Introduction:

COM-FSM hosted its Strategic Plan Summit on August 20, 2024 at the FSM-China Friendship Center from 10:00 am to 3:00 pm. The Summit was focused on the College's new draft Strategic Plan 2024-2029. A total of 262 participants took part in the Summit, with 149 joining the Summit in person, while 113 participated in the Summit through Zoom. The College also used an events app called Whova, as a tool to engage with the Summit participants throughout the day with registration, the agenda, and discussions. A total of 79 attendees were recorded using the app for Summit registration and following along with the agenda and materials shared on the app.

Attendees:	262		
In person	149	College	206
Online	113	External	56

SUMMIT AGENDA

TIME	EVENT
9.00AM	Registration/Coffee/Networking
10.00AM	Opening Prayer
10.15AM	Welcome Remarks: Board of Regents Chairwoman, Suzanne L. Gallen
10.30AM	Presentation by President/CEO, Dr. Theresa Koroivulaono: *Introducing the COM-FSM Strategic Plan 2024-2029*
11.00AM	ACTIVITY 1: Group Discussions
12.00 MIDDAY	Lunch Break
12.45PM	Resume Group discussions
1.30 PM	ACTIVITY 2: Reporting Back
2:30 PM	Q & A Raffle Prizes
3.00PM	End of the Summit

The goal of the Summit was to gather feedback from attendees based on responses to focus questions that were drawn out of the main goals of the new Strategic Plan; access, innovation, and resilience. The case study designed with focus questions to guide the group discussions and the groups' answers are provided below.

SUMMIT ACTIVITY

You are part of the Senior Leadership Team of KAMORALE Community College (KCC): 6 campuses distributed over 2 million square miles of ocean; average of 1800 students a year; a national government and 4 State governments. As part of the strategic planning process your team needs to consider and answer some critical questions to inform the new college strategic plan.

The current KCC profile in the last 5 years:
Fluctuating student enrollments that do not meet projected targets; uncertain funding streams; low salaries & benefits.

FOCUS QUESTIONS
1.Enrollment and Student Persistence:
What data-driven approaches can KCC adopt to better understand the factors contributing to enrollment fluctuations and declining persistence rates? How can the college create a more supportive environment for at-risk students, ensuring they have the resources needed to succeed?

RESPONSES:
(i)   Alternatives addressing challenges in fluctuating enrollment and persistence rates.
- Create pathways.
- Use models (alumni), influential speakers to recruit for the college.
- Bridge programs (early admissions/ Dual enrollment).
- Marketing.
- Create opportunities for students to sell their skills.
- Data- domestic, international, -what's the catch?
- Migration trends.
- Needs assessment to re-evaluate existing programs and services.

(ii)   Creating a supportive environment for at risk students (academically challenged)
- One-week orientation to be held a week early before instructions begin.
- Pair student with a mentor (more experienced students like sophomore).
- Seniors to be instructors for the life skills courses (time management, study skills, navigating learning platforms, seeking college services, etc.).
- Develop a study skills course (college-101).
- Make data (especially student information), available and accessible to students.

- Create a space for at risk students to share challenges and to learn from their own peers.
  Rebranding of engaging with at-risk students to persist through to graduation; More aggressive means of seeking and assisting students who are identified during Midterm as at-risk.

- Increase public and community awareness and promotion of programs and services available at the college. A number of people in the community do not know the specific programs available at the college. These may be youth and adults.
- Ensure that the College provides information on educational and career pathways for potential students. Target students in lower school levels for outreach programs to help them identify their interests and career goals and paths.
- Ensure parents are included in outreach programs and activities for their role in student decision-making.
- The potential impact of engaging and collaborating more with state departments, especially DOE, is significant. This collaboration can lead to the sharing of resources to support students at the primary and secondary levels, instilling hope and optimism in our collective future.

2. Budgetary Strategies:
What alternative funding models could KCC explore to diversify its revenue streams and reduce reliance on unstable government funding? How can the college prioritize spending to maximize impact while ensuring long-term financial sustainability?

