

TO: The Board of Regents

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

DATE: April 22, 2015

RE: President's Report

Since the submission of the February 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 Board of Regents met on Yap State from February 19-20, 2015. The meeting was held at the Small Business Center. At the meeting, the board elected Mr. Churchill Edward as the Chairman, Dr. Tulensru Waguk as Vice Chairman, Jesse Salalu as Secretary/Treasurer. There were presentations made by participants. Mr. Daniel Roland from Smith Barney shared the college's investments. The Vice Presidents and Chief of Staff presented on policies to be adopted, and Mr. Wilson Hess (consultant) and Ms. Josie Cajipe discussed the assessment of the business office. For more details, the February 19-20, 2015, agenda is posted under the Board of Regents tab.

The meeting continued on Pohnpei at the COM-FSM National Campus on March 19, 2015. Reports were made by President and Vice Presidents. Director of Institutional Research and Planning Office shared a presentation on the student enrollment trends. VPIEQA shared the COM-FSM High Performance Team Mini-Work Plan on Student Success. VPSS presented on the Foundation of Excellence, and other VPs shared important highlights from their reports. The board was pleased to

learn how the college is now focusing its efforts on Student Success based on the reports and presentations shared.

The Board of Regents will be scheduled to meet on Chuuk State from April 29-30, 2015.

On April 16, 2015, FSM Congress confirmed Mr. Johannes Burton as the new regent from Chuuk State. On behalf of COM-FSM, I welcome Mr. Johannes Burton to the college community. Let us not forget Regent Graceful Enlet. Regent Enlet served as a Board of Regent member since November 2006. He was elected as Vice Chairman of the Board of Regents from December 2007-2008. He was elected as Chairman from 2008-2010. Regent Enlet has been part of a college era of contributing to positive changes to the overall college operations, and importantly, dedicating their unfailing support to reaffirm COM-FSM's accreditation status.

On April 16, 2015, Chairman of the Board of Regents, Mr. Churchill Edward was confirmed by FSM Congress to be the new Chair for the Board of Land Grant representing FSM.

Self Evaluation teams for the ACCJC accreditation standards will be meeting with Mr. James Mulik on May 4, 2015, to May 8, 2015. Then from June 1, 2015, to June 8, 2015, Mr. David Adams will be on island to assist with the writing teams. Team leaders are encouraged to schedule appointments with Mr. Mulik and Mr. Adams.

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 in spring 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 is still in progress.

The following forums were held:

On February 4, 2015, the COM-FSM Public Health Program students presented on "What is Cervical Cancer." Information such as the cause, the effects, and treatments for cervical cancer was shared. The students also provided statistics of cervical cancer in the community and days and time when the Pohnpei Public Hospital opens for check-ups. Many people in our community are not aware of the information regarding cervical cancer, and this is what encouraged them to educate and hold a lecture session.

On February 16, 2105, the US Army recruiters shared information about the US Army life and educational opportunities that were available. Over 50 students attended including staff and faculty. Some students asked very good questions, and made comments to the presentation. One of the comments made was recruiters should inform both the advantages and disadvantages of Army life in order for students to make an informed decision.

The US Army test was scheduled at Pohnpei Campus Student Center on February 21, 2015, at 9AM for student who were interested.

On February 25, 2015, and February 27, 2015, these forums were dedicated to the FSM Congress election. The college wanted to provide a platform for the candidates to speak to the community about their purpose and reasons seeking election or re-election to public office. It was a team effort by the president's office and the Micronesian Studies Program to create a forum during the time of election. The participants were: Pohnpei State Governor John Ehsa, FSM Speaker Dohsis Halbert, Congressman Peter M. Christian, Congressman David Panuelo, and Mr. Selestino Marquez.

On March 11, 2015, the JICA Alumni Association- Pohnpei Branch, the JICA Japanese Volunteers, Pohnpei State Hospital, Mr. Rick Herman (certified CPR instructor) and COM-FSM presented on Cardio Pulmonary Resuscitation (CPR). Mr. Rick Herman lectured on "Basics of Cardio Pulmonary Resuscitation and Airway Obstruction" and Dr. Payne Perman from the Pohnpei State Hospital shared case stories from Pohnpei State Hospital. Dr. Perman mentioned that all his patients that arrived at the emergency room received no CPR prior to arrival. Dr. Perman stressed that if CPR were taught in the community there is a chance that someone's life could be saved. Individuals at the forum were able to practice on mannequins on how to do CPR.

Dr. Allain Bourgoïn, a faculty at the National Campus, was one of two faculties who presented his research on starfish at a research conference at the University of Guam, College of Liberal Arts and Social Sciences on March 10, 2015. He returned and wanted to share his presentation at the college.

On April 8, 2015, Dr. Allain Bourgoïn presented the "*Population Densities and Size Structure of the Crown of Thorns Starfish (COTS) in Pohnpei Lagoon, FSM*" at the Media and Instructional Technology Center (MITC) room.

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 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.

Faculty Development for Pohnpei and National Campus was held on National Campus at the FSM-China Sports Center, Practice Gym on March 13, 2015. It was a full day workshop for faculty addressing ACCJC Accreditation Standard IIA. Student Success, "Just in time Intervention" and Authentic Assessment.

On March 20, 2015, the Soccer Field Ribbon cutting Ceremony was held at the FSM-China Friendship Sports Center, Practice Gym at 10AM. The soccer field is created through the *Project of Non-Communicable Disease in Sokehs Municipality Grant* provided by the Embassy of Japan on March 18, 2014.

On March 23-27, 2015, was early summer registration.

The Student Services Department hosted college fair across college campuses. The college fair invited new students who took the COMET. Dates for the college fair were scheduled below at respective campuses.

