please reply to the sender that you have received this communication in error, and then immediately delete it. Thank you in advance for your cooperation.

38GL-26-3093.pdf
14424K

38th Committee On Rules <committeeonrules@guamlegislature.gov> Thu, Oct 22, 2026 at 2:37 PM
To: "Speaker Frank Blas Jr." <speakerblas@guamlegislature.gov>

Håfa Adai,

Received, and thank you.

Si Yu'os ma'åse',

Marie Crisostomo

Committee on Rules Assistant

COMMITTEE ON RULES

Vice Speaker V. Anthony Ada, Chairperson

I Mina'trentai Ocho Na Liheslaturan Guåhan

38th Guam Legislature

Disclaimer: The content of this email is intended for the person or entity to which it is addressed only. This email may contain confidential information. If you are not the person to whom this message is addressed, be aware that any use, reproduction, or distribution of this message is strictly prohibited. If you received this in error, please contact the sender at committeeonrules@guamlegislature.gov and immediately delete this email and any attachments.

[Quoted text hidden]

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 GUÅHAN

BOARD OF REGENTS
REGENT NOMINATING COUNCIL

38GL-26-3093
OFFICE OF THE SPEAKER
FRANK F. BLAS JR.
OCT 22 2026
Time: 10:00AM
Received: [illegible]

October 21, 2026

The Honorable Lourdes Leon Guerrero
Governor of Guam
Ricardo J. Bordallo Complex
Hågatña, Guam 96910

Re: Request to Appoint New Member for the University of Guam Board of Regents

Dear Governor Leon Guerrero:

Regent Mike Naholowaa's term will expire in January 2027.

Pursuant to Public Law 26-24, the Regent Nominating Council (RNC) is required to submit up to three nominees to fill an expired term on the University of Guam Board of Regents. The Governor then has forty-five (45) days within which to make an appointment, subject to the consent of I Liheslaturan Guåhan.

In compliance with this mandate, the RNC met on August 27, 2026, and hereby submits the following nominees for your consideration to fill this upcoming vacancy.

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

1st: Christine Baleto

2nd: Krystal Paco-San Agustin

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

For your review and deliberation, the nominees full application packets are provided in Appendix II.

Additionally, please be advised that the Regent Nominating Council will be meeting again in November to vote and transmit another packet for your consideration, as there is another Regent whose term will also expire in January 2027.

T: +1 671.735.2990 F: +1 671.734.2296 W: www.uog.edu
Mailing Address: 303 University Drive UOG Station Mangilao, Guam 96923
The University of Guam is a U.S. Land Grant and Sea Grant Institution accredited by the WASC Senior College and University Commission. UOG is an Equal Opportunity Provider and Employer committed island wisdom values of inadahi yan inagofli'e: respect, compassion, and community.

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.

BOARD OF REGENTS, REGENT NOMINATING COUNCIL
SUBJECT: REQUEST TO APPOINT NEW MEMBER FOR THE UNIVERSITY OF GUAM BOARD OF REGENTS

We appreciate your continued support and look forward to working together in service of the University of Guam and the people it serves.

Sincerely,

Monica Pido

Monica Pido
Chairperson, Regent Nominating Council

Cc: Honorable Frank F. Blas Jr., Speaker, 38th Guam Legislature
Honorable Vincent A.V. Borja, Chair, Committee on Education, Libraries and Public Broadcasting, 38th Guam Legislature
Regent Mike W. Naholowaa, Chairperson, UOG Board of Regents
Dr. Anita Borja Enriquez, President, UOG

38GL-26-3093
Messages and Communications
RECEIVED
COMMITTEE ON RULES
October 22, 2026
1:55 p.m.
Marie Crisostomo

T: +1 671.735.2990 F: +1 671.734.2296 W: www.uog.edu
Mailing Address: 303 University Drive UOG Station Mangilao, Guam 96923
The University of Guam is a U.S. Land Grant and Sea Grant Institution accredited by the WASC Senior College and University Commission. UOG is an Equal Opportunity Provider and Employer committed to island wisdom values of inadahi yan inagofli'e: respect, compassion, and community.

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.

APPENDIX 1

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.

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

Regent Nominating Council

Approved Sep 6, 2002 (Revised Dec 3, 2009)(Revised Oct 6, 2022)

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 (UOG); 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 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) business days prior to the expiration of a term, or within fourteen (14) business days following an unforeseen vacancy. The Council maintains an up-to-date schedule of each anticipated vacancy on the Board and initiates a search at least sixty (60) business 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.

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.

PROCEDURE THREE: Solicitation of Regent Candidates

As defined in the Council Bylaws, Article XII, 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.*

As further defined in the Council Bylaws, Article IX, 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 leaders in the community to establish an adequate and credible pool of candidates.

The Council Chair or designated representative will advise members of current regent tenures and backgrounds, provide a general direction of the University's overarching strategic initiatives and major plans, and open for discussion the type(s) of candidate(s) for target-recruitment to fill upcoming vacancies.

The Council will deliberate potential Candidate name(s) for target-recruitment, review initial eligibility requirements, and assign a Council member to establish contact with the potential Candidate for interest and to validate that the candidate first meets all eligibility requirements before continuing completing the application packet.

In addition to target-recruitment, the Chair, as agreed upon by the Council, may arrange for the production of an appropriate advertisement in local commercial publications, as appropriate. This advertisement is approved by the UOG President and corporate co-sponsor, if applicable, and will have a closing date. The advertisement published should allow for a submission deadline of six months from the date when a vacancy occurs. The advertisement can also be published in *Triton's Call* and disseminated through other campus' public information network.

A current distribution list and list of applicants will be maintained by the administrative staff assigned to the Council.

Applicants through the advertisement process will be assigned to a Council member for follow up in screening the application for completeness and ensure qualified applicant packets are ready for the Council's review.

PROCEDURE FOUR: Preparation of Applicant Information Packets

The Council views the search process itself as an opportunity to begin the orientation of prospective Candidates and to educate prospective Candidates about what is expected of any person appointed to the Board of Regents (BOR).

The support staff assigned to the Council by the UOG President, with oversight from the Chair, prepares information packets to be provided to Council members making target-recruitment

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.

contact or assigned applicant contact from advertising for potential Candidates based on the needs of the BOR. Information Packets will also be available as a link in the advertisement.

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
- Solicitation advertisement (as applicable)
- Table of Contents
- UOG's Vision, Mission, and Values
- A reprint of "AGB Statement on External Influences on Universities and Colleges", approved August 17, 2012
- Statement of Selection Criteria for Candidate
- UOG Regents' Code of Conduct
- Applicant Eligibility and Commitment Verification Form
- Application Form and Checklist.
- Frequently Asked Questions from Prospective Candidates

As specified in the Information Packet, applicants must submit the following items to have a completed application packet:

- Letter of intent
- Curriculum vitae or resume
- Three letters of recommendation
- Signed Applicant Eligibility and Commitment Verification Form
- Completed Application Form and Checklist

PROCEDURE FIVE: Collation of Applicants

Completed application packets are received by the Council administrative staff up to 5:00 p.m. on 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 packet, status of application packet, and party acknowledging receipt of application packet. Each Applicant file is treated as confidential information and kept in a locked file cabinet.