RESPONSES
Alternative Financial strategies
- Secure funding/ donors from big businesses.
- Businesses or offices can sponsor a program.
- Create space for training, internship, and potential for job placement.
- Veterans- tap into GI Bill to receive an education.
- Endowment- fundraising activities, alumnus, selling ornaments, silent action, etc.
- Student clubs (begin incubations).
- Clubs sell their marketing skills, carpentry, electrical, HTM.
- Grant Writing (each program taps into grant-writing that supports student learning, professional development, learning resources, etc.).
- Develop Summer camp catering to children and youth (e.g. Arts, crafts, music, etc.).
- Opportunity for skill-training.
- Opportunity for program and business promotions.
- Opportunity for creating pathways.
- Creates network between the College and other agencies, organizations.

Prioritizing spending for impact and long-term sustainability
- Instructional Program upgrade and development.

- Upgrade technologies and equipment to meet the current demands and needs of the technology-driven society and communities.
- Fund internship and training spaces for skill development and marketing that should provide potential for job-placement.
- Accreditation support.
- Invest in student support services.
- Re-alignment of existing programs (perhaps do away with certificate of Achievement programs and instead develop foundational programs that focus on developing foundational math, English, and science that feed into degree programs.
- The state governments should take on a vital financial role in supporting the college in providing the needed programs and services (including students at the primary and secondary levels) for their successful alignment to college education.
- Collaborate with state departments of education for targeted outreach programs to support students.
- Offer more micro-credential/short-term certification programs at the college to address specific needs in the workforce. This is a potential source of revenue for the college.
- Online programs will be more cost-effective and improve wider access to college programs. It will cost less to offer online degree programs which will help the college reduce expenses.
- The use of AI technology will support data-driven approaches for better-informed decisions.

Q3. Technology and Innovation:
How can KCC close the technological gaps between campuses, ensuring all students have access to high-quality online and hybrid learning options? What role can partnerships with tech companies and other educational institutions play in driving innovation at KCC?

- Expand into the Mainland USA Market: Aim to target the U.S. mainland by offering more online programs. Articulate these online courses with other colleges and universities across the USA. This will broaden opportunities for students, as they can transfer credits seamlessly to other institutions. By leveraging our competitive tuition rates, we can attract more students and gain a distinct advantage in the market.
- Broaden Our Certification Services:{Plan to extend our offerings by becoming a certification provider for third-party certification bodies. By expanding our connections and relationships, we can generate additional income for the college and use these certifications as a marketing tool to showcase that our programs meet industry standards. For example, affiliation in Pearson Vue and Electronics Technician Association International (ETA) and other third-party international certification bodies.
- Establish a Robust Technical Advisory Committee: Forming a strong Technical Advisory Committee with local and international industry leaders will ensure our

programs remain current and aligned with industry needs. This collaboration will help prevent job mismatches by ensuring that we teach the skills that employers require.

- Enhance Internet Bandwidth: Prioritize increasing our internet bandwidth to support our growing online presence. Additionally, explore the possibility of using Elon Musk's Starlink satellite service to provide wider bandwidth across state campuses and serve as a reliable backup for the college's communication systems.
- Optimize Tech Fee Budgeting: Conduct a thorough review of the college's tech fee budget to ensure proper allocation of resources. This will enable the College to maximize the impact of our investments in technology.
- Develop a Comprehensive IT Policy: Establish a well-structured IT policy to support our expanding online and hybrid services. This policy will enhance the efficiency and effectiveness of KCC's technological offerings.
- Offer Ongoing Online Training and Workshops: Continuously provide online training and workshops for faculty and staff who show potential in teaching online and hybrid classes. This will enhance their skills and ensure high-quality instruction.

Access:
Student cohorts for all programs.
Online classes for off-island/international students.

Innovation:
Offer more online classes for continuing students.
Offer more sections for courses.
Make use of student assessment data.
Integrate student placement examination in the COMET (to help students determine the program in which they are interested and can excel).
Program prioritization, to cater to the needs of the FSM.
Offer more short-term programs for oceanography, environment science, and sustainable environment that might attract students from around the world.

Resilience:
Follow areas of concentration in high school.
Offer bridge courses for incoming freshmen.
Conduct orientation for students, to assist them decide which program to choose.
Make use of program reviews and evaluation for decision making. "…Nonperforming programs should be aligned and modified to potentially attractive programs caused by worldwide trends and events…"

Q4. Community Engagement:
How can KCC strengthen its relationship with local communities, ensuring that its programs align?

