

**UOG Memories: Learning Never Ends**

**by**

**Richard S. Colfax, Ph.D., Professor Emeritus of Human  
Resource Management**

**Legacy Series**

**University of Guam  
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## **Richard S. Colfax, Ph.D., Professor Emeritus of Human Resource Management**

<b>Ph.D.</b> in Human & Organizational Systems (Fielding Graduate University, CA)	1993
<b>MPA</b> (Master of Public Administration) (University of Guam)	2015
<b>PMBA</b> (Professional Master of Business Administration) (University of Guam)	2013
<b>M.A.</b> in Human Development (Fielding Graduate University, CA)	1992
<b>M.A.</b> in Human Resource Leadership (Azusa Pacific University, CA)	1986
<b>B.S.</b> in Economics; Comparative Literature (Sophia University, Tokyo, Japan)	1976
<b>Professional Certifications:</b> SHRM-SCP, GPHR, HRMP, SPHR-I, PHR, CHRP, CM, LSS-BB, SS-BB	

I was born in New York City in 1949 and raised in New Jersey. In 1968, I began my academic journey at Susquehanna University in Pennsylvania before enlisting into the U.S. Navy, where I would serve for three years as a trained hospital corpsman, starting at the Naval Hospital Yokosuka in Japan. A year later, I was transferred to the U.S.S. Fulton in Connecticut and served as the lead ward corpsman. Some locations I got to visit included Guantanamo Bay, Charleston, Puerto Rico, and New London.

My time in Japan was far from over. I moved back to Tokyo and completed my undergraduate studies at Sophia (Jouchi) University, where I earned a B.S. in Economics and a B.S. in Comparative Literature in 1976. I then engaged in distance education programs and earned an M.A. in Human Resource Leadership at Azusa Pacific University (1986) and an M.A. in Human Development at Fielding Graduate University (1992). I subsequently earned my Ph.D. in Human and Organizational Systems at Fielding Graduate University (1993). While employed at the University of Guam, I received a PMBA (2013) and an MPA (2015).

During my tenure in Japan, I was employed for about four years as a business consultant in Tokyo, was a stock analyst at Sanyo Securities for a year and accepted a teaching position at St. Maur International School in Yokohama, where I had stayed for 7 years. While completing my doctorate, I taught at the Hachioji Nursing College and Nihon Electrical Technical College and provided private business consulting. I married my wife in 1974 in Japan and together we raised our three children.

I learned about the position at UOG from an advertisement for business management faculty member what was then known as the College of Business and Public Administration at the University of Guam. We did a telephone interview. Shortly after, I visited Guam to meet the faculty and see the island. I took the position, deciding that I could utilize my terminal degree and gain the opportunity to build a much-needed program in Human Resource Management. My first impression of the university was that of a welcoming community where new faculty were embraced and nurtured. At least once a month, a fiesta or potluck would be held by the University's president at the time.

One foundation of my life and career has been the drive to continue learning and growing as an adult learner whom I was inspired to by one of my mentors and instructors Dr. Malcolm Knowles. Thus, I always seemed to be studying and attending courses to add knowledge and qualifications to what I could offer our UOG students and programs. I enrolled in academic courses, including art classes, on-line courses in crisis management and professional ethics courses. I continued to develop and learn in professional areas by earning professional certifications from SHRM, the Human Resource Certification Institute (HRCI), the Healthcare Reform & Policy Institute, Lean Six Sigma and Six Sigma, John Maxwell Coaching, FEMA/EMI, Myers-Briggs Temperament Indicator (MBTI), Risk and Crisis Management, Small Business Development Center (SBDC), the Service Corps of Retired Executives (SCORE), Alternative Dispute Resolution (ADR), and more. As a result, I came to have more professional qualification letters after my name than in it.

Throughout my professional career, I have received numerous awards and recognition. I was awarded the 1999 Guam Carnegie Professor of the Year; the 1998 UOG Professor of the Year (Academics); named “Lepen Tollen U” (Honorary Chief of Tollen “U”) of Pohnpei State in FSM; 2019 Society of Human Resource Management (SHRM) Faculty Advisor of the Year; School of Business and Public Administration 2013 SBPA Teacher of the Year; and multiple Who’s Who recognitions.

My involvement with our local and regional communities has also been a source of reward and fulfillment. I served as a board member of the Guam SHRM from 1996 to 2008—during which time I served as the Chapter President in 2000; the student chapter advisor of the UOG SHRM from 1997 to 2020; advisor to the UOG Student Veteran’s Organization; advisor to the Pohnpei Student Organization; member of Guam Governor’s “Vision 2000” Taskforce; an *Inafa Ma’olek* counselor; and the vice-chair and lead referee of the Guam Wrestling Federation; and am a co-founder and senior consultant with Allied Business Consultants, Inc. In addition, I have contributed a few notable publications and presentations during my academic career including:

**(selected publications)**

- *Stress and the Stress Process Among Japanese Office Workers*: PhD dissertation
- *Finding the King of the Jungle; A Leadership Fable*: coauthored book with the late Dr. Karri Perez
- *Internet Article Use in Human Resource Teaching: Critical Current Topic Writing in HRM*.
- *Stress management for small business owners*.
- *"Nihonjin ohisuwaka no sutoressu to sore made no katei" ni okeru kenkyuu. [Research into "Japanese office workers' stress and related processes"]*  
*Curriculum: Introduction to Business and Economics*.
- *Activities & Athletics: Literary Contests and Magazines*.
- *Reinforcing Responsible Learning: Acknowledgement of Syllabus & Course Requirements*: coauthored Book Chapter with Dr. John Rivera and Dr. Joann Diego

- POSTER SESSION: *Employee Perspectives of Leadership in the Micronesian Region*: coauthor Dr. Karri Perez.
- POSTER SESSION: *Employee Preferences regarding Employee Benefits Offerings*: coauthor Dr. Wai Law.
- *The Need for “Andragogy of Workplace Relevance” in College Classrooms*: coauthor Dr. John Rivera.
- *Overweight and Happiness: A Test Of The Reflected Self-Appraisal Hypothesis*: coauthors Dr. Tom Pinhey and Dr. Donald Rubinstein.
- *Project Management Pitfalls: Revisiting Douglas McGregor*: coauthor Mr. Tom Hamernik.
- *Research Misconduct: Ethical Practices In International Business Research Studies*: coauthor Dr. Kelly Murphy.
- *Lifestyle Changes Program For A Guam Business: Report On The Development And Start-Up Stages*: coauthors Dr. Rachael Leon Guerrero and Dr. Karri Perez.
- *Applying Emotional Intelligence (EQ-i): Vital to Global Business Success*: coauthors Dr. John Rivera and Dr. Karri Perez.
- *Virtual Leadership: A Green Possibility In Critical Times But Can It Really Work?* coauthors Dr. Annette Santos and Dr. Joann Diego.
- *Karoshi: The Result of Japanese Management*: coauthor Ms. Krista Cain.

**(Selected Presentation Titles)**

- *The Need for “Andragogy of Workplace Relevance” in College Classrooms.*
- *Applying Emotional Intelligence (EQ-i): Vital to Global Business Success.*
- *Employee Perspectives of Leadership in Pacific Region Work Environments.*
- *Project Management Pitfalls: Revisiting Douglas McGregor.*
- *Sustainability and Succession Planning for Small Businesses.*
- *The Jell-O Theory of Leadership.*
- *Slinky-Coil Effect for Management Theories.*
- *Motivating Employees.*
- *Attract Hire Retain .*
- *Guam’s Healthcare Workforce.*
- *UOG Maintenance Supervisor Training Program.*
- *Research Misconduct: Ethical Practices In International Business Research Studies.*
- *Institutional Review Board (IRB) Process.*
- *Promotion & Tenure Application Processes Presentation.*
- *Human Resource Management for Small Farms on Guam; Understanding the ins & outs of hiring, firing, pay & other work issues.*
- *IQ or EQ: Which is Better?*
- *MBTI for Banking Executive Team.*
- *Procedures for Conducting Research w/ Human Subjects, a CHRS Presentation for all Students & Faculty.*

After 26 years at the University, I retired in September 2020 as a tenured Professor and Senior Faculty of Human Resource Management and Management, having served as Faculty Mentor at

the School of Business and Public Administration, Chair of UOG Committee for Human Research Subjects (UOG's Institutional Review Board - IRB), Advisor to the UOG Crisis & Disaster Management Team (CDMT) and the Coordinator and Chairman of the Professional Master of Business Administration program. In the same year, the UOG Board of Regents honored me with the status of Professor Emeritus of Human Resource Management. My academic career has been rich and productive, and my retirement has offered me the time to fill my personal life with hobbies that include painting, gardening, reading, and traveling.

Still, I reminisce about the special memories I hold from UOG, which include my time working as both Chair and member of the Promotion and Tenure Committee, Chair of UOG Committee for Human Research Subjects (UOG's Institutional Review Board - IRB), mentoring and coaching new SBPA Faculty, Graduate Faculty Coordinator, Advisor to the UOG Crisis & Disaster Management Team (CDMT) and serving on a range of committees with UOG colleagues, as well as establishing and maintaining the student chapter of SHRM. Officially known as the UOG SHRM Student Chapter, this student led organization has been recognized nationally as an award-winning student chapter for over 24 years.

One of my greatest and lasting achievements during my time at UOG was creating the Human Resources Management Program and all related courses. There is not one of the HRM courses I had not taught, and I served as the primary academic advisor for all HRM concentration students. And working with faculty colleagues and SHRM student leaders, I helped develop a program capstone that showcases the HRM learning, knowledge and skills that the student leaves the program with. Additionally, the UOG SHRM Student Chapter has been integrally tied into the HRM program. This has led to an infusion of UOG graduates into the ranks of HRM professionals in our local and regional businesses. Additionally, I have prepared and coached many of the HRM professionals in our local and regional communities to successfully earn their professional HRM certifications.

In closing, I would like to recognize the following colleagues and friends who have held lasting impressions: Dr. John Salas, former UOG President; Dr. Helen Whippy, administrator; as well as colleagues and mentors Dr. John Keck and Dr. Ulla Craig. I would also especially like to recognize a few of the many former students who became colleagues and friends as well: Dr. John Rivera, Dr. Joann Diego, and the late Dr. Karri Perez. Witnessing how they have surpassed the small accomplishments I made while at UOG has been a rewarding and humbling experience. I am also gratified knowing that I have contributed to their ongoing success and their continuing development. The opportunity to guide and assist those around me has always been what has made this journey worthwhile.