- March 23, 2015, for Kosrae Campus
- March 27, 2015, for Chuuk Campus
- April 7, 2015, for Pohnpei and National Campus
- April 16, 2015, for Yap Campus

March 30, 2015, the college held its Founding Day focused on Culture. A parade started at the Spanish Wall at 9AM, and the cultural performances were held at the Pohnpei Track and Field. The students created its theme for this event and it is "*Improve Learning through A Cultural Lifestyle.*"

On April 18, 2015 a talent show was performed by COM-FSM students was held at the Pohnpei Campus Gym. Tickets were sold at \$1.00 each for admission. Money raised would help the Yap and Chuuk citizens affected by Typhoon Maysak.

The College in a partnership with the International Organization for Migration (IOM) through the Lady Sharks, Chuuk Student Organization (ChuChok), and the Yap Student Organization (YSO) are holding a relief drive to assist the victims affected by Typhoon Maysak. This event is on-going.

On April 19, 2015, the Yap Upward Bound high school students arrived on Pohnpei to do its annual college visit. The group of students will be learning about the programs offered at the College and will visit the cultural sites on the island and the government offices at Palikir.

The Career and Technical Education (CTE) Center will be holding its 8<sup>th</sup> annual Skills Expo on April 23, 2015 and April 24, 2015. Students will showcase learning outcomes for their respective programs at Pohnpei Campus.

The showcase will include skills and services in:

- Technology & Trades programs including Electronics, Telecommunications, Electrical, Refrigeration, Carpentry, Cabinetmaking, and Motor Vehicle Mechanic
- Hospitality & Tourism Management
- Agriculture & Food Technology

This event is open to the general public and it will provide everyone with the opportunity to closely observe and learn about these programs at the CTE center.

The National Campus Sports and Recreation Office is organizing its annual Fun Walk/Run on May 9, 2015. The event will commence at 7AM at the Palm Terrace parking lot. Registration is \$5 and comes with T-shirts sponsored by the Matson Company located on Guam. Proceeds from the event will be deposited in the College's endowment fund.

Dean of Yap Campus confirmed graduation date for both the Fisheries and Maritime Institute (FMI) and Yap Campus students on May 19, 2015.

The College will be a hosting site for the Graduate Record Examination (GRE) General Test on October. The GRE is a standardized test that is an admission requirement for most graduate schools in the United States.

With our renewed efforts with the signing of the new MOU to launch the career and technical education program along with the partnership through an MOU with UOG to bring in the Small Business Development Program to support our Pohnpei small business trainings 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 student 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

Vice President of Institutional Effectiveness and Quality Assurance (VPIEQA) with the support of the Information Technology staff will be introducing the [Copley Square Program](#) during Fall 2014. An incentive of \$500 will be given to 5 faculty members who are willing to use the Copley program during this upcoming fall semester. "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. The program will be ready for Spring 2015.

On January 18-21, 2015, a team of seven participated in the American Association of Community Colleges (AACC) High Performance Team training in Washington, D.C. The training is “established to assist community college leadership teams with moving into high performance mode or can be used as a way to sustain high performance. The training is a four-day focused training that progresses from individual team assessments to managing the team’s performance to implementing change management and assessing institutional health.” (AACC Website).

The COM-FSM High Performance Team developed a *Mini-Work Plan Student Success*. The document was endorsed at Cabinet on February 13, 2015, and EC endorsed the document on March 6, 2015.

Four COM-FSM employees consisting of both faculty and staff attended a three-day training from October 22-24, 2014 at Brevard, North Carolina by the John N. Gardner Institute for Excellence in Undergraduate Education.

The John N. Gardner Institute for Excellence in Undergraduate Education is a fully autonomous 501c3 non-profit entity. Its mission is “partnering with higher education institutions, individual educators, and other entities to increase institutional responsibility for improving student learning, persistence, and completion.” The purpose of this training is to assist COM-FSM in the areas of student success. The institute trains on Retention Performance Management (RPM). RPM is a flexible series of time and resource efficient processes and tools that help colleges create, implement and/or refine retention and completion plans. In addition to RPM, the institute also trains on “Foundations of Excellence” which consists of different levels of areas critical to achieving student success such as *First Year Focus* and *Transfer Focus*. The COM-FSM working team will be trained in these areas at the John N. Gardner Institute for Excellence in Undergraduate Education and return to the college to train the college staff and faculty to put in practice steps to achieve student success at COM-FSM.

By 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.

The Foundation of Excellence program was presented at the Board of Regents Meeting on March 19, 2015. Thus far, the only work that has been done is the surveys. Work with the group is still pending.

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 council of chairs, 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 moves 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 until 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 2016 budget was endorsed by the Executive Committee after two weeks of review and presentation being 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 president is planning to use 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 have agreed 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 positions to be filled at this point:

The college is at the phase of selecting a candidate for the Executive Director for the Center for Entrepreneurship.

The comptroller and the general accountant position have been filled at the Business Office. Both individuals will begin Fall 2015.

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

16. Promote appreciation of cultural diversity;

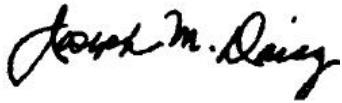
Ongoing. In everything we are doing and will plan to do at the college; including but not limited to college wide events such as commencement; campus beautification, cultural day, and identification of buildings, the appreciation and celebration of cultural diversity is considered. For example, at the commencement exercises, students in traditional dress 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,

A handwritten signature in black ink, reading "Joseph M. Daisy". The signature is written in a cursive, flowing style with a large initial "J" and a prominent "D".

Joseph M. Daisy, EdD  
President and Chief Executive Officer