An application packet received through advertising will be assigned by the Chair to a Council member for follow up. This includes checking that the Applicant meets all minimum requirements, orienting the applicant, and ensuring the application packet is completed on time.

PROCEDURE SIX: Ranking of Candidates and Selection of Nominees

Candidate files (target-recruitment and through advertising) are made available to each member of the Council within a reasonable time period prior to the scheduled meeting to rank Candidates. To rank the Candidates the following steps are followed:

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.

1) Each Council member independently ranks each Candidate according to these three broad categories:
    - Highly Recommended (First Tier) – meets all minimum requirements and preferred profile.
    - Recommended (Second Tier) – meets all minimum requirements and most of the preferred profile.
    - Not recommended (Third Tier) – meets all minimum requirements but does not meet the preferred profile at this time.
2) The Council then ranks those in the first two tiers in numerical order of preference.
3) A vote of six (6) Council members shall be required to finalize the ranking and selection of Nominees. Up to three Nominees will be recommended in preferred order.
4) 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.
5) 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.
6) In such an event it is appropriate for the Council to contemplate an expanded recruitment effort, the Council will expand target and/or advertising recruitment, as needed. Additional expanded recruitment efforts may also include radio talk shows, Chamber of Commerce and Rotary Club meetings, or other appropriate organizations who may have prospects.
7) When the Council is ready to review a list of Candidates, the following process will be used:
    - Review the needs of the BOR.
    - If needed, go into Executive Session to discuss each Candidate strengths and weaknesses based on what the BOR may need. Note that voting must be done in open session. When ready to vote, adjourn Executive Session to go back to open session.
    - In open session, approve a potential list of Candidates to consider and rank order if more than one Candidate.
        - Rank ordering will occur by anonymous voting. Rank-ordered votes will be provided by each Council member and provided to the administrative staff who will tally the votes.
        - Two administrative staff will tally the votes, verify the count, and provide the results to the Council.
    - The Council will review the results and vote to approve up to three Candidates as Nominees for appointment consideration.
    - The Council will also provide input to a short description as to why the top Candidate is recommended, incorporating the needs of the BOR.

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

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.

PROCEDURE SEVEN: Notification of Nominees

Prior to the submission of Nominees to the Governor, each nominee is personally contacted by The Council Chair to ascertain whether the nominee(s) is/are able to accept the nomination.

Within seven (7) business 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 B attached). The application of all 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

The approved list of *at least* one (1) and *no more than* three (3) nominees in preferred order, as applicable, for each vacancy is transmitted by the Chair of the Council to *I Maga'lahen Guåhan* in the form of a transmittal letter. This letter will 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 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.*

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.

APPENDIX 2

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.

NTT docomo
DOCOMO PACIFIC

February 7, 2026

Agapito "Pete" Diaz
Chairperson, Regent Nominating Council
Office of the President
University of Guam
UOG Station
Mangilao, Guam 96923

Håfa Adai Chairperson Diaz and Members of the Selection Committee,

I am writing to express my interest in serving on the University of Guam's Board of Regents. Education is an essential part of the growth and development of our islands. It would be an honor to contribute my experience, perspective, and commitment to the continued success and stewardship of an institution that plays such a vital role in education, research, and public service in Micronesia.

As an Alumna, I am committed to supporting the University's mission and values. I have seen firsthand the dedication to academic excellence, access to education, and positive impact UOG has had on the broader community. Strong governance is essential to ensuring that a university not only meets its current responsibilities but also plans responsibly and creatively for the future. Serving on the Board of Regents would allow me to actively support that mission at a strategic level.

Through my professional and civic experiences, I have developed a strong appreciation for collaborative leadership, ethical decision-making, and long-term planning. I bring a thoughtful, balanced approach to governance, with a focus on accountability, fiscal responsibility, and policies that support students, faculty, and staff. I value listening carefully to diverse viewpoints and working constructively toward decisions that will serve the institution.

The opportunity to help guide the university through an evolving higher-education landscape requires innovation, adaptability, and a continued commitment to equity and excellence. I would welcome the responsibility of contributing to discussions on academic priorities, institutional sustainability, and community engagement.

Thank you for considering my application. I would be grateful for the opportunity to serve UOG in this capacity and to support its mission as well as long-term vision as a member of the Board of Regents.

Si Yu'os ma'åse,

Christine Baleto
President & Chief Executive Officer

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.

Christine Baleto

Summary

Senior Management, finance, and accounting leader with over 30 years of combined public, corporate, and non-profit experience. Proven ability to manage companies, departments, teams, and projects to achieve goals and objectives. Effective manager who has led companies, including government departments, to improve operational efficiency and capabilities. Extensive experience and knowledge in managerial finance, accounting, financial reporting, budgeting; ERP systems change management; and organizational management.

Experience

06/2024-Present *NTT Docomo Pacific.* *Barrigada, GU*

President & Chief Executive Officer

- Improved Network capability, coverage, stability and reliability. Lead teams to be the First to offer 5Gbps Internet Service in the Marianas; Improved Hybrid Coaxial Fiber (HFC) network to deliver 1Gbps internet speeds to all customers island wide ending the technological disadvantage in the Marianas; expanded our Fiber footprint across the Marianas with continued buildout of Fiber to the Home (FTTH) in villages as well as to Business Customers. Lead team to be the first to provide Fiber to the Home (FTTH) 10 Gigabit Passive Optical Network (XGPON) to various villages on the island. Expanded 5G mobile services throughout the islands with upgrades to equipment. Strengthened our network reliability through completion of an island-wide battery and generator backup initiative to ensure that our network is resilient during incidents. Upgraded capacity in our undersea cable connections as well as strengthened redundancies for traffic through all our cable routes to mitigate any disruptions in service.
- Opened a Call Center in Saipan, ending offshore customer service by localizing support, ensuring quicker resolutions, and creating more jobs for residents in the Commonwealth of the Northern Marianas Islands (CNMI). Customer service scores improved by 190% and Net Promotor Scores (NPS) increased by 68%.
- Established formal Security Department and Team within the company to address growing security concerns and threats in the region. Improved Security Level from Tier 1 to Tier 3. Currently working toward Tier 4 level and certifications.
- Responsible for setting the long-range vision, strategy, and goals for the company in consultation with the Board of Directors.
- Manages company organizational structure. Provides direction and guidance to management staff to achieve goals and objectives to meet the vision and strategy. Tracks achievement and evaluates success.
- Accountable for the overall operational and fiscal integrity of the organization. Manages the organization's resources to maximize operational efficiency and the company's profitability.
- Key representative for communication with the Board of Directors and key stakeholders in the NTT Group. Present and defend strategy and annual goals as well as provides regular reports on achievement, risks, and mitigation activities to achieve targets.
- Monitor budgets, resources, and procedures by working with cross-functional teams throughout the company.
- Serves as the company's primary spokesperson. Acts as the figure head of the organization when communicating with Shareholders, government entities, media, and the general public.
- Negotiates or approves agreements and contracts for the organization.
- Provide company-wide leadership. Identifies and addresses companywide problems. Established the company culture appropriate to creating an environment that facilitates achievement of company's vision and strategy.
- First woman and first local to serve as President & CEO for an international telecom company on Guam.

9/2008-Present *Pacific Froots, LLC* *Santa Rita, GU*

Master Franchise/Franchise Store Owner/Managing Partner

- Owns and operates successful franchise stores on Guam, which employs 21 individuals.
- Signed the FROOTS Franchise agreement in September 2008 and opened the first store in Guam in March 2009. Opened the 2nd store in May 2010. Opened on Andersen Air Force Base in 2017 and Agat in 2024. Recently garnered Navy Exchange Food Court Contract for a FROOTS store on the Navy base. Planned opening November 2026.

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.

- Achieved highest per store sales recognition throughout Franchise system from the 1st store opening. Recognized by Franchise Corporate Office as top franchisee annually.
- Received highest growth in Sales award in 2012 for the Guam Premiere Outlet Location.

8/2019–06/2024 *NTT Docomo Pacific.* *Barrigada, GU*

Chief Financial Officer/Chief Security & Compliance Officer

- Provided oversight of operations in the company for the Finance Department inclusive of accounting; procurement; fixed and mobile warehouse; site lease contracts for both mobile and fixed network locations; and CAPEX project control. Responsible for ensuring the effective management of all resources required to fulfill the operational, fiscal, and fiduciary responsibilities of each division.
- Planned and oversaw the complete changeover of the financial system of the company. Implemented Enterprise Resource Planning (ERP) for the company's core business processes to integrate inventory, purchasing, accounting, job costing, budgeting, and financial reporting. Developed the Project Plan with detailed steps on transitioning each accounting function and process to new system. Developed and coordinated training for each respective division on the use of each of the updated software modules. Provided background briefings to staff on the applicability as well as use of the program to control and manage the business. Implemented the security protocols and least privilege principle for internal access so that personnel only have access to the applications and data that are needed for their respective job responsibilities.
- Contributed an average of 36% of operating income achievement over a 5-year period through reduction of expenses and negotiations for insurance proceeds.
- Received an unqualified opinion on audited financial statements in each year of managing the Finance department. Received zero deficiencies on management letter comments within a year of managing the finances.
- Within one year of assuming the department, managed cash flow activities to pay off company Line of Credit.
- Served as a member of Executive Management team. Works with other Senior Leadership Team (SLT) and Directors on all strategic and tactical matters as they relate to budget management, business performance analysis, forecasting needs, and securing new revenue/funding.
- Established annual budgets for divisions/departments and ensures proper execution. Oversee budgetary planning and cost management considering economic conditions, market trends, and technology trends.
- Assessed organizational performance against both the annual budget and company's long-term strategy. Develops tools and systems to provide critical financial and operational information to the Chief Executive Officer (CEO) and provides recommendations on both strategy and operations.
- Participated in key decisions pertaining to strategic initiatives, operating models, and operational execution with the CEO and Senior Leadership Team.
- Oversaw the accounting department to ensure proper maintenance of all accounting systems and functions. Provides direct supervision to finance senior management personnel within the company and holds them accountable for achieving goals and objectives within the department. Ensures all financial statements and performance reports for the company are prepared for submission to the CEO, SLT and parent company. Oversaw the coordination of annual audits and proper filing of tax returns. Ensures maintenance of appropriate financial procedures. Ensures legal and regulatory compliance regarding all financial functions.
- Analyzed financial reports and provides written interpretation to the CEO and Shareholders of the company. Oversaw the development of the annual financial management plan (budget) which outlines strategic goals for financing, revenue generation, capital outlay, and profit achievement. Monitors internal controls of all financial operations and modifies systems as necessary to protect the assets of the company. Serves as the primary liaison for all matters pertaining to the company's finance & accounting functions.
- Oversaw Cash Management activities of the company inclusive of the process of monitoring, analyzing, and optimizing the net amount of cash receipts minus cash expenses for the financial health of the company. Ensures the company is able to meet its financial commitments through cash flow in the most efficient way through oversight of the company's cash balance and working capital (accounts receivable, accounts receivable, inventory and LOC).
- Oversaw the company's financing activities and ensured timely payments of the company's loan obligations to its debtors.
- Served as the Security Officer of the Company. Received approval by the US Department of Justice as the Security Officer POC, which was predicated on a security background check. Developed and implemented, in conjunction with the contracted virtual Chief Information Security Officer, the company's security strategy to

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.

address cyber security, physical security, information security, and incident responses. Ensured all Law Enforcement requests are properly handled and responded to. Regularly interacted with federal law enforcement agencies to coordinate activities to strengthen security protocols, processes, and activities to safeguard the company's data as well as operations from cyber criminals.

- Oversaw the Compliance and Legal activities of the company to ensure all federal requirements by the US Department of Justice, US Department of Homeland Security, Federal Communications Commission, and Universal Services Administrative Company (USAC) are met.
- Kept abreast of economic trends, business trends, industry trends, and legislative policy that may affect the company and provided guidance to the CEO and Senior Leadership Team as required.
- First woman to serve at the Chief Executive Level for Docomo Pacific.

2/2018–7/2020 *Mid-Pacific Liquor Distributing, Inc.* *Barrigada, GU*

Chief Financial Officer/Financial Advisor

- Provided oversight of operations in the company for Accounting/Finance, Human Resources, Customer Service, and procurement/supply. Responsible for ensuring the effective management of all resources required to fulfill the operational, fiscal, and fiduciary responsibilities of each department.
- Directed divisions and departments under my purview by outlining policy, programs, or operational changes to be implemented.
- Provided direct supervision to management staff within the company and held them accountable for achieving goals and objectives within their department.
- Managed month-end close process, including preparation of monthly, quarterly and annual financial reports to senior management and shareholders. Analyzed financial reports and provided written interpretation to the Corporate Officers and Shareholders of the company. Developed annual financial management plan which outlined strategic goals for financing, revenue generation, capital outlay, and profit achievement.
- Established annual budgets for divisions/departments and ensured proper execution. Worked with Corporate Officers and other potential financers to ensure that the company had adequate resources to fund growth and/or manage the activities of the company. Worked directly with banking institutions on all matters pertaining to the company's financial instruments and accounts.
- Monitored internal controls of all financial operations and modified systems as necessary to protect the assets of the company.
- Oversaw the audit and tax activities of the company. Received an unqualified opinion for each year that I managed the financial and internal control activities for the company. Served as the primary liaison for all matters pertaining to the company's finance & accounting functions.
- Provided decision making input and support to the General Manager and leadership team of the company on the financial impact of strategy based on the interpretation of accounting and an understanding of the revenue and cost structure of the business.
- Oversaw the Enterprise Resource Planning (ERP) for the company's core business processes to integrate the sales, inventory, purchasing, accounting, customer service, and human resources functions. Changed the management information system to modernize by using technology to integrate information in each of the respective functions. Developed the Project Plan with detailed steps on transitioning each accounting function and process to new system. Developed and coordinated training for each respective division on the use of each of the updated software modules. Provided background briefings to staff on the applicability as well as use of the program to control and manage the business.
- Kept abreast of economic trends, business trends, industry trends, and legislative policy that affected the company and briefed Corporate Directors on impact as needed.
- Ensured compliance with policies, procedures and all local as well as federal legal requirements for the company's operations.

2/2016-2/2018 *Government of Guam* *Tamuning, GU*

Director, Department of Administration

- Assumed full control of cash flow for the Government and improved timely release of allotments to autonomous/semi-autonomous agencies. Reduced outstanding payables from over 260 days to 90 days

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.

payment timeline. Paid out over $140 million in tax refunds and managed bond obligations with timely payments even during the government's most challenging collections months.

- Achieved reduction in the financial deficit of the Government of Guam in each of the 2 years I managed the department. In 2016, achieved a $13.4 million surplus; and in 2017, a $32.7 million surplus. The Public Auditor commended the effort and reported it was the first true operation surplus in 20 years.
- Provided oversight and direction to the Government of Guam's Division of Accounts, Human Resources Division, General Services Agency (GSA), Office of Technology, and Treasurer of Guam. Worked with Division Managers to determine needs, plan programs, interpret or recommend policies and procedures; and directed the implementation of modifications and/or implementation of improvements.
- Provided oversight, guidance, and support to the Human Resources Division Personnel Administrator to ensure the administration of personnel management laws, regulations, rules, and programs, for non-autonomous departments and agencies within the Executive Branch.
- Established internal training program to educate employees regarding other Division processes, policies and procedures, and submittal of documents.
- Provided oversight, guidance, and support to the General Services Agency (GSA) division, which is responsible for administering the centralized procurement and warehousing activities of the Government of Guam. Worked closely with the Chief Procurement Officer on matters intended to protect the Government of Guam from fraud and abuse while simultaneously protecting citizen interest for accountability in the use of government resources.
- Provided oversight, guidance, and support to the Division of Accounts (DoA) which is responsible for the administration of all internal financial activities within the Government of Guam. DoA serves as the Central Accounting Office for 38 different departments and ensures that the Government's financial integrity is maintained by establishing and providing a uniform financial system and control for organizational units of the government. The department is responsible for providing accurate as well as timely financial information for the effective management of activities in compliance with statutory mandates. Oversaw the Division services inclusive of: (a) systems management and technical support. (b) payroll accounting and services. (c) appropriation and encumbrance accounting. (d) financial reporting. (e) records management (f) accounts payable and receivable. (g) cash management. (h) accounting of federal grants and contracts. (i) bank reconciliations. (j) maintenance of subsidiary ledgers. (k) fixed assets accounting. (l) debt service management. (m) capital budget accounting, and (n) revenue forecasting for internal purposes.
- Responsible for preparing, analyzing, and presenting financial reports as well as overall fiscal status briefings to the Chief Fiscal Advisor and the Governor of Guam.
- Oversaw the annual audit process. Liaised with external auditors; the Office of Accountability; Department Directors; and the government's fiscal team to ensure compliance with all requirements.
- Oversaw and lead annual budgeting and planning process in conjunction with all division heads; administered and reviewed all financial plans and budgets; monitored progress and changes.
- Managed the Government of Guam's cash flow and forecasting.
- Updated and implemented all necessary business policies and procedures as well as improvements to the department's policy and procedures manual which governs the process for all Government of Guam departments and agencies.
- Effectively communicated and presented critical department matters to the Chief Fiscal Advisor and the Governor of Guam. Prepared briefing summaries for meetings with legislators, community members, island government guests, etc.
- Participate in presentations to bond rating agencies and buyers on the Government's financial reports.
- Participated in and represented the Department in all Legislative meetings, roundtable discussions, and oversight hearings.
- Served as the Chairperson of the Life and Health/Dental Insurance Negotiating Committee. Oversaw the activities of the negotiation committee to include the development of the Request for Proposal (RFP); directing work of actuarial consultants; and negotiations between insurance carriers and the committee. Lead evaluation ratings and scoring by team members in compliance with the Government's Procurement Law related to health insurance services.

4/2005–2/2016 *Market Wholesale Distributors, Inc.* *Maite, GU*
General Manager

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.

- Served as the Chief Executive Officer of the company managing the resources, people, and operations. Was the main point of communication with Corporate Directors and the Shareholders. Provided Monthly briefings on the financial and operational performance of the company.
- Achieved double digit growth in income each year of managing the company. Was able to produce a healthy profit for the company within 5 months of taking over by reducing company expenses, maximizing company efficiency, consolidating product portfolio, and increasing sales in core business. Raised Gross Profit Margin from 7% of sales since taking over the company to 23% in 2015. In 2015, achieved 14% increase in income as compared to prior year.
- Improved cash flow of company by increasing collections on sales from 65% to 83% in 9 months. Decreased Accounts Receivable over 90 days from 23% to 13% within the same time frame.
- Company recognized in 2014 for Devondale Milk Distributor Award. Increased Sales over 50% from Prior Year. In 2015, achieved 60% increase in sales over 2014 volume.
- 2012 Smuckers Special Achievement Award for superior performance and growth in sales.
- Company was recognized in 2008 by the Navy Exchange Guam for highest volume in sales per vendor, per category, and per stock keeping unit (sku).
- 2007 recipient of the Maga'haga Award – Businesswoman of the Year
- Received the 2005 Distributor Award for Excellence from Kraft Foods International. Advised by the Kraft Business Development Manager that it was the first award ever garnered by any company in the Asia Pacific Region and the first for Market Wholesale Distributors, Inc.
- Was recognized by Kraft Foods International in 2005 for the successful launch of new product and ability to achieve volume requirements despite early deficit from prior management.
- Served as the Chief Financial Officer. Analyzed financial reports and provided written interpretation to the Shareholders and Corporate Controller. Developed financial management plan which outlined strategic goals for financing, revenue generation, capital outlay, and profit achievement. Oversaw the preparation of annual budgets and of all financial reports. Worked directly with banking institutions to negotiate financing. Monitored internal controls of all financial operations of the company and modified systems as necessary to protect the assets of the company.
- Established annual budgets and ensured proper execution. Worked with Corporate Directors, Shareholders, and other potential financers to ensure that the company had adequate resources to fund growth and/or manage the activities of the company.
- Set and implemented the company's vision, mission, goals and objectives to be achieved on an annual basis.
- Evaluated potential for new products for the company with consideration given to the financial benefit and/or need to establish a competitive edge within the industry. Set pricing for goods and services through costs analysis with consideration of company needs for sustainability and growth funding. Oversaw all purchasing/procurement activities for goods and services for the company. Established supply chain for all new products and created purchasing analysis programs to balance requirements for sales, par stock, and replenishment.
- Kept abreast of economic trends, business trends, industry trends, and legislative policy that may affect the company and responded accordingly.
- Provided direct supervision to management staff within the company and held them accountable for achieving goals and objectives within their department.
- Had oversight of all operations in the company to include Accounting/Finance, Sales and Marketing, Human Resources, Customer Service, Warehouse, Fresh Banana importation/ripening chamber, and USDA Import and Meat Processing Center.
- Networked and established/maintained liaisons with Suppliers (Kelloggs, Smuckers, Tabasco, etc) corporate employees. Served as the point of communication on all matters concerning the company with government officials and the public.

