

TO: The Board of Regents

FROM: Joseph M. Daisy, EdD. President and Chief Executive Officer

DATE: July 22, 2015

RE: President's Report

Since the submission of the April 2015 report, the important work of the college continues.

In my professional relationship with the administrators serving in leadership roles, I continue to articulate high expectations for performance, continue to provide guidance and direction where needed, and am assessing the current leadership structure to determine ways in which it may be strengthened.

The following report is structured with the president's position profile in mind, and seeks to report at a high level, and to confirm that the "challenges and opportunities" as well as the "duties and responsibilities" for the President of the College of Micronesia-FSM remain top of mind for me.

Most if not all of these challenges, opportunities, duties and responsibilities are now appropriately shared through our participatory governance model with the broader internal constituents that comprise the college community.

### **Challenges and Opportunities:**

1. Resolve the issues identified by the Accrediting Commission and maintain accreditation;

Ongoing: The college established a "Policy Review Process" which VPs would identify the total number of policies in their department and categorize policies in these following categories: needing revision, needing no revision, obsolete, and policies are not truly policies, but are procedures. The "Policy Review Process" is ongoing until spring 2016. Some college [policies](#) are available for public viewing on the college website under "Board of Regents" tab.

The college faculty, staff and administration have been working on writing accreditation Standard draft reports for the past few months. Consultants have met with accreditation Standard teams to help provide guidance and technical support with the accreditation self-evaluation report. The accreditation Standard teams submitted drafts on July 15, 2015, to Frankie Harriss, VPIEQA/ALO.

A team comprised of the chairs of the Standard writing teams attended the *Regional Workshop on Student Learning Outcomes and Assessment*, and on *Preparing for Self-Evaluation of Educational Quality & Institutional Effectiveness* on July 14-15, 2015, by ACCJC in Hawaii. Community colleges across the Pacific region attended. Presentations were made by the Guam Community College, Kapi'olani Community College, the ACCJC President and Vice President. COM-FSM and Palau Community College had the opportunity to have a one-on-one session with Dr. Barbara Beno, President of ACCJC, Jack Pond and Susan Clifford, Vice Presidents of ACCJC regarding the accreditation Standard language and preparation of the self-evaluation report.

David Adams will be at National Campus from August 3-7, 2015, to assist with accreditation standard teams with their self-evaluation report.

To ensure the college community understands and embraces accreditation as an ongoing process, which serves to strengthen the college, 100% of the employees and members of the Board of Regents voluntarily completed the Accreditation Basics On-Line Course. As part of the college's current hiring process, all new employees are required to complete the on-line course. The Board of Regents shares this same commitment.

The college will undergo its next comprehensive review by the Commission on March 14-17, 2016. Steps are being implemented to ensure accreditation standards are upheld and evidenced to facilitate the review process.

2. Cultivate a culture of genuine communication, inclusiveness, participatory governance and respect for all;

Ongoing: During April 23-28, 2014, Mr. David Adams, Sandy Pond Consultant, worked with staff at the national campus. He assisted Vice President of Administrative Services, Director of Maintenance and Chief of Security to develop an "*Emergency Preparedness Procedures Manual*" for the college. The manual has been on hold due to accreditation work.

The following forum was held:

On June 25, 2015, the college's Micronesian Studies Program hosted the FSM Congress At-Large seat forum for the Pohnpei candidates. The forum was held at the FSM-China Friendship Sports Center, Practice Gym at 12pm-2pm. The event was well attended. The forum was open and free to the public.

The following events were held:

On June 10, 2015, Chairman Edward, Regent Mida, president and cabinet met with Esther Kia'aina, Assistant Secretary for Insular Affairs in the US Department of Interior. The comprehensive facilities master plan and the college's request to the FSM national government for funding were discussed. The Assistant Secretary pledged her support, understanding there are competing demands for resources and issues of equity to be considered

The National Campus observed Substance Abuse Prevention (SAP) month through a 2-week summer basketball tournament and an essay drawing contest. The program concluded on June 26, 2015.

On June 29, 2015, the Pacific Partnership Brass Band performed at the National Campus. Other activities were held which included trainings on Basic Life Support Skills and Basic Trauma Management.

On July 1, 2015, *Globe to Globe Hamlet* performed Hamlet at the FSM-China Friendship Sports Center. The *Globe to Globe Hamlet* performed in over 100 countries across the Americas, Europe and Africa to more than 89,000 people, with over half of the whole tour now complete. The performance was open and free to the public.

3. Determine and implement solutions to the fiscal consequences of declining compact funding and challenging economic times;

Ongoing: Future steps depend upon the continued action taken by the FSM Congress to restore the decrement resulting from the JEMCO resolutions.

The annual financial audit of the college was completed with a good standing, which was expressed with an “unmodified opinion”, by the auditor. VPAS met with Deloitte Touche Tohmatsu Limited in July regarding the college’s annual financial audit. In addition, preparation is underway by the vice presidents for the planning and development of the 2017 budget.

The college continues to explore new streams of revenue, the development of partnerships and achieving new efficiencies to address the decline in compact funding and the challenging economic times in which we find ourselves.

With accreditation reaffirmed, time can now be dedicated toward other program initiatives and opportunities.

4. Enhance overall standing of COM-FSM and advocate for the college in all arenas;

The president continues to meet with the leadership and diplomatic corps during which the challenges and success, as well as the vision for the college’s future, are shared.

The president continues to regularly share information regarding the many areas of significant progress with national and state governments and representatives from OIA.

Under the Resident Instruction in the Insular Areas (RIIA) program the following actions have been taken:

1. 15 students were provided scholarships of \$250 per course to pursue summer courses.
2. One student attended a 3-week Experiential Learning internship at the American Samoa Community College May 29, 2015, to June 19, 2015, to learn of activities in food and agriculture and potential study areas for her future. As a result, she was credited with her internship course.
3. Three scholarships of \$1500 each were issued to students studying Agriculture or Food related sciences at University of Guam for the summer session.
4. The program PI attended the required national meeting for the RIIA and Distance Education (DE) grants, in Washington DC.

Funding for these actions was provided through USDA National Institute for Agriculture and Foods (NIFA).

Dr. Murukesan and Dr. Verma conducted training in Climate Smart Agriculture in three sites: FSM, Marshall Islands and Palau. They discussed actions farmers can take to respond to climate change. These programs were funded by USDA, through the SARE program.

VPCRE represented the college at the US Insular Areas climate change conference in Guam on June 4-5, 2015.

Dr. Murukesan, CRE researcher from Yap Campus, represented COM-FSM at the 28<sup>th</sup> Pacific Islands Environmental Conference in Pago Pago, American Samoa on June 16, 2015, to June 18, 2015.

Dr. Virendra M. Verma, CRE researcher from Kosrae Campus, represented COM-FSM at the June 15, 2015, In Vitro Biology Meeting in Tucson, Arizona.

Western Region Sustainable Agriculture, Research and Education (WSARE) coordinator, Jackson Phillip, attended the regional coordinators meeting in Colorado from July 7-10, 2015, on behalf of the program in Micronesia.

On July 14, 2015, the college received notification from the Office of Insular Affairs that its proposal for the Technical Assistance Program Grant was awarded. The college is awarded \$103,160 US dollars. With the fund, the college proposes to participate with an institution that could help address *student persistence, student retention, and student success* for two years beginning August 2015 to July 2017.

Early class registration was from July 20-24, 2015. Freshman orientation is from August 3-7, 2015. August 11-13, 2015, is the regular class registration.

August 4-5, 2015, Governance Summit is rescheduled to January 2016. The college will use August 4-5, 2015, for additional work on accreditation draft reports.

With our renewed efforts with the signing of the new MOU to launch the career and technical education program along with the partnership through a MOU with UOG to bring in the Small Business Development Program to support our Pohnpei small business training needs, the college submitted a proposal to Pohnpei State government seeking funding through the private sector component of the Compact Fund to allocate funds in the amount of \$100,000. The matching fund will assist the college to engage the technical expertise of the UOG Small Business Development Program to support the training at Pohnpei Campus. This proposal and funding is still pending at Pohnpei State leadership.

COM-FSM in partnership with Pohnpei State proposed to build a COM-FSM Community Health Center (COM-FSM) to be located within the grounds of the National Campus. This proposed project will develop a bridging activity center between the COM-FSM and its community, helps the local government of Pohnpei in delivering the needed health service within the area of Palikir, and strengthen the skills and knowledge of the COM-FSM students enrolled in the different health fields. COM-FSM will be a public entity community health center, managed under an agreement between COM-FSM, Pohnpei State Government specifically through the Division of Public Health. Requested funding is \$1,705, 970. Funding appropriation is pending with Pohnpei State leadership.

5. Advance academic excellence through continually assessing programs and services, attracting and retaining quality faculty and staff, promoting student centeredness, and addressing the problem of underprepared students; and

On July 14, 2015, the faculty successfully piloted the online submission of grades.

Beginning of December 2014, the COM-FSM Foundation of Excellence team held numerous meetings with staff, faculty, and committees to inform about its projects providing information to its importance and relevance to the college. The FOE team sent out surveys to both students and faculty across all campuses. The next goal is to establish the dimension groups consisting of students, faculty, staff, and other members of the community to help with the process of FOE report during this month of January. Process will begin August 2015.

A meeting of VPIA Karen Simion, VPSS Joey Oducado, Chief of Staff Universe Yamase, and faculty member Dana Lee Ling on June 16, 2015, focused on the first year and transfer experience continued to develop the plan for the Foundations of Excellence effort during this upcoming academic year. A launch of the fall Foundation working groups is set for 2:00 P.M. on Monday, August 3, 2015, at MITC. The launch event invites all faculty, staff, and students to join.

Vice President of Institutional Effectiveness and Quality Assurance (VPIEQA) with the support of the Information Technology staff introduced the [Copley Square Program](#) during fall 2014. An incentive of \$500 would be given to 5 faculty members who would use the Copley program. “Copley Square is a Student Success Platform, Proven Methodologies and Reporting/Assessment tools (Copley Website).” The Copley Square Program was not implemented as a pilot project in Fall 2014 due to internal preparations.

6. Refine and successfully implement the comprehensive long-range educational master plan and ensure linkages to all college plans;

The college continues to work in this new, yet increasingly familiar, culture of assessment, accreditation, purposeful dialogue, and participatory governance in support of the college’s continuous quality improvement. The college completed, and the Board endorsed in May 2013 the Five-Year Integrated Educational Master Plan, which links instructional, technology, human resources, facilities, and financial plans. Strategic directions focus on: student success; emphasize academic offerings in service to national needs; be financially sound, fiscally responsible, and build resources in anticipation of future needs; invest in and build a strong capacity in human capital; become a learning organization through development of learning culture guided by learning leaders; and evoke an image of quality. This plan serves the college well as it looks forward to “confronting challenges and creating its future.” The completion of the space utilization and facilities master plan will significantly strengthen the Integrated Educational Master Plan.

7. Implement and assess the recently approved organizational structure and reporting procedures and make changes for an efficient, effective, and sustainable institution;

The two-sided organizational structure is working well – the role of the participatory governance organization is making decisions and recommendations, and as for the administrative organization, it deals with action and implementation. On the administrative side, the Management Team (MT), comprised of deans and directors, continues to function in an advisory capacity and meets to share information, identify areas for improvement, recommend solutions to problems, and apply respective skills and knowledge in support of all areas of the college.

On the participatory governance side, the Executive Committee (EC), comprised of representatives from the faculty and staff senate, management team, student body association, and campus deans and

cabinet members to improve communication among all COM-FSM internal constituents, ensure experiential decision making, enhance team building and integration, and provide authentic and effective participatory governance. The committee makes decisions and/or recommendations to the president on matters relating to all COM-FSM internal constituents. The committee is the final link in the participatory governance process.

Informal review and assessment of the participatory governance process have continued this year. Discussions regarding recommendations to strengthen the process are occurring among stakeholders.

Some additional position changes, shifts in responsibilities, and reassignment of reporting responsibilities will be considered as assessment of the structure continues.

### **Duties and Responsibilities:**

1. Provide leadership for the college as a whole, including planning, development, implementation of educational and fiscal programs and services of the college;

Ongoing: The president continues to work closely with, and meet with a wide range of stakeholders related to ongoing instructional, student services, financial, facilities, and overarching educational master planning. He continues to listen, learn, form impressions and share his ideas for ways in which to address the challenges faced by the college, and strategically move the college forward in a promising direction.

2. Ensure campus actions and policies are in accordance with decisions officially adopted by the Board and information and advice to the Board are accurate, complete, and timely; AND
3. Provide administrative direction in the development and initiation of campus policies and procedures, as well as the organizational structure;

Ongoing: The current two-sided organizational structure facilitates the policy development and implementation process. A slate of draft policies and revised policies will be presented at BOR meetings for consideration and approval through Spring 2016.

4. Develop a vision and formulate and implement long range strategic plans;

Ongoing: The investiture remarks have set a clear tone and direction for the college. The Presidential “white paper” has laid out the framework for long range planning. The status report, *COM-FSM Quality, Sustainability, and Success: A Framework for Planning and Action – Status Report*, provides an assessment of our progress and remaining work.

In May 2013, the college’s Strategic Plan 2013-2017 included a revised vision and mission statement, which was approved on May 2014 and is being implemented. The new mission statement reads now as *“The College of Micronesia-FSM is a learner-centered institution of higher education that is committed to the success of the Federated States of Micronesia by providing academic, career and technical educational programs characterized by continuous improvement and best practices.”*

5. Build and maintain a cohesive and highly functional senior administrative team, delegate responsibility appropriately and hold individuals accountable;

Ongoing: The president continues to meet with members of the administrative team both individually and collectively as cabinet. The cabinet meets bi-weekly to consider a wide range of agenda items regarding the entire spectrum of the college. The president has also articulated his expectations to members of the cabinet, and continues to emphasize important characteristics of leadership on a daily basis. Professional development and training activities designed to improve performance will be identified and inform goal setting and performance reviews.

6. Oversee performance management of the organization through implementation of work planning and performance evaluation linked to Key Performance Indicators (KPIs);

“Institutional Standards and Measure of Success” are other terms for Key Performance Indicators. The Director of IRPO and the college committees have met and developed targets and goals in March 2014.

In Progress.

7. Maintain the college’s accreditation;

Ongoing: Although accreditation has been reaffirmed, the college is mindful that the work of accreditation continues. (*See response to Challenges and Opportunities #1 above.*) The college is preparing for the next cycle of comprehensive evaluation and visit in spring 2016.

8. Promote excellence by sustaining the cycle of continuous quality improvement;

Ongoing: Included among accreditation related activities and cabinet meetings are an ongoing review of the ways in which the college is cultivating a culture of assessment, and reviewing current strategies and determining new and additional ways in which to measure progress. The college is becoming more familiar with TracDat, an assessment software program, to support the collection, analysis and reporting of a wide range of assessment data and reporting achievement levels of learning outcomes. Training on TracDat is ongoing. [TracDat](#) has been created and posted on the COM-FSM.

The college administration across the college campuses and their departments are closing their loop for the academic year of 2013-2014 on TracDat by end of September 30, 2014, end of fiscal year. A new academic year 2014-2015 should be inputted into Tracdat for all departments across the college campuses. All reports and plans must be completed to ensure TAs and POs will be processed.

9. Direct the preparation of the annual college budget to ensure reflection of the college’s strategic direction and goals;

In the midst of exciting events occurring on campus, the college administration through the lead of vice president of administrative services presented the 2016 Budget Process to committees on National Campus since August 2014, and traveled to off-island campuses to share the 2016 Budget Process presentation. All departments and offices across the 5 campuses worked on their 2016 budget or submitted their 2016 budget on September 22, 2014. The 2016 Budget materials are located on the College of Micronesia –FSM website under [Administrative Services](#) tab. On December 12, 2014, the

Executive Committee endorsed the 2016 budget after two weeks of review and presentations made to committees.

Ongoing: The Five Year Integrated Educational Master Plan will inform the development of the budget for 2016, and 2017. A new budget development manual will guide the development of the FY 2016 budget.

10. Monitor the efficient and effective uses of the college's resources, safeguard assets, maintain appropriate internal controls and guarantee quality and integrity of all financial and non-financial reporting and disclosures;

Ongoing. The president has articulated his expectations to cabinet and beyond regarding the dual roles and responsibilities held by each. First is responsibility for the respective area, and the second is responsibility to the college. Decisions are expected to be informed, analytical and one's signature is expected to have meaning. Members of the cabinet are expected to review and approve requests for travel and meetings that are only for the following: "meaningful" professional development, related to accreditation, or aligned and consistent with the college's mission.

Additionally, the college has engaged a consultant to assist the business office in achieving greater efficiencies, maximizing resources, and assessing and improving the use of related best practices.

11. Strengthen and grow the college's endowment fund;

The Friends of the College of Micronesia-FSM, a foundation for the college, has been established. Five foundation board members originally agreed to serve. Recently, a sixth member was elected to serve. U.S. IRS has determined that the Friends of the College of Micronesia-FSM foundation qualifies as being tax exempt as an organization and is classified as a public charity.

12. Develop and maintain channels of communication with and among employees regarding all aspects of college operations;

Ongoing: (*See response to Challenges and Opportunities #2 above.*) In addition, the college has compiled an Inventory of Public and Communications Products and will be developing communications protocols and a master calendar of event. Master Calendar is completed.

13. Maintain a highly visible leadership role in the communities served and develop and maintain strategic partnerships;

Ongoing: (*See response to Challenges and Opportunities #4 above.*)

14. Seek funding for the master infrastructure development plan and maintenance program;

Ongoing: The college-wide space utilization and facilities master plan study in support of college facilities master plan has been completed. This study will add value to our existing facilities master plan and further inform both our short and long term facilities planning. A Concept Framework Paper has been developed which identifies facility priorities and funding requirements for fifteen years.



The Maintenance Department is working on a \$500,000 budget proposal to FSM President to complete the soccer field.

The IDP funding for the first five years (2015-2019) was submitted to FSM for all campuses. \$24 million has been recommended to the FSM Government to be taken to JEMCO for approval in the August 2015 meeting.

15. Recruit, develop, support and retain quality faculty and staff;

Cabinet approved the following positions be filled:

The college hired the Executive Director for the Center for Entrepreneurship. The center will be in operation fall 2015.

In order to implement an advancement function, the college hired an Executive Director for Advancement and External Affairs who begins in August 2015.

The comptroller and the general accountant positions have been filled at the Business Office. Both individuals began summer 2015.

Ongoing: *(See response to Challenges and Opportunities #5, and Duties and Responsibilities # 2, and #3 above.)*

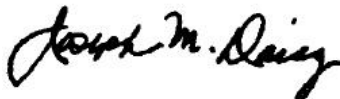
16. Promote appreciation of cultural diversity;

Ongoing. In everything we are doing and will plan to do at the college; including but not limited to college wide events such as commencement; campus beautification, cultural day, and identification of buildings, the appreciation and celebration of cultural diversity is considered. For example, at the commencement exercises, students in traditional attire served as flag bearers for the national and college flags. Additionally, at commencement flags from all of the countries, which comprise the college community, are displayed. These flags are permanently displayed in the Learning Resources Center (LRC).

17. Perform such other additional duties as the Board may require.

Planned for the future!

Respectfully submitted,



Joseph M. Daisy, EdD  
President and Chief Executive Officer