- Enhance Marketing Strategy: Improve our marketing efforts by utilizing social media platforms and broadcast media to promote the college's programs, offerings, and services effectively.
- Encourage Development of Short-Term Courses: Motivate faculty to create short-term courses, workshops, and seminars with certifications. These additional offerings will generate revenue beyond our mainline programs.
- Strengthen External Relationships: Repackage, rebrand, and rekindle our relationships with state and national governments by providing transparent data on graduates, college capacity, and our contributions to workforce development. Implementing a robust computer system to manage and present this data will reinforce our claims and highlight our value.
- Leverage Benchmarking to Enhance Our Practices: By benchmarking against the KCC system's administration, operations, and services, KCC can learn from their best practices and industry accreditation standards. For example, California serves as a benchmark for other states, consistently pioneering effective policies and administrative systems.
- Collaborate with Tech Companies for Innovation: Technology companies regularly update their systems, equipment, training, and tools. KCC can benefit by inviting these companies to join our program advisory council, allowing us to adopt their latest innovations.
- Forge Partnerships with Certification Organizations: KCC should identify and partner with third-party certification organizations. By extending these certification services through KCC's resources, we can generate additional revenue and enhance the college's prestige.

Access:
Write grants (obtain).
Secure and strengthen funding partnerships with the private sector.
Encourage KCC Alumni Association to support and raise funds for the college.

Innovation:
Programs need to also get grants to assist students.
Program and funding prioritization.

Resilience:
Reduce costs: housing for non-local employees.
Obtain other fund sources enumerated above (access).

Revised design models for content, instructors and learning support services (faculty and librarians) and learning resources.

Digitizing learning resources (remit hard copies to soft copies); Reduces cost and improves accessibility.
Design programs that are set for children with disabilities.
Design culturally relevant curriculum design for the Federated states of Micronesia.
Early recruitment from high schools.

Access
- Uninterrupted internet connectivity and more bandwidth especially in the State campuses.
- Assess the existing IT infrastructure at each campus.
- Leverage STARLINK connectivity to enable a more equitable distribution of internet and bandwidth services to all campuses.
- Need more devices like smartphones and laptops especially for Kosrae students.
- Need more IT support staff in the state campuses.
- TRAINING is key in the IT area and should be ongoing.
- Students need access to more online discounts, e. g. SheerID.
- Need more graduate online courses.
- Evaluate Student Learning Outcomes (SLOs) to determine if they are really preparing students for the workforce and further studies.
- More articulation agreements especially with Guam and the U. S.
- Strengthen the P3 program and promote it; needs wide coverage especially for those who struggle with the COMET
- COMET:
    - Use the entrance test as placement at the college not to turn high school graduates/potential students away.
    - Conduct a study on COMET to see if it really is effective; reassess its purpose.
    - There is a need to revise the English section which has been reused for many years; the Math section has been revised.
    - Include culturally relevant materials and modify the content.
    - Historically, the COMET assisted the college with managing matriculating student numbers because initially the college had limited resource levels BUT times have changed and there is a much more equitable distribution of college resources now particularly with online learning and support.
    - Align the college curriculum with the high school curriculum to give our students the best possible start at college.

Innovation
- Establish a tracking system for all graduates to stay connected. This will also be helpful in trying to recruit for the College especially if the graduates have gone abroad.
- Research is a difficult area for COMFSM graduates who continue on to further studies; need to strengthen this area at the college to better equip our graduates; potential for innovative research programs.
- Innovate pathways from high school to college to increase students completing college studies 'on time'.

Resilience
- Backup power supplies must also be available like generators.
- In Yap there is another internet services provider called IBOOM; how can they improve education at our Yap campuses?
- Strengthen the COMFSM Alumni Association.
- Possibility of developing an orientation program for students going on to further studies that focus on the following areas:

  - Communication (in English);
  - Cultural adjustments;
  - Budget: how to manage financial resources.

- Include COMFSM alumni who live abroad especially in the U. S. in this orientation program as they have 'first-hand' experience of adapting to the new environments.

- Continue to strengthen the college partnerships with the State and National Departments of Education for all campuses.
- There is an ongoing need to ensure the equitable allocation of resources to the State campuses.

Q5. Sustainability:
What strategies can KCC implement to reduce its environmental footprint, such as energy efficiency initiatives, waste reduction programs, or sustainable campus design?

Answers
- Use local resources for furnishings, tools, decorations- one promotion would be to involve the community more closely with the college (e. g. organize a weaving day).
- Introduce indigenous aspects in the curriculum to the college which promote sustainable practices. There should be a sustainability course in the college that educates and informs the students especially about indigenous systems of sustainability e. g. fishing seasons based on non-spawning periods, seasonal taboos on selected food crops and marine species that ensure proper regeneration of resources, etc.
- Have mandatory courses that students have to take to be more aware of their responsibilities.

Q: How can the college incorporate sustainability into its curriculum and campus culture to educate and engage students and staff in environmental stewardship?

Answers
- Have some students take ownership/oversight of their campus so they have more responsibility in taking care of the environment. They will feel

empowerment when they are given the chance to give their input and implement them.
- Have some students take ownership/oversight of their campus so they have more responsibility in taking care of the environment. They will feel empowerment when they are given the chance to give their input and implement them.
- Train more people to build better work capacity.

Seek funding ways to help with setup and operations of KCC. Consider the following options:
- Keep and improve the efficiency of solar power
- Consider the use of wind power
- Use skills and local materials that that would be easier for maintenance work
- partner with neighboring institutions and adapt existing programs (ex: classification of wastes)
- Develop a course where students and staff can actually visit like (for example, Nan Madol). Such learning would be meaningful and connect learning and Culture.

Q6. Resilience:
How can KCC develop a robust crisis management plan to ensure operational continuity in the face of natural disasters, pandemics, or other unforeseen events?
- Develop plans to be implemented as the need arises based on the following:
a. Mitigation
b. Preparedness
c. Response
d. Recovery

Update plans and strategies as conditions evolve.

Q: What strategies can the college employ to build resilience in its financial planning, ensuring stability and adaptability in times of economic uncertainty?

Answers
Have financial planning run KCC operations and functions through:
- a) Fundraisers to be organized and carried out by alumni (alumni association).
- b) Assistance from grants and other donors.
- c) The Endowment Fund.

Q: How to bridge the learning experience gap between online and face to face?

Answers
- Have more awareness activities that involve more students.
  Make education hybrid to involve more minds in the learning environment; implement using both online and face to face classes.

Q7. Workforce Development:
How can KCC align its programs with emerging job markets and community needs, ensuring that graduates are prepared for the evolving workforce especially in a technologically-driven world?

Answers
Resources should have advanced technology, more human resource, more funding.

Services
- Provide resources or necessities.
- Provide insurance for students.
- Extend our services to high school students before they come to COMFSM.
- Transportation for the students.

Training
- Skills for employment enhancing projects for students.
- Payment (COMFSM and private sectors share the salaries of the students)
- Building personal characters (manners).
- Effective ways to communicate with students.
- Have our graduates ready for the workforce.

Enrollment
- Create a Daycare center for staff and students.
- Get funding from FSM Health to support the Day Care Center. (Maternal and Child Care).

Q: What partnerships with local industries and businesses can be developed to provide students with real-world experiences that enhance their employability and resilience in a changing job market?

Answers
- Strengthen internship programs by partnership with local industries like FSMTC, PUC, Teaching Laboratories, Hospital Clinics, strengthen partnership with NORMA.
- Partnership with outside Hotels/Restaurants with graduates in the HTM programs.
- Programs with emerging job markets and community needs ensuring that graduates are prepared for the evolving workforce.
- Develop partnership programs between government and private sectors.

Q8. Equity and Inclusion:
How can KCC ensure that its policies and practices promote equity and inclusion, particularly in times of crisis or change? What initiatives can be launched to support underrepresented groups, ensuring that all students have equal opportunities to succeed?

Answers

Equity and Inclusion
- Strengthen Boot Camp: Electrical training for our dropouts for (boys and girls), expanded to all the other states.
- Show hospitality for hotels/restaurants.
- Parents responsibility for the children by doing outreach programs for parents.

Emerging Needs
- Student with Special Needs.
- Health Assistants.
- Doctors and Nurses.
- IT Technology.
- Accountants.

Equity and Inclusion during crisis
- Strengthen online delivery.
- Ensure continuity of power services by providing power backup or generator power.
- Develop policies on Remote Work.
- During crisis, create community computer learning centers.

Initiatives to support underrepresented groups
- Students with special needs.
- Re-initiate the program in special education needs.
- Outer island accessibility to use college programs with the use of Starlink.
- Senior level members/ most Micronesians are in lower level positions
- Consider climate smart agriculture/aquaculture positions or in sciences concerning renewable energy/sustainable resources
- KCC active partnerships with other local organizations
- Students aren't aware of opportunities
- Student, faculty, and organizational interactions are limited
- MCT receiving student applicants for work study, internships, visits rare
- Focus on vocational skills
- Training students off-island (ensure them to come back and support)
- Job fairs hosted by COM-FSM – partner with organizations
- Train students on work ethics/build character
- Given social challenges and distance education, sacrifice with asynchronous schedules and the life-skill limitations
- Place students with transcripts (HS), then tutor non-admits
- Equal support to underrepresented groups such as GI's, students with disabilities

SUMMIT EVALUATION

The Summit Evaluation was based on six questions with two open-ended questions for further comments from participants. A total of 80 responses were received.

Tell us how we did. Rate us on a scale of 1-5 with 5 being the highest and 1 being the lowest.
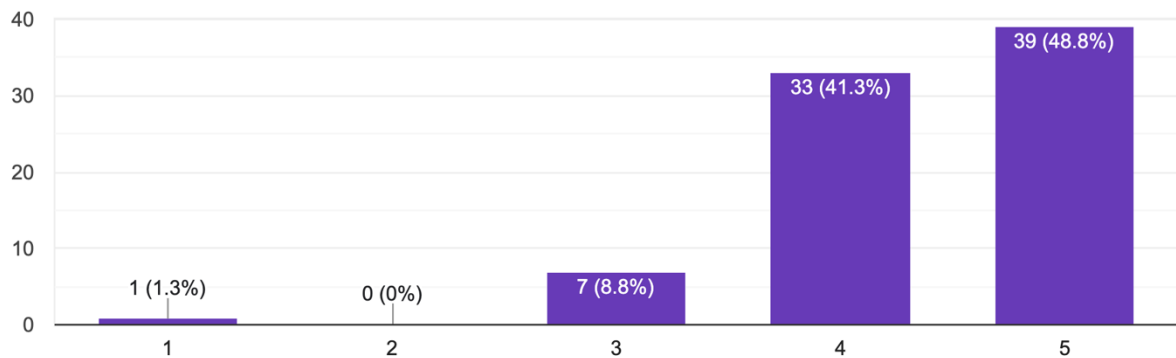
Summit Evaluation Results

The presentation on the College's Strategic Plan was clear and easy to understand.
80 responses

Rating	Count	Percentage
1	1	1.3%
2	0	0%
3	4	5%
4	34	42.5%
5	41	51.2%
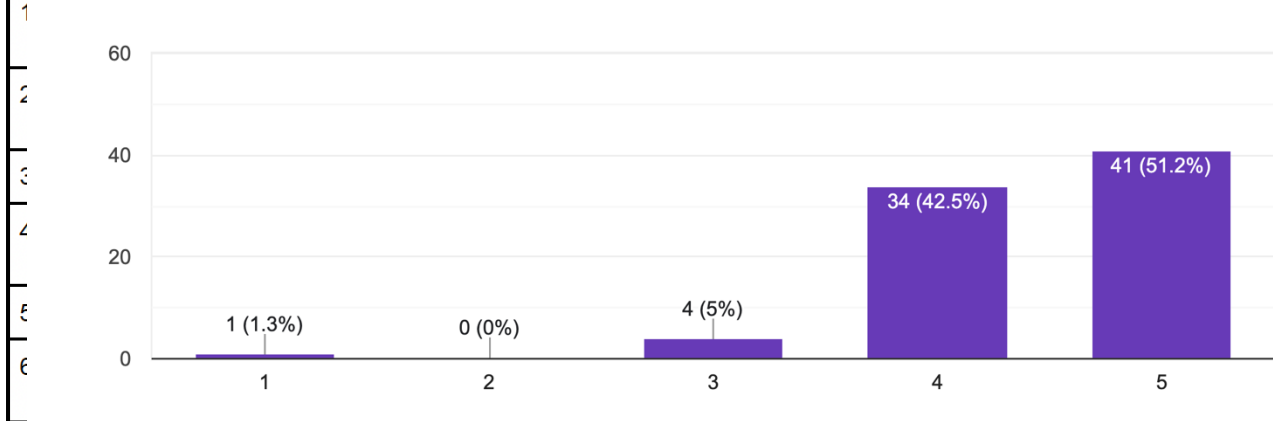
I understand my role in contributing to the College's Strategic Plan.
80 responses

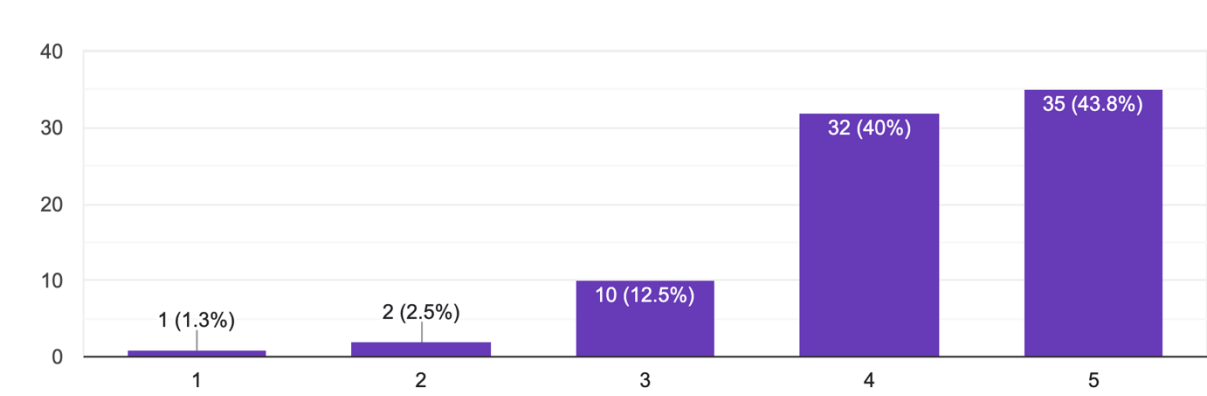| Rating	Count	Percentage
1	1	1.3%
2	0	0%
3	7	8.8%
4	33	41.3%
5	39	48.8%

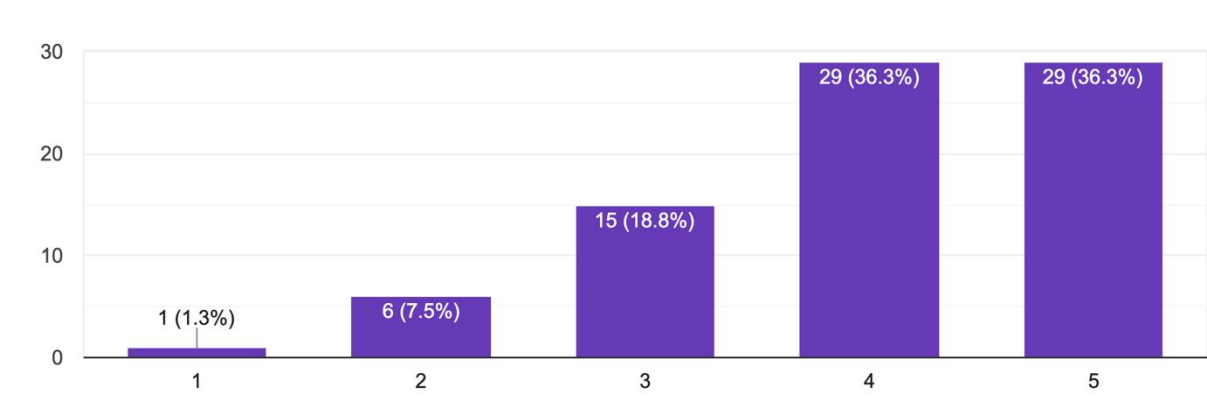## The set-up of the Summit was appropriate.
80 responses
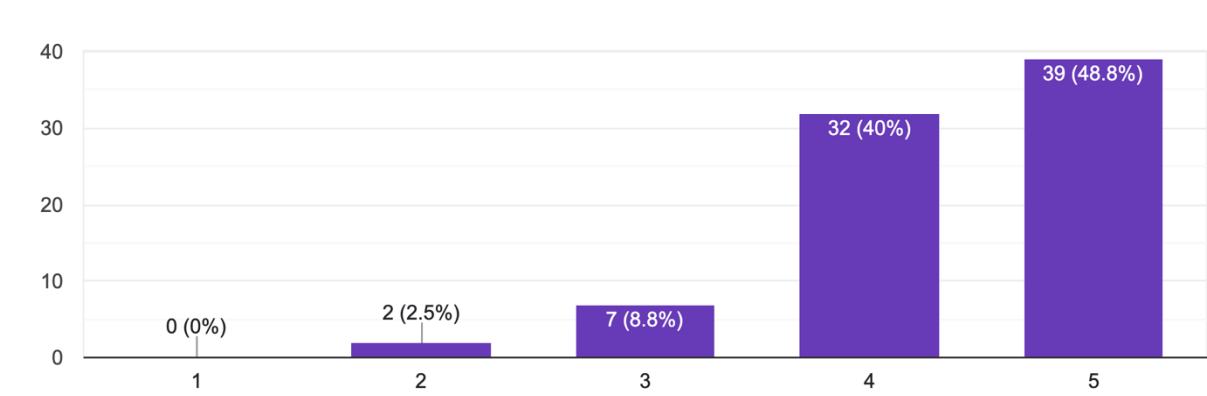
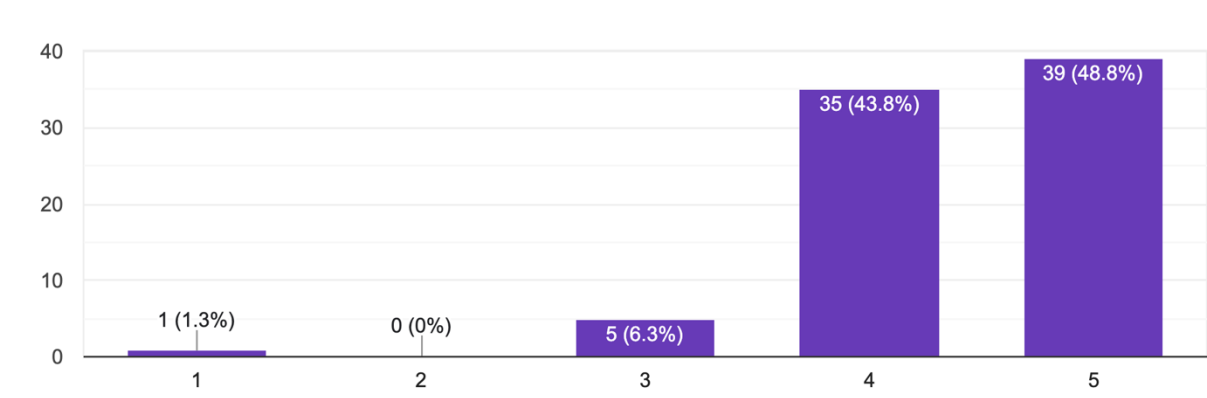## The materials about the Summit were appropriate.
80 responses

Access to the Summit materials was seamless.
80 responses

The discussions were relevant to the theme of the Summit.
80 responses

What's your take-away from the Summit?

informative
shared · development · community · innovation · planning
really · areas · college · ideas
strategic
plan · range · group · work
collaboration · stakeholders · see
time · wonderful
great · resilience · special · need · needs · together
relevant · everything · input · energy · opportunity
summit · course · information · students
part · appropriate · good
efforts · includes · slt · brainstorm
different · discussion · strategies · help · focus
coworkers · hypothetical
understanding

What kind of presenters/speakers would you like to see more at future college summits?

external
mission · students
technology · action · top · college · goals · focused
see · sectors · change · detailed · new
ngo · representatives · name · challenges · really
community · summit · want · cant · problems
high · presentation · student · love · best · experiences · departments
government · stakeholders · school · hear
real · ai · nice · good · presenters
share · maybe · leaders · solving · achieve · speakers · solutions
congratulations · time · plan