

# **College of Micronesia-FSM**

## **Supplemental Report**

**Submitted by:**  
**College of Micronesia-FSM**  
**PO Box 159, Pohnpei, FM 96941**



**Submitted to:**  
**Accrediting Commission for Community and Junior Colleges**  
**Western Association of Schools and Colleges**

**May 15, 2013**

## Supplemental Report – Certification Page

To: Accrediting Commission for Community and Junior Colleges,  
Western Association of Schools and Colleges

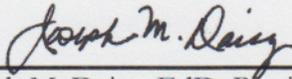
From: Joseph M. Daisy, EdD

College of Micronesia-FSM  
PO Box 159  
Pohnpei, FM 96941

This Supplemental Report is submitted to the ACCJC for the purpose of assisting in the determination of the institution's accreditation status.

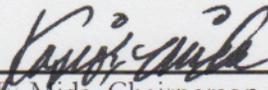
We certify that there was broad participation by the campus community and believe that this report accurately reflects that nature and substance of this institution.

**Signatures:**



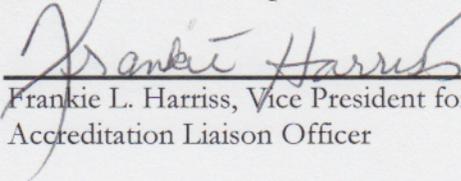
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Joseph M. Daisy, EdD, President, College of Micronesia-FSM



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Kasio E. Mida, Chairperson, Board of Regents



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Frankie L. Harriss, Vice President for Institutional Effectiveness & Quality Assurance,  
Accreditation Liaison Officer

Date: May 15, 2013

## Work Completed and Accomplishments Subsequent to the March 15, 2013, Combined Midterm and Follow Up Report.

### Recommendation 1

*Improving Institutional Effectiveness and Leadership and Governance.* To fully meet this standard, the team recommends the college evolve its communication efforts to ensure broad-based participation and encourage purposeful dialogue in which all stakeholders participate in the exchange of different points of view and reflections that lead to genuine communication and participatory governance (I.B.4, IV.A.3).

2010 Warning Status Issued

2011 Probation Status Issued

2012 Continued on Probation

With regard to Recommendation 1, the Commission **requires** that COM-FSM also regularly evaluate the effectiveness of its participatory governance system in helping the institution to achieve its educational mission and to provide quality educational services.

COM-FSM achieved 100% completion of the *ACCJC Online Accreditation Basics Course* by June 2013. Improvements to the governance structure and college organizational structure that were implemented August 2012 have been assessed with recommendations for improvement to be implemented August 2013. Further COM-FSM completed, with board of regents' endorsement, a new strategic plan and a review of its mission statement.

### Adