

Remembering CBPA: Reflections of An Old Soldier

By

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Legacy Series

University of Guam

Society of Professor Emeritus & Retired Scholars

2022

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Personal Background

I arrived in the United States as a non-immigrant student in March 1960 for my higher education in Mechanical Engineering at California State Polytechnic University in San Luis Obispo. I was only 17 years old at the time. My long journey for education started in New Delhi, India on February 10, 1960. Most of my relatives came to the Delhi Railway Station to see me off. It was an incredibly sad day for me. I was the first in my family to go abroad for education. Although I was not the oldest sibling, there were five others in the family, a total of five brothers and one sister: two older and three younger than me. I was the first one to take the initiative to embark on the journey to a distant land for education.

The journey from New Delhi to Los Angeles took several modes of transportation; a train ride from New Delhi to Kolkata, a turbo plane from Kolkata to Hongkong, an old WWII ship, SS Wilson, from Hongkong to San Francisco, and finally, a Greyhound Bus from San Francisco to Los Angeles. It was an arduous and anxiety full trip costing more than \$550, just for the transportation tickets.

On my arrival in Los Angeles, I had \$450 of traveler's checks in my pocket. Not enough money for a return ticket to India, in the event my studies were not successful. I was met by two of my friends and former class persons at the Greyhound Bus Station in Los Angeles. It was in Los Angeles that three of us decided to seek out admission at California State Polytechnic University in Pomona instead of starting at San Luis Obispo. At that time both campuses were parts of one college, the Cal-Poly. We all three classmates were fortunate to find a house in the City of Pomona, and part-time jobs working in the maintenance department of the campus, cleaning, and buffing library floors, and upkeeping the grounds of the Voorhees Campus, in San Dimas, California.

It was during the first academic term at Cal-Poly, Pomona, I realized that my quantitative skills were not good enough to pursue an engineering degree. After consulting with the academic counselor, I decided to change my major to Political Science and International Relations, but there was no such major at Cal-Poly. My desire to change my academic interests was highly influenced by political events of the time. It was the election year of 1960. Senator John F. Kennedy (D) of Massachusetts was challenging Vice President Richard Nixon (R) of California. It was Senator Kennedy who appealed higher to my political liberal values than Richard Nixon did. It was after the national elections, that I decided to transfer to Mount San Antonio College, Walnut, California for completion of the general education course requirements for a B.A. degree program at Cal-State, Fullerton.

Academic Background

My three semesters at Mt. San Antonio College were uneventful, except for the fact that I had to work extremely hard to remain in college. I worked for the Mattel Toy Company in the City of Industry assembling bazooka guns. To keep up with the fast-moving parts belt was not easy. At the end of a working day, I was completely tired, soiled, and leathered with grease. Friends and acquaintances would ask me about my work at Mattel Company, and my response was always ready: “I pick lice from Barbie Dolls’ hair.” Usually, the response would bring amusement and smiles, and serve as the ice breaker for further chats regarding my employment at Mattel.

During the summer and winter breaks, I worked in the agriculture fields of Northern California, near Yuba City and Marysville, twin cities, not too far from the Capitol City of Sacramento, California. I worked as a seasonal farmworker picking peaches, pears, and prunes in the summer and pruning fruit trees during the Christmas breaks.

I completed the GE requirements satisfactorily to be admitted in the Fall Semester in 1963 at a newly established state college in Orange County—California State College at Fullerton. The academic life was very invigorating and was immensely helpful in cultivating my American political and social values. I am incredibly grateful to at least three professors who went beyond the call of duty for my successful academic journey. They were John Brown Mason (Ph.D., Wisconsin), Julian F.S. Foster (B.A. Oxford, Ph.D. UCLA), and Joan Greenwood (Ph.D. Stanford). All three are deceased now, but I remain grateful for their academic advice and counseling during my two years at Fullerton.

From Cal-State Fullerton, I applied to Claremont Graduate School for admission and was accepted into the Asian Studies program. I earned my Master of Arts degree (M.A.) in Asian Studies under the tutelage of Drs. Merrill R. Goodall (Ph.D. Johns Hopkins), Herbert W. Schneider, (Ph.D. Columbia), and Hans Ruyter (Ph.D. Leyden). All three were very gifted scholars and mentors. Professor Merrill R. Goodall encouraged me to continue for a Ph.D. degree in Government. The field of Government and Public Administration was my first choice and that met my professional aspirations for college-level teaching. It was in the second year of my Ph.D. program that I was recommended for a part-time lecturer position in Comparative Government at California State College, Los Angeles, which opened the door for my academic career which lasted more than 45 years. I earned a Ph.D. degree in Government in 1970.

Before completing my Ph.D. degree, I started teaching on a full-time basis as an Assistant Professor at Adams State College, Alamosa, Colorado, Fall Semester, 1967. After Adams State, I moved to Bemidji State University, Minnesota (1969-72), Tuskegee University in Alabama (1972-75), and Fisk University, Nashville, Tennessee (1976-79). I was very privileged to have had the opportunity to serve as a Research Associate at the Carver Research Foundation, named after the famous peanut and agriculture researcher at

Tuskegee University which was established in the old rural town near Montgomery, Alabama by Booker T. Washington.

Duration of Employment at UOG

I started my employment in the College of Business and Public Administration in Fall, 1979 and retired from service on September 30, 1996, a total of 17 years. During this period, I was on leave from the University of Guam for two academic years (1989-91), while serving as Dean and Professor of Public Management at the University of the District of Columbia, Washington, D.C

Academic/Administrative Positions held at UOG

Initially, I started at UOG as an Associate Professor of Public Administration, College of Business and Public Administration (CBPA). After completing the first semester, I was asked to chair the MPA program in the UOG Graduate School. The Graduate School was headed by an able Dean, Dr. Roy T. Tsuda. In 1983, I was promoted to and appointed as Dean and Professor of Public Administration. As part of my responsibilities as Dean, I directed the Western Pacific Development Institute, funded by the U.S. Department of the Interior, and a Small Business Development Center. At its inception, the ROTC program was placed within the CBPA. Administratively, it was a part of CBPA; however, it continued to function as an autonomous unit of UOG. Functionally, the ROTC program was run by a Professor of Military Science who was assigned by the U.S. Department of Defense.

How was I Recruited at UOG?

My last appointment, before arriving at the University of Guam, was at Fisk University, Nashville, Tennessee. There, I served as an Associate Professor of Public Administration and Chair of the Department of Political Science. Fisk University was established as a liberal arts college having a long academic history of providing post-secondary-level education to Freed Slaves after the Civil War. It was the first university in Tennessee to have a chapter of Phi Beta Kappa. It is famous for having graduated such alumni as Congressman John Lewis, John Hope Franklin, W. E. B. Dubois, and Booker T. Washington. They were all well-known leaders of the American civil rights movement.

It was in Nashville in the summer of 1979, that I read an announcement in the *Chronicle of Higher Education*, about an opening for a professor in the field of public administration at the University of Guam, needed to provide instruction to graduate and undergraduate students in Public Administration, and for mentoring graduate level thesis and projects of students in the College of Business and Public Administration. The announcement made clear to me that my qualifications were a good match for the announced position. I applied for it; however, I did not receive any response for several weeks. I decided to leave for California to visit my in-laws. My children were quite young at the time. My daughter, Nancy Kiran was eight years old and my son, John was only 22 months (about 2 years) old at the time.

It was in Hanford, California, that I received a call from Dean Alan Leader of CBPA about the UOG offer to teach at the University. I readily accepted the position after consulting my wife, Katherine who had the privilege of stopping in Guam on her way to India on a Fulbright Scholarship. Although she did not get out of the Guam Airport but was able to see the Island through the PAN AM window, while the plane was being refueled. According to her, it felt like a long flight from Honolulu. It must have been more than 6 hours of flight time. With little reservations, I accepted the position on the phone and a formal contract came a few days later. However, we encountered a few logistical problems with moving. First, we must return to Nashville. Second, I must send a notice of resignation at Fisk; third, the most principal issue was selling our home as quickly as possible and leaving for Guam. The process of selling the home proved to be lengthy and time-consuming in Davidson County, Tennessee. It became clear to us that we might not reach Guam in time for starting the Fall Semester classes. Dr. Leader gave me a couple of weeks of extension to my starting time. The contract was for two academic years including expenses for the transportation of all members of the family and household goods.

We were not successful in selling our home before the Fall semester started, therefore, we decided that I would leave for Guam first and Katherine and the kids would come later after selling the house. I reached Guam Sunday morning, September 2nd at about 6:00 AM. On my arrival at the airport, I was very warmly received by Judith Guthertz, Chair of the Department of Public Administration. It was a very friendly welcome, and I was immediately impressed by the Guam hospitality. Judith Guthertz took me to the Guam Reef Hotel for my three-day stay and recommended that I go to the Labor Day party the following day at Tumon Bay. The Labor Day party was sponsored by the employees of the Government of Guam, and there would be a UOG tent reserved for the university personnel for preparing and serving food for the faculty and staff. I agreed to the recommendations and went to Tumon Bay, that afternoon. It was a sunny and warm day. Most people were in their casual island dresses and a very festive mood. I never met before-such a hospitable and cheerful group of friendly people. And was treated like a long-lost member of the family. Also, I went to several other GovGuam booths. They all served unbelievably delicious Guamanian food including fried chicken, roast pig, beef, and ribs were incredibly delicious meats along with red rice, *kelaguen*, and *kadon pika*. There was no other food like it. I completely fell in love with the Island. Labor Day celebrations are much more festive in Guam than they are in the mainland United States. I saw kids swimming in the ocean and hopping on the beach of Tumon Bay. GovGuam employees were playing volleyball and listening to the island music through their boom boxes. Most women were wearing very colorful dresses and island muumuus. These dresses were more colorful than women wearing sarees in Rajasthan, India. They all looked like the most beautiful people on this earth.

Although I was tired from the long journey, from Nashville to Guam, I felt relaxed and rejuvenated from the party. I met several CBPA faculty members at the party, including Dean Alan Leader, Judith Guthertz, Donald Soper, Carol Cozan, Herminia, and John

Dierking's family was there, too. I found them all to be the most welcoming colleagues and comrades.

Before I arrived at UOG, I taught for eleven years at several other universities in the United States but did not experience such hospitality. Additionally, at the Labor Day party, I was introduced to J. U. Torres, Chairman of the Board of Regents at the time. My greetings to him were very brief and casual because there were several administrators, faculty, and hangers-on surrounding him in the middle of the tent.

The next morning, Alan Leader had assigned Tom Kallingal to bring me to the campus in Mangilao from the Japan Reef Hotel. Tom was a graduate student in CBPA and was working on his MBA degree. I found him to be a very likable young man knowing much about the Island and its history. It was quite evident from the fact that his whole family had settled on the island for the past several years, and a couple of his elder brothers were on the faculty in the College of Education. Tom took me around and gave me an excellent tour of the campus and introduced me to several administrators and who is who on the campus.

What was It like at the Time of My Recruitment at UOG?

My first three months in Guam were a very lonesome period. Often, I thought of leaving in the middle of the semester and returning home to Nashville. I had no communication means on the island, other than the U.S. Postal Service on Guam to communicate with my wife Katherine and kids, Kiran, and John. Once a week, I would go to the ITT communication center in Agana to make a call to connect with the family. It was expensive and the time difference between Guam and the mainland compounded the problems of missing the connection which was frequent and often.

Additionally, the transition to Guam was difficult for not having any acquaintances there. I stayed for a week in various hotels on Tumon Bay. They were expensive--\$55 a day, and these hotels mostly catered to honeymooners to Gaum. After the first week at two different hotels, Al Blaz, the UOG Controller at the time helped find me a room in the Campus dormitory. Although my stay of two weeks in the international dorm was brief, in fact it was a nightmare. I could not sleep at all. Each night, there would be at least one fight, if not more, between different island students. These fights were often between Palauan, Chuukese, Yapese, or Northern Mariana students. There was little tolerance between these students. During the daytime, these students were great to get along with, good conversationalists and often they would bring BBQ fish for me to enjoy. There were several BBQ firepits on the dorm grounds. On the weekends, these BBQ firepits grounds would become social gatherings. In general, these students were very respectful, resourceful, and reasonable. They were wonderful cooks. There must be something in that fish BBQ sauce that made them hostile to each other after the sunset.

On weekends, I would try to spend as much time as I could in my office in Building "A" to research and write on topics related to the U.S. policies on fishery management and the impact of the Jones Act on the economic development in Guam. Still, there was a lot of

time left for contemplation and isolation. Often, I would visit local businesses owned by Indian immigrants. Several of these business owners became successful entrepreneurs on the Island, including the Nagi Jewelers, the Hemlanis, the Sadhwanis, and the Sachdev family of Barrigada Heights. They all arrived in Guam in the '50s and '60s via Thailand, China, and the Philippines. Occasionally, they would invite me for an evening Indian meal which I enjoyed much. Other than having a common language, food, and cultural affinity, I had little in common with them. They were not academics, and I could not participate in their shop talks. However, I enjoyed being invited by the Diersings to their home in Jonestown. John & Herminia were very hospitable and great hosts. Their kids were of my kids' age, and I could relate to them easily. They represented the best traditions of Guamanian hospitality.

After a couple of weeks of my arrival, Dr. Rosa Carter (dec.), the president of UOG, invited me to go with her to visit the Governor of Guam, Paul Calvo. I was thrilled with the invitation and the prospect of meeting a Governor of the Territory of Guam. Never had I had such an opportunity to visit a Governor's mansion or meet a Governor in person. That was one of the highlights of my professional career until then. Governor Paul Calvo and the First lady Rosa Calvo were very personable and good hosts. Soon after this meeting, I had the opportunity to meet several other prominent politicians including Senators Frank Santos, Tommy Tanaka, Carmen Kasperbauer, and Frank Blas.

Senator Frank Blas was closer to my age. We got along well as friends. He was introduced to me by my graduate student Frank San Agustin. Frank had just retired from the U.S. Air Force and was working on his MPA degree in CBPA. Three of us would go often on the weekend to the Continental Hotel Dining Hall on Tumon Bay for a Chamorro Breakfast which included three eggs, hashbrowns, and two slices of fried spam. I relished the chance of having spam for breakfast. I have not eaten spam before and since I left Guam. Although my political philosophy and affiliations were different from that of Frank Blas, and Frank San Augustin's I got along well with them and caught up with the local politics readily.

At the end of October 1979, Katherine was able to sell our home in Nashville and reached Guam with the kids in early November. We rented a small two-bedroom apartment in the Tumon Bay apartment complex. After about six months in the apartment, we found a house in Latte Heights. At Latte Heights, we had the most helpful and friendly neighbors including the Leon Gurrero's on the left and Attorney Lujan's family on the right. The routines of life became a lot better than the temporary housing overlooking Tumon Bay. Soon after, we were able to find a very desirable school for Kiran, the Academy of our Lady, in Agana. Kiran was incredibly happy with her academic achievements there and the many friends she made at school. She remained at the Academy until her high school graduation. The Academy of Our Lady was an excellent match for her talents. Academically she blossomed there and after graduation, she was admitted at several campuses of the University of California and McGill University in Montreal, Canada. McGill became the university of her choice for higher

education. However, John chose to go to George Washington High School. Unfortunately, his experience at GW was unlike at the Academy for Kiran.

My Legacies

As mentioned above, my initial contract with the University of Guam was for only two years, but I voluntarily extended my stay for 17 years until my retirement in 1996. I was tenured in 1983. It was one of the most satisfying professional experiences of my lifetime. I am a very social person, and it was the social aspects of the island which served as a magnificent magnet that kept me there longer than I planned for. I drew major satisfaction from the personal and professional growth of my students with whom I worked very closely in the development of their Masters' thesis and projects. Many of these students became leaders in their chosen fields of endeavors. They continue to serve the community and enrich Guam and the Pacific Island nations. They were Brigadier General Edward Perez, Dr. Katherine Gutierrez, Colonel Paul Shintaku, Attorney Barbara Cepeda, Adolpho B. Palacios, Angelina Mummert of UOG, Lee Weber of the Pacific Daily News, and many others who graduated from CBPA.

As Dean of the College of Business and Public Administration, from 1984-89 and again in 1996, I hired several colleagues and outstanding professors including Attorney John Dierking in Legal Studies, John Phillips (dec.) in Accounting, Judge Steven Unpingco in Legal Studies, David O'Brien in Management and Finance and Thresa O'Brien in marketing. Additionally, I was instrumental in inviting Brigadier General Ben Blaz, Lt. Governor Edward Reyes, and Judge John Unpingco to teach courses in organizational leadership and management in CBPA on a part-time basis. They all brought extraordinarily rich and diverse real-world experience in management, politics, and law to their classes. They were all very gifted orators and mentors to our students. Their contributions to the field of management remained invaluable to this day.

I started an active scholarship program for our students on Dean and President's scholar lists. More than 40 scholarships including the Doc Sanchez scholarship in Public Service were established during my tenure. Additionally, I established the first computer lab in CBPA, and most classrooms were air-conditioned and soundproofed in Building "A."

The academic year 1984-85 and 1985-86 were the most satisfying years for CBPA. For two consecutive years, we defeated all other colleges on the UOG campus in the annual academic challenge bowl championship. Additionally, we started participating in the Harry S. Truman Scholarship Program and were fortunate to have at least one Truman Scholar selected by the Foundation, each year. That program of identifying scholars, I assume, has continued till today.

Besides our achievements in academic programs and services, there were numerous battles in the college regarding personnel and policies of reorganization. The UOG administration tried to merge political science with the public administration program in CBPA. That merger became most contentious and unworkable due to personality conflicts and verbal aggressions from the political science faculty. The morale declined

and most faculty became weary of everyday battles. Although the term PTSD was not in use in those times, we all experienced it acutely. For the first time in my life, I was diagnosed with high blood pressure. It felt as if I was in the *Battle of Saragarhi (1897)*, holding down the fort under immense attack by many from inside and outside the college.

Special Memories

There are several fond memories of UOG and the Island of Guam. It was about a year and half of my arrival that GovGuam and the Bishop announced the impending visit of Pope John Paul II's arrival on February 22nd, 1981, the whole island was cleaned and scrubbed. I did not see the Island that clean before or after his departure, not even during a brief visit by President Ronald Reagan. The Government of Guam and Church authorities combined their resources and energies to welcome the Pope. It was the first visit of a Pope in the history of Guam. Big crowds were expected from all over Asia. The security was intensified. Television, radio, and newspapers were completely programmed with the stories and schedules of the pending visit. The safety of women and children was not guaranteed. It was the most memorable event of the century, only second to the invasion of Guam by the Japanese. Katherine & I decided to stay home and not take the risk of taking our children to see the Pope. We were highly disappointed to learn the next day that few people showed up in Agana for the same reasons as ours. We had to live with that disappointment for many years. That was the best chance we had to see Pope John Paul who was canonized as Saint in April 2014.

Another memory was of the year 1985 when Guam had some visitors from the U.S. Department of Interior. The official delegation was headed by an Assistant Secretary who was scheduled to visit the UOG campus. I was assigned to welcome the Assistant Secretary and hosted a breakfast at the newest hotel in Tumon Bay. Luckily, I started my conversations with his assistant who happened to have earned his M.A. degree at Claremont Graduate School, a few years after I finished my Ph.D. there. During our conversations, we found out that both of us had the same class in State and Local Government from the same professor at Claremont. It turned out to be a beneficial contact.

A couple of weeks after the visit, I received a call from the Office of the Assistant Secretary, if we are interested in applying for a grant for training government employees in budgeting and financing public services in the Pacific Island territories. Our response was affirmative. David O'Brien and I prepared the application including a syllabus for training workshops in Northern Marianas, Palau, Yap, Pohnpei & Truck. A grant for \$225,000 was approved for CBPA, which allowed our faculty to teach government budgeting courses in the sister island nations and territories.

It was a wonderful opportunity for us to establish a Pacific Development Training Center, a training institute without walls, in our college and provide sufficient funds to visit these Pacific islands. Without this grant, we would not have had the chance to see and visit these beautiful places and the blue ocean surrounding them.

Public and Community Service

It was during the second term of Bordallo administration in Guam, 1983-87, that I was approached by Judi Guthertz, who was on leave from UOG to become Chief of Police in the new administration, to prepare a document on government reorganization for the government economy and efficiency. The government reorganization was on the top of Bordello's administrative agenda. The government offered me \$5,000 for my services. I agreed to do it; however, soon found out that it was a massive project. The collection of basic data on structure and functions was required from each department, agency, bureau, commission, and independent authority. It took many hours of work each week for collecting, recording, and filing. Additionally, I was required to interview each agency head and incorporate their opinions and recommendations regarding changes, duplication of policies, procedures, implementation and evaluation methods, and assessment techniques of public policy implementation. The task of reorganization became monumental, and I found myself short of time and energy for the task. This was all over and above my duties as Dean of the College of Business and Public Administration. This position of a dean was no ordinary position. It required the skills of a general on intense battlefield grounds. I was falling behind on achieving my set goals at UOG and for the reorganization committee. Governor Bordallo was in a hurry. He wanted to show some concrete outputs from his young government employees. Eventually, the writing of the document was assigned to 4 or 5 government employees. I took a sigh of relief. However, the reorganization efforts had limited success due to the statutory requirements of the Federal and Territorial laws. Some departments could not be merged or eliminated.

Soon, after the start of the new administration, I was appointed by the Governor as Chair of the GovGuam Social Services Committee. It was a citizens advisory committee to the Department of Social Services in Mangilao. The Social Services Department and offices were not too distant from the campus. It was at an easy reach. At least one adult citizen was appointed to the committee from each village. On the first day of our meeting, the conference room was full of committee members and office staff. There was no space left in the conference room. The first question at the meeting was regarding compensation for attending the meeting once a month. If there were any financial payments or stipends for travel and meals for the day. The Director of the Department of Social Services confirmed that it was strictly a volunteer position without any payments or per diem expenses. Well, the following month's meeting, hardly anyone except the chair showed up for the meeting. We had no quorum to meet. Each month, I had to call members to assure the presence of the quorum and move the agenda forward. After about 6 months, the committee disbanded due to the lack of interest on part of the members to continue without the financial subsidies.

My most of other community services were through the Rotary Club of Tumon Bay, Guam. It was an active club of about 90 members. Several movers and shakers of the Guam community belonged to this club. I was fortunate to serve as Secretary, Vice-President, and President of this club. It was very satisfying to belong to this international

organization of professional people. Because of my initial membership in the Tumon Bay Club, I remain an active member of the Rotary International till today. The club allowed me to serve as Advisor to the Rotaract Club on Guam. This association of young and aspiring men and women did tremendous community service on the Island. Additionally, I was able to participate and engage in activities of our sister club in Atami South, Japan. Both of my kids were exchange students in that country for their respective summer breaks. Additionally, I served as a member of the Ambassadorial Scholarship Committee for the Rotary District in Tokyo. Professionally, it was a very satisfying and rewarding experience.

Academic Awards, and Special Professional Recognitions

There have been numerous academic and service awards given to me during my stay of 17 years on the Island. Some of the important ones are listed here:

- The Government of Guam: *The Ancient Order of the Chamorri*. 1996.
- The Guam Legislature Resolution. 1996.
- The University of Guam: Professor Emeritus Award. 1996.
- U.S. Department of Justice. The Federal Bureau of Investigation. A Certificate of Leadership Training Award. 1993.
- U.S. Department of the Army. Official Commendation. 1987.
- U.S. Army ROTC. A Certificate of Appreciation. 1988.
- The Guam Legislature Resolution. 1989.
- The University of District of Columbia Service Award. 1991.
- The American Red Cross: The Guam Chapter. Recognition of Service Award. 1984.

Notable Publication, Workshops, and Seminars

While in Guam, most of my publications were co-authored with Judy Guthertz. She was a good writer. I was impressed with her dissertation written at the University of the Philippines. It was on the topic of constitutional development in Guam, which was more than 600 pages long. She would be the one who would take lead on the topic of research. Normally the topics would be related to the theme of the Public Administration Conference proposed for the year. The Public Administration conferences became a major annual activity by the faculty and students in CBPA and were supported by the Island governors. It used to be a major undertaking and planning for several weeks. Judy Guthertz enjoyed her role as coordinator and manager of this activity. My contributions were normally on the topic development, outlines, prioritizing papers for inclusion in the edited books, finding a suitable printing house, and distributions to people and agencies on the Island. There were a couple of books for which I was solely responsible for the publication. The following order of publication starts with my authorship, followed by the co-authored ones:

- Singh, Daljit (ed. 1981). *Small Business and Public Policy in America*. Bloomington, Indiana: TIS Publications. ISBN 0-8991-737-0. This book was solicited by the publisher.
- Singh, Daljit (1981). *Government of Guam: A Reference Guide*. Mangilao, Guam: University of Guam. The guide was compiled under a Federal Grant to the University of Guam.
- Singh, Daljit (1992). *The Public Management Workbook*. USDA Graduate School, Washington, D.C. The workbook was published under a grant and sponsorship by the U.S. Department of Interior.
- Guthertz, Judith P. & Daljit Singh (eds. 1988). *Public Administration in the Pacific Nations*. New York: Cummings and Hathway. ISBN 0-943025-0.
- Guthertz Judith P. & Daljit Singh (eds. 1989). *The Future of the University of Guam and Higher Education in the Pacific*. Littleton, Massachusetts. Copley Publishing Group. ISBN 0-87411-369-5.
- Guthertz, Judith P. & Daljit Singh (eds. 1994). *Liberation '44: Guam 50 Years Later*. The University of Guam. In addition to the above publications, there are other publications by me before coming to Guam and after leaving the Island. Those are excluded.

Some of the notable workshops conducted in support of enhancing and improving the productivity and efficiency of government employees are:

- Government of the Commonwealth of the Northern Marianas. Saipan. 1981.
- Government of Guam, Office of the Governor, Department of Administration. Personal Training Office. 1984.
- USDA Graduate School. Washington, D.C. Pacific Islands Training Institute (PDTI) 1992.

Special Colleagues, Students, and Administrators

On the first day of my arrival in Guam, I noticed a remarkably high degree of vibrancy and energy among its people. They were not only physically strong but were also connected to their surroundings and their relationship with each other, to the earth, sky, and the ocean. They drew their strength from their family, relatives, village, and the Island community. The Guamanians possessed functional life skills and had several pockets of excellence. Several members of the Island elite were trained and educated abroad in the finest schools and colleges of the United States. One of those intellectual cohorts who impressed me the most was Attorney J.U. Torres. Besides his excellent academic credentials, he was an astute person with an understanding of human psychology. He could easily weigh and assess human conflicts and provide easy solutions. This was because he was a successful lawyer and had served in the 9th and 10th Guam Legislature as a public representative. He understood the silent issues of intragovernmental relationships and legislative processes within Guam and the United

States. As a Chairman of the Board of Regents of the University of Guam, he chartered the course for the success of the university mission and purpose during some unfavorable economic conditions.

J.U. Torres understood well the relationship between a territorial university and the government which was founded on constitutional principles would not be easy all the time. Therefore, he was able to weave and mesh the political requirements of the UOG Board of Regents and normal requirements set by accrediting agencies for institutions of higher education. During my 17 years of affiliation with the University of Guam, most presidents were politically appointed, and they possessed varying degrees of administrative abilities. A few were successful while most others served their time. J.U. Torres remained at the helm of the Board of Regents, through thick and thin. During later years of his tenure in office, he was assisted by an able University Counsel Peter F. Perez. Like Torres, Peter was a successful lawyer and a legislator for several terms in the Guam Legislature. Although Torres and Perez had different political affiliations, both were intellectually gifted people. They worked as a team. I admired them both.

Unlike the University, the College of Business and Public Administration experienced faster faculty and staff turnovers. It was due to the scarcity of qualified terminal degree holders in the fields of Accounting, Finance, Management, Business Strategy, Government Budgeting, and Economics. We were constantly searching for replacements who could fit our vision and goals of preparing and educating young men and young women for Guam and the Western Pacific Territories. One of my first recruitment as faculty in CBPA was David O'Brien. Fortunately, David had many years of banking experience in California, and an MBA from the Anderson School, UCLA. After joining our faculty, he immediately offered courses in computer applications in management and finance courses; took charge of the Computer Lab, and assisted us in the development of the Pacific Area Research Institute. He was intelligent, supportive, and easy to have a good and collegial report. He did not exhibit any colonial mentality which was quite common among several stateside faculty at UOG. Several of them belonged to an unhappy lot club. Later, David served as a successful comptroller and Vice President of Finance and Administration at UOG. Due to his administrative and finance skills, the university advanced its course for becoming a fully accredited institution of choice for most incoming first-year students in the Western Pacific.

Advice and Words of Wisdom

While I was in Guam, I casually observed a strong relationship between the concepts of generosity and friendship. Guamanians are very generous people, and they make friends readily. According to them, non-generous people develop a poor reputation among colleagues and relatives. In Guam, generosity was an easy measure of establishing friendship and gaining mutual trust. Since leaving Guam, I have become a supporter of this principle that no matter where you live, one must follow the concept of generosity in all human relationships. You will never go wrong on any scale of friendship measurement. The principles of generosity will have positive rewards in most human

organizations which are founded on a common vision and mission statements for successful outcomes.

Year of Joining SEPRS

I joined SEPRS in 1996, soon after the Board of Regents approved my status as Professor Emeritus of Public Administration, University of Guam.