

TO: The Board of Regents

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

DATE: March 22, 2014

RE: President's Report

Since the submission of the December 2013 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 has established a "*Policy Review Process*" which VPs will 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.

During the February meeting of the COM Land Grant Board, the college presented an Accreditation Funding from COM-Land Grant: Brief Progress Report documenting progress on a plan supporting accreditation activities that was funded last year for \$75,000. The college presented another proposal, the February 2014 Proposal for Accreditation Funding from COM-Land Grant, and requested for \$85,000 funding to further support a wide range of accreditation activities. The proposal was approved. These two funded proposals provide us the opportunity to identify and address areas for improvement in anticipation of our comprehensive accreditation team visit in spring 2016.

The college will submit two substantive change reports to ACCJC in March. One report is submitted to seek approval for the new mission statement developed as part of our strategic planning process and approved by COM-FSM Board of Regents. The second substantive change report will request approval to offer the 3rd Year Certificate of Achievement in Teacher Preparation-Elementary program at the state campuses on an as needed basis. Both reports are important in that they address longstanding needs.

Additionally, ACCJC requested in its July 3, 2013 Action Letter that a Follow-Up Report be submitted by March 15, 2014 demonstrating that we have completely addressed Recommendation 6 related to the Standard III. B. Physical Resources. Report has been completed and submitted on March 7, 2014.

The Commission also expressed concern about sustained funding from the Federated States of Micronesia government and the government's commitment to offset any shortages resulting from reductions in funding from the Compact of Free Association. FSM Congress has appropriated \$1,400,000 for FY 2014, however, should FSM Congress not re-instate the rest of the decrement resulting from the JEMCO resolution, the college would find it extraordinarily challenged to sustain accreditation standards and carry out its mission.

To ensure the college community understands and embraces accreditation as an ongoing process, which serves to strengthen the college, 100% of the employees 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 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;

On January 20, 2014, the Information Technology team created a *COM-FSM Publications Standards Manual* for the college community in order to align all publication initiatives to be recognized as originating from the college.

On February 03, 2014, the Communications Policy Working Group (CPWG) developed "A Handbook of Guiding Principles, Protocols, and Strategies" for the college community. The handbook consists of 9 guiding principles with stories, protocols, and strategies.

The college continues to work in this increasingly familiar, culture of assessment, accreditation, purposeful dialogue, and participatory governance in support of the college's continuous quality improvement. Consistent with the college's commitment to transparency, purposeful dialogue, and participatory governance, committees regularly receive working drafts of policies and documents for review and input. The college continues to work with Wilson Hess and his team from Sandy Pond Associates to assist in the process of embedding accreditation standards in policies and procedures, and more importantly to build internal capacity.

The college continues to hold monthly all campus meetings at each campus to facilitate continued purposeful dialogue of stakeholders.

The college continues to benefit and learn from the current participatory governance structure. Findings from the communications plan assessment report suggest that we are moving in the right direction and suggest that “broad-based participation in college governance is the new normal at the college.” Purposeful dialogue is being integrated throughout the college, which is evident in the strategic plan.

Finally, bi-weekly meetings with the Cabinet continue to ensure an effective and efficient operation such that the college areas of need are being met in a timely manner. Furthermore, meetings also serve as forums for sharing of expectations, plans, ideas, concerns, and information. Additionally, a one on one bi-weekly meeting between the president, each vice president, and chief of staff has been instituted to provide opportunities to discuss areas of strength and improvement in respective areas.

In all ways, I continue to express my commitment to an open, inclusive, respectful and participatory governance model.

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

Ongoing: Future steps depend upon the action taken by the FSM Congress to restore the decrement resulting from the JEMCO resolutions. Should such action not be taken, the entire COM-FSM community will need to consider the existing and previously proposed scenarios, and the development of several new scenarios.

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.

On February 21st the college appeared before the Executive Budget Review Committee to provide insight into the development of the college’s FY2015 budget and to answer any related questions. We will continue to advocate for the college and the budget in support of the mission statement, strategic plan, Integrated Educational Master Plan (IEMP) and priorities.

BECA’s comprehensive report is being finalized after the report was presented during the BOR meeting in December 2013. The report is anticipated to be available to the community in March. Presentations regarding the study are being prepared. Dates and times will be announced once available.

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.

The college reopened its Forum Lecture during the Fall 2013 Semester under the supervision of the Chief of Staff. The Forum Lecture invites individuals from the island community to come speak to the campus community. These individuals are respective officials from the public and private sectors, founders of organizations, activists, and COM-FSM college graduates in the work force. The Forum Lectures promote educational and career opportunities for students, strengthens social networks, cultivate motivation and inspiration, and enriches information sharing.

The college is at the phase of applying to become an eligible institution for the Asian American Native American Pacific Islander Serving Institute (AANAPISI) Grant, which is funded by the US Department of Education. Once eligible, COM-FSM can apply for funds from USDOE to “develop programs and services that improve the retention and success rates of Asian Americans, Native Americans, and Pacific Islander students” (US DOE website).

The college received \$100,000 donation from Tan Holdings in December 2013, which will be deposited into the newly created Friends of the College of Micronesia-FSM foundation.

Japan Embassy approved the *Project for Prevention of Non-Communicable Disease in Sokehs Municipality* for \$120, 569.

Ongoing: The college undergoes land clearing to complete a field suitable for athletic events.

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
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 has 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 include 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 college and BECA’s completion of the facilities space utilization plan will significantly strengthen the intergraded 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.

As well, some additional position changes, shifts in responsibilities, and reassignment of reporting responsibilities were made and will be implemented 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 is presented at BOR meetings for consideration and approval.

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, which included a revised vision and mission statement, was approved and is being implemented. A revised mission

statement was also approved, but requires sanction by the accrediting commission before implementation. Work is in progress to track progress of the plan.

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” is another term for Key Performance Indicators. The Director of IRPO and the college committees will meet and come up with targets and goals in March 2014.

Planned for the future.

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 has purchased 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

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

Ongoing: The Five Year Integrated Educational Master Plan will inform the development of the budget for 2015, 2016, and 2017. A newly developed budget development manual guided the development of the FY 2015 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;

Ongoing: 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 Beca college-wide space utilization 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.

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

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, states 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, Ed.D.
President and Chief Executive Officer