11/2003–4/2005 *Pepsi Cola Bottling Company of Guam* *Harmon, GU*

Assistant General Manager

- Had oversight of all operations in the company to include Accounting/Finance, Purchasing, Sales and Marketing, Human Resources, Customer Service, Production, Warehouse, and Food Services. Responsible for ensuring the effective management of all resources required to fulfill the operational, fiscal and fiduciary responsibilities of each department. Worked with Department Managers to determine needs, plan programs, interpret or recommend policies and procedures; and direct the implementation of modifications and/or implementation of improvements.

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.

- Served as the Chief Financial Officer. Supervised the preparation of annual budgets and in-house bookkeeping functions; ensured all expenses were within the approved fiscal year's budget; supervised the preparation of all necessary financial reports and the closure of financial statements monthly as well as at the end of the fiscal year. Monitored Internal Controls and ensured checks and balances of all financial operations of the company. Ensured all financial and programmatic reporting requirements were met. Analyzed financial statements for reporting to the General Manager and Corporate Controller as well as the owners of the company. Served as the primary liaison for company auditors.
- Ensured compliance with policies, procedures, and all legal requirements for the company's operations.
- Conducted the company's strategic planning, development, and implementation.
- Served as the primary liaison for coordination of activities with Pepsi Cola International, Cadbury, and other Franchise Corporate companies. Served as the primary liaison with suppliers and other distributors.
- Negotiated contracts with parties interested in doing business with the company. Prepared all pertinent information and recommendations required by General Manager and owners of the company for contract signing.

1/1998–11/2003 *Sanctuary, Incorporated* *Mangilao, GU*

Executive Director

- Successfully negotiated 2.8 Million in federal grant money to construct the organization's permanent facilities.
- Established the organizations' Endowment Fund with $300,000 seed money secured from a federal grant source.
- Left the company with a $17,000 surplus in private funds.
- Served as the Chief Executive Officer of the company responsible for carrying out the mission and purposes of the organization through the effective procurement and management of all resources required to achieve the operational, fiscal and fiduciary responsibilities of the non-profit organization.
- Ensured the organization's compliance with policies, procedures, and all legal requirements for the operation of the organization as dictated by funding sources and as approved by the Board of Directors.
- Conducted program planning, development, implementation, and evaluation. Assessed trends of consumers and tailored services to respond to them accordingly. Kept abreast of current legislation, policies and "state of the art" techniques relative to youth and families.
- Established annual budgets. Monitored and ensured checks and balances of all financial operations of the organization. Ensured that all financial and programmatic reporting requirements were met.
- Responsible for providing oversight of the Human Resources management of the organization.
- Served as the primary liaison for coordination of activities with network agencies. Provided technical assistance and training.
- Coordinated and presented financial results and operational performance to the Board of Directors during monthly meetings. Also was responsible for reports to the membership on an annual basis.

Education

2003 ***University of Guam*** ***Mangilao, Guam***
Masters in Business Administration

1991 ***Chaminade University of Honolulu Honolulu, HI***
Bachelor of Science in Behavioral Sciences
Graduated Magna Cum Laude.

Community Involvement

Positions held in Organizations
Board Member, Guam Hotel & Restaurant Association
Board Member, Guam Department of Education
Leadership Council Member, National Small Business Administration
Chairwoman, Guam Chamber of Commerce Board of Directors
Chairwoman, Action PAC (Political Action Group)
Member, Governor's Recovery Advisory Panel
Member, Governor's Business Advisory Group
Member, Governor's Economic Recovery Working Group
Vice Chairperson, Guam Chamber of Commerce Board of Directors
Vice-Chairperson, Port Authority of Guam Board of Directors
Co-Chair, Advisory Board, The Salvation Army – Guam Chapter
Founding Member, Former Board Treasurer, Inetnon Gef Pago Cultural Group

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.

Chairperson for the Juvenile Justice State Advisory Council
Chairperson for the Emergency Food and Shelter Board on Guam
Member, Homeless Coalition of Guam
Volunteer for many community events and organizations inclusive for Relay for Life, Community Wide Clean ups, 5k fundraisers, organizational fundraisers, etc.

Awards/ Recognition

2022 Legislative Resolution on recognizing achievements as Chairwoman of the Guam Chamber of Commerce. 2020 Congressional Recognition. 2020 UOG Distinguished Alumni Award – School of Business and Public Administration. 2018 Certificate of Recognition for outstanding performance as DOA Director from the Governor of Guam. 2014 Devondale Distributor Award for Sales Achievement. 2012 Smuckers Special Achievement Award. 2009 Salvation Army Volunteer of the Year. 2007 Legislative Resolution recognizing accomplishments as Guam Business Magazine Businesswoman of the Year. 2007 Guam Business Magazine Businesswoman of the Year. 2003 Service Award from Sanctuary Incorporated for 10 years dedicated service. 2003 Legislative Resolution honoring service to the community. 2003 Letter of Commendation for Community Service to Guam from the Governor of Guam. 2001 26th Guam Legislature recognition of academic accomplishment. 1995 Employee of the Year. 1993 Director's Leadership Award; 1993 Employee of the Year. 1991/2001 Who's Who in American Colleges and Universities.

Personal References Available upon Request

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 GUÅHAN

BOARD OF REGENTS
REGENT NOMINATING COUNCIL

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 (UOG) 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.
- I have not held an elected government position in the last two years, which was filled through an island-wide election.

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

Name (print): Christine Baleto

Signature: 

Date: 02/05/2026

T: +1 671.735.2990 F: +1 671.734.2296
Mailing Address: 303 University Drive UOG Station Mangilao, Guam 96913
The University of Guam is a U.S. Land Grant and Sea Grant Institution accredited by the Western Association of Schools and Colleges Senior College and University Commission and is an equal opportunity employer and provider.

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.

First Hawaiian Bank
IT ALL STARTS WITH YES

February 11, 2026

Regent Nominating Council
c/o Chris Mabayag
Office of the President
University of Guam
UOG Station
Mangilao, Guam 96923

Dear Members of the Regent Nominating Council,

It is my honor to offer this letter of recommendation for **Mrs. Christine Baleto** for consideration as a member of the University of Guam Board of Regents. I have known Christine for more than twenty years, and during this time I have observed her exemplary leadership, integrity, and unwavering commitment to the progress of our island community.

I had the privilege of working closely with Christine through the Guam Chamber of Commerce Board of Directors and the Chamber Executive Committee. As Chairperson for two consecutive years—during the height of the COVID-19 pandemic—Christine's leadership was both steady and strategic. She worked tirelessly with government and private-sector partners to navigate unprecedented challenges, always focusing on practical solutions and collaborative engagement. Her mentorship and example during this time helped prepare me for my own role as Chamber Chairman.

Christine's professional accomplishments speak for themselves. She has excelled in both the public and private sectors, demonstrating a rare combination of financial expertise, operational leadership, and organizational vision. Her elevation to Chief Executive Officer of NTT Docomo Pacific following her successful tenure as Chief Financial Officer is a testament to her capability, adaptability, and the trust she has earned at the highest levels of industry. Throughout her career—including leadership roles within the Government of Guam, nonprofit organizations, and major corporate entities—Christine has consistently delivered results with intelligence, sound judgment, and a solutions-oriented mindset.

Beyond her professional success, Christine embodies the values of service, humility, and community commitment. She brings open-mindedness, strategic thinking, and an inclusive leadership style to every organization she serves. These qualities, combined with her deep understanding of Guam's educational, economic, and social landscape, make her exceptionally well-suited to serve on the Board of Regents.

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.

First Hawaiian Bank
IT ALL STARTS WITH YES

I offer my highest recommendation for Christine Baleto's appointment to the University of Guam Board of Regents. She will undoubtedly be a strong contributor and a valuable asset to the Board, the University, and the future of higher education in Guam.

Please feel free to contact me should you require any additional information.

Sincerely,

Edward Untalan
Executive Vice President
GU CNMI Region Manager

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.

Nov 25, 2024

Regent Nominating Council
C/O Chris Mabayag
Office of the President
University of Guam
UOG Station, Mangilao, Guam 96923

Dear Members of the Nomination Council:

My name is George Chiu and I'm a 1988 graduate of the University of Guam. I currently am the Executive Vice-President of Tan Holdings Corporation. I'm writing this letter of recommendation on behalf of Ms Christine Baleto who is seeking your consideration to be selected as a Regent for the University of Guam.

I have known Ms. Baleto for several years starting as an executive working for a subsidiary of the Calvo Enterprise and simultaneously as an independent woman running her own small business enterprise. She is now the President of Docomo Pacific Guam which had been my choice of cellular, media and internet provider since it was known as Guam Cell. A huge achievement for a local person.

Our exchanges also became more frequent when she was the Chairperson of the Guam Chamber of Commerce and I was an active participant in the offshoot of a Chamber program called Action Pac. I saw firsthand how Ms. Baleto was committed to making Guam a better place by taking an active role in trying to improve our legislature. Many times, people complain about our government but then take no action about it. The formation of Action Pac was a proactive attempt to try and make positive changes for the good of Guam. Ms. Baleto was instrumental in trying to lead that change.

Ms. Baleto is not a person of words but of action. I have worked alongside her and found her to be energetic, assertive, passionate and yet still had the empathy to understand the environment she was operating within.

I highly recommend her to be selected as a Regent as the students at the University of Guam need role models like her.

Thank you for your consideration and taking the time to read my letter.

Sincerely yours,

George Chiu

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.

Asia Pacific
FINANCIAL MANAGEMENT GROUP
Member FINRA & SIPC

Dear Nominating Committee members,

I am pleased to recommend Christine Baleto for appointment to the University of Guam Board of Regents. I have worked closely with her as a fellow board member of the Guam Chamber of Commerce, including during her tenure as Chairwoman, and can attest to her exceptional leadership, sound judgment, and deep commitment to Guam.

As Chairwoman of the Guam Chamber of Commerce, Ms. Baleto demonstrated resilience and steady leadership while navigating complex economic and policy challenges. She led with integrity and clarity, fostered collaboration among diverse stakeholders, and ensured the organization remained focused on strengthening Guam's business community and long-term economic health. Her ability to balance strategic vision with practical execution earned widespread respect across both the public and private sectors.

Ms. Baleto brings more than 30 years of senior executive experience spanning government, corporate, and nonprofit organizations. Her service as President and Chief Executive Officer of NTT Docomo Pacific, along with prior roles as Chief Financial Officer, Chief Security and Compliance Officer, and Director of the Department of Administration for the Government of Guam, reflects deep expertise in governance, finance, compliance, and fiduciary oversight—core competencies essential to the responsibilities of the Board of Regents.

As a University of Guam alumna and recipient of the UOG Distinguished Alumni Award, she understands the University's vital role in developing Guam's future workforce and leaders. Her longstanding record of community and board service further reflects her commitment to accountability, transparency, and mission-driven leadership.

I recommend Christine without reservation and am confident she would be a valuable asset to the University of Guam Board of Regents and the community it serves.

Best regards,

Sandra McKeever

Asia Pacific Financial Management Group
145 Aspinall Avenue, Hagåtña, Guam 96910-5156
671-472-6400 671-472-1044 (Fax) E-mail: asiapac@fmgguam.com www.fmgguam.com

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 GUÅHAN

BOARD OF REGENTS
REGENT NOMINATING COUNCIL

REGENT APPLICATION FORM AND CHECKLIST

Please complete the following:

Name of Applicant: Krystal Paco-San Agustin

Mailing Address: [redacted]

E-mail Address: [redacted]

Contact numbers:

(Home) 477/811 (Office) [redacted] (Cellular) [redacted]

Please submit this Regent Applicant Form and Checklist with the required application material attached to Christine Mabayag, Office of the President, University of Guam (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
   Office of the President
   University of Guam
   UOG Station
   Mangilao, Guam 96923

2. Current curriculum vitae / resume.
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:

FEB. 27, 2024

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

_____

Office of the President
University of Guam

CB. KR
Received By:

02-27-24
Date & Time

T: +1 671.735.2990 F: +1 671.734.2296
Mailing Address: 303 University Drive UOG Station Mangilao, Guam 96913
The University of Guam is a U.S. Land Grant and Sea Grant Institution accredited by the Western Association of Schools and Colleges Senior College and University Commission and is an equal opportunity employer and provider.

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.

February 26, 2026

Chairperson, Regent Nominating Council
Office of the President
University of Guam
UOG Station
Mangilao, Guam 96923

Dear Members of the Regent Nominating Council:

It is with deep respect and sincere commitment to the future of our island that I submit my letter of interest to serve on the University of Guam Board of Regents. As a proud University of Guam alumna, former adjunct professor, and lifelong advocate for educational and community development, I would be honored to contribute to the governance and strategic direction of the institution that shaped my academic, professional, and personal journey.

My belief in the mission of the University of Guam is deeply rooted, particularly its role in strengthening workforce development and cultivating the next generation of island leaders. I have always held the conviction that Guam's greatest resource is its people. When we invest in our students, nurture their talents, and provide pathways for them to thrive professionally and academically, we strengthen the entire region. I believe strongly in the principle of *homegrown, not flown*, which means empowering local talent, cultivating self sufficiency, and ensuring that the people of Guam are not only prepared to meet the challenges of our evolving landscape but equipped to lead it.

Throughout my career in public communication, government leadership, and community engagement, my passion to serve our people has guided every step. As a student at UOG, I learned the value of intellectual curiosity, civic responsibility, and the importance of using my skills in service to others. Later, as an adjunct professor, I saw firsthand the potential of our students, their hunger to learn, their desire to contribute, and their commitment to building a stronger Guam. Those experiences continue to inspire me and reaffirm my belief that the university is central to shaping our island's future.

In my roles across government, education, and the private sector, I have dedicated myself to strengthening public trust, elevating community voices, and advancing strategic initiatives that support long-term growth. These are responsibilities I would bring to the Board of Regents with integrity, diligence, and a steadfast commitment to UOG's mission as Guam's premier institution of higher learning.

I am deeply passionate about the future of the University of Guam, its role in workforce development, its responsibility as a land grant institution, and its potential to drive innovation, research, and economic opportunity for generations to come. I see tremendous potential in our island, and I believe that meaningful, lasting investment in Guam must begin with investment in the University of Guam.

Thank you for considering my application. It would be a privilege to serve, to listen, and to contribute to the continued advancement of our university and the future of our island.

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.

With humility and commitment,

Krystal Paco-San Agustin

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.

KRYSTAL PACO-SAN AGUSTIN, MPA

[redacted] • [redacted] • [redacted]

PROFESSIONAL PROFILE

Strategic public communicator, educator, and government leader with more than a decade of experience strengthening institutional trust, advancing policy priorities, and directing high-visibility communication efforts across Guam's public, private, and nonprofit sectors. Recognized for guiding organizations through pivotal moments, elevating civic engagement, and ensuring clarity, transparency, and accountability in service to the community. Brings extensive experience in government leadership, crisis management, interagency coordination, business development, and community-driven program advancement. Proven ability to unify diverse stakeholders—including federal partners, local agencies, industry leaders, and community organizations—to support long-term regional outcomes. Well-versed in higher education instruction, student development, and public-interest communication, with a demonstrated commitment to ethical leadership and responsible governance. Dedicated to strengthening Guam's land-grant mission by supporting academic excellence, fiscal stewardship, community partnership, and student success.

CORE COMPETENCIES

- Strategic Public Communication & Messaging
- Government Leadership & Public Affairs
- Crisis & Emergency Response Communication
- Higher Education Instruction & Student Development
- Media Relations & Executive Communications
- Community Engagement & Public Trust Building
- Policy Communication & Interagency Collaboration
- Research Integration & Program Development

PROFESSIONAL EXPERIENCE

EXP U.S. Services Inc.
Director of Business Development
January 2026 – Present
Lead business development initiatives by strengthening partnerships, elevating community-focused engagement, and positioning the organization for strategic opportunities. Apply public communication expertise to enhance clarity, transparency, and trust across stakeholder groups. Collaborate with internal teams to advance initiatives that support long-term community and regional outcomes.

Office of the Governor of Guam
Director of Communications / Press Secretary
January 2019 – January 2026
Served as the chief public communicator for the Government of Guam, guiding

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.

communications during major initiatives in education, healthcare, economic recovery, and public safety. Led crisis communication during COVID-19 and Typhoon Mawar. Unified messaging across agencies and federal partners to reinforce transparency and strengthen community trust.

University of Guam
Adjunct Professor, College of Liberal Arts & Social Sciences
2018 – 2020
Designed and taught coursework in journalism, public communication, ethics, and media writing. Mentored emerging professionals, integrated public trust and crisis communication themes.

Pacific Telestations, LLC (KUAM News)
Primetime News Anchor & Assistant News Director
2011 – 2019
Delivered high-impact reporting on government programs, education initiatives, and community issues. Strengthened public understanding and civic engagement through accurate and balanced journalism.

EDUCATION & TRAINING

- Master of Public Administration (MPA) — University of Guam
- B.A. in Communications (Mass Media) & Fine Arts (Music) — University of Guam
- Certified Manager (CM) — Institute of Certified Professional Managers
- Homeland Defense & Security Executive Leaders Program — Naval Postgraduate School

AFFILIATIONS & MEMBERSHIPS

- Obama Leaders: Asia Pacific (2025–2026 Cohort)
- Asian Pacific American Institute for Congressional Studies (APAICS)
- Society of American Military Engineers (SAME) – Guam Post
- Guam Chamber of Commerce
- Guam Young Professionals
- Guam Women's Chamber
- Guam Contractors Association
- National Association of Women in Construction
- Guam Symphony Society
- Guam Philharmonic Foundation, Inc.

HONORS & RECOGNITION

- Guam Commendation Medal – Department of Military Affairs (2022)
- "50 Under 40" Emerging Leaders in Government (2020)

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.

Lourdes A. Leon Guerrero
Governor
Joshua F. Tenorio
Lieutenant Governor

OFFICE OF GUAM HOMELAND SECURITY AND OFFICE OF CIVIL DEFENSE (OHS-OCD)
221-B Chalan Palasyo, Agana Heights, Guam 96910
Tel: (671) 475-9600 / Fax: (671) 477-3727
Website: www.ghs.guam.gov

Esther J. C. Aguigu
Homeland Security Advi
OCD Administrator

February 5, 2026

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

From: Jenna Blas, Public Information Officer
Office of Guam Homeland Security and Office of Civil Defense
221-B Chalan Palasyo, Agana Heights, GU 96910

Subject: Recommendation Letter for Krystal Paco-San Agustin

Hafa Adai Members of the Regent Nominating Council,

It is my honor to recommend Krystal Paco-San Agustin for service as a Regent of the University of Guam.

I have had the privilege of working with Ms. Paco-San Agustin in multiple professional and academic capacities. I worked closely with her during her tenure as Director of Communications for the Office of the Governor, and I was also her classmate at the University of Guam while we pursued our Master of Public Administration degrees through an accelerated cohort program focused on emergency management in 2019. These experiences provided me with a well-rounded perspective of her leadership, work ethic, and commitment to public service.

As Director of Communications, Ms. Paco-San Agustin demonstrated exceptional leadership, strategic thinking, and professionalism. She led the Joint Information Center (JIC) during the COVID-19 pandemic, helping to coordinate clear, consistent, and accurate messaging across multiple government agencies during an unprecedented public health emergency. In a rapidly changing and high-pressure environment, she balanced transparency with responsibility, ensured alignment among stakeholders, and helped maintain public trust through effective communication.

She again exemplified these strengths during Typhoon Mawar in 2023, where she led JIC operations before, during, and after the storm. Ms. Paco-San Agustin worked closely with emergency response agencies and federal counterparts to ensure the timely dissemination of critical safety information, response updates, and recovery guidance. Her ability to remain composed, organized, and collaborative during a major disaster contributed meaningfully to effective public communication at a critical time for the island.

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.

On a more personal level, working alongside Ms. Paco-San Agustin allowed me to see her strong work ethic and leadership style firsthand. She is thoughtful and reserved, yet consistently willing to think outside the box when challenges arise. She leads with care and respect for those she works with, taking time to support and uplift her team even in high-pressure situations. At the same time, she is approachable and genuinely enjoyable to work with, fostering a positive and collaborative environment wherever she serves.

In the academic setting, Ms. Paco-San Agustin was an engaged and thoughtful member of our MPA cohort. The accelerated program's focus on emergency management required rigorous analysis, collaboration, and practical application of public administration principles. She consistently demonstrated a strong grasp of governance, policy, and emergency management concepts, and she brought valuable real-world experience into classroom discussions. Her academic work reflected the same diligence and strategic mindset that she displayed professionally.

Through both her professional service and academic preparation, Ms. Paco-San Agustin has shown a deep understanding of public administration, crisis management, and institutional governance. She is a strategic thinker who understands how policy, communication, and governance intersect, and she consistently approaches her work with integrity and respect for diverse perspectives.

Ms. Paco-San Agustin also recognizes the vital role the University of Guam plays in educating future leaders, strengthening Guam's workforce, and preserving our cultural identity. I am confident that her experience, judgment, and commitment to public service would make her a thoughtful and effective member of the University of Guam Board of Regents.

I recommend Krystal Paco-San Agustin to you without reservation and believe she would serve the University of Guam with distinction.

Respectfully,

Jenna G. Blas
Public Information Officer
Office of Guam Homeland Security and Office of Civil Defense

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.

Letter of Recommendation
Mrs. Krystal Paco-San Agustin

February, 14, 2026

"A dynamic CHamorrita with a passion for the arts in Guam."

University of Guam
Board of Regents Nominating Council
303 University Drive, UOG Station
Mangilao, Guam 96913

RE: Recommendation of Krystal Paco-San Agustin for the University of Guam Board of Regents

Dear Members of the Nominating Council:

It is a profound privilege to recommend Krystal Paco-San Agustin for a seat on the University of Guam Board of Regents. Having mentored Krystal since she first walked into G-106—the iconic George Washington High School bandroom that birthed the Governor's Youth Band in 1976—I have witnessed her evolution from a disciplined student-musician into a pillar of Guam's media and cultural landscape. I can attest to her unwavering commitment to our island's progress.

Even as a young "Gecko," fresh from the direction of Sinot Carlos Laguana at Jose Rios Middle School, Krystal stood out for her academic rigor. While maintaining an "A" average in the most rigorous courses, she made a choice that I believe set the trajectory for her life: she joined the school band. In that bandroom, she became a bridge between worlds—balancing the raw, "grungy" energy of local ska and Rock bands in garages and beach pavilions with the precision of the concert hall. This duality is exactly what a Regent needs: the ability to understand grassroots reality while maintaining "Gold Standard" expectations.

As a member of the Guam Territorial Band (GTB), Krystal didn't just "toot the sax"; she represented our island on the world's most prestigious stages. She was a key part of the ensemble that earned **Guam's first international instrumental ensemble Gold at the Sydney Opera House in 2005** and performed at **Carnegie Hall in 2007**. These experiences taught her the teamwork and poise required of elite leadership. She carries that same excellence into her craft today, whether as Guam's "Jazz Diva" alongside the revered local jazz pianist Patrick Palomo or in her recent commanding performance as Mary Magdalene in *Jesus Christ Superstar* (2025).

mobile. [redacted] | email. gu.maestro2026@gmail.com

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.

Letter of Recommendation

Mrs. Krystal Paco-San Agustin

While a student at the University of Guam (UOG) double majoring in communications and music, Krystal was quite active in the music ensembles at the UOG music department. There she honed her skills as a saxophonist and singer - both as a soloist and choir member.

Beyond the stage, Krystal's time at KUAM remains one of her most impactful contributions to our island. She told the truth every night, even when it was painful, helping our community navigate through our most difficult situations. This transition from musician to journalist was seamless because music and theater taught her to be the effective, empathetic communicator she is today. As a University of Guam alumna, she isn't just a candidate; she is a product of our local educational institutions who has returned that investment tenfold through her service.

A University of Guam Regent must possess a blend of institutional knowledge, community trust, and a vision for the next generation of Tritons. Krystal embodies these qualities. From the bandroom to the boardroom, she has proven she is not afraid of the "rehearsal"—the behind-the-scenes labor required to lead.

I recommend Mrs. Krystal Paco-San Agustin for a seat on the Board of Regents without any hesitation. She will bring a vital, disciplined, and deeply local perspective to the University.

Should you need any additional information, please feel free to contact me via any means below.

Very respectfully,



Maximo Ronquillo, Jr., PhD
Former Music Director, Guam Territorial Band - Official Band of Guam, USA
Former Music Teacher, George Washington High School

mobile. [redacted] | email. gu.maestro2026@gmail.com

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.

Outlook

Recommendation letter for Krystal Paco-San Agustin

From Jason Salas <jason@kuam.com>
Date Thu 2/26/2026 11:13 AM
To ckamm@triton.uog.edu <ckamm@triton.uog.edu>
Cc Krystal Paco-San Agustin <Krystal.Paco-SanAgustin@exp.com>; adiaz@triton.uog.edu <adiaz@triton.uog.edu>

You don't often get email from jason@kuam.com. Learn why this is important

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Ms. Chris Mabayag
Office of the President
University of Guam

Hafa Adai Chris!

I've had the privilege of knowing Ms. Krystal Paco-San Agustin as her colleague, collaborator and mentor for more than 15 years - and in that time witnessed her professional and personal growth, along with her passion for furthering the fields of journalism, community engagement, education, civic leadership, government service, entertainment, and the creative arts.

She possesses an encyclopedic knowledge of human behavior and cognitive processes, and an effective capacity for empathy. She's competent in the governance of large and complex entities like the University of Guam, and in guiding its operations, compliance, issues, and expansion. Her appreciation for higher education and providing a modern, contemporary academic environment for students or faculty is impressive.

She's used her own life experience to broaden her ambitions, and has always highlighted the contributions of UOG to her growth and career advancement. She has a genuine desire to see her alma mater (for both her undergraduate and graduate degrees) strive for excellence, and expand in reach and scope.

Krystal has consistently impressed upon others with her incredible capacity to manage multiple projects independently, as well as within group environments. She's always been a leader among her peers, and her training and service record further refined her attention to detail and desire for service and excellence in everything she does.

I feel wholeheartedly that Krystal makes an outstanding regent, and would bring positive contributions to our university's board.

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.

Should you have any question or need more from my end, please don't hesitate to reach out.

Respectfully,

Jason Salas
News anchor, KUAM News
UOG CBPA, Class of 1996
Former adjunct professor of business Son of Dr. John C. Salas, 8th president of UOG
jason@kuam.com
1-671-687-5889

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 GUÅHAN

BOARD OF REGENTS
REGENT NOMINATING COUNCIL

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 (UOG) 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.
- I have not held an elected government position in the last two years, which was filled through an island-wide election.

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

Name (print): Krystal Paco. San Agustin

Signature: [signature]

Date: 02/26/26

T: +1 671.735.2990 F: +1 671.734.2296
Mailing Address: 303 University Drive UOG Station Mangilao, Guam 96913
The University of Guam is a U.S. Land Grant and Sea Grant Institution accredited by the Western Association of Schools and Colleges Senior College and University Commission and is an equal opportunity employer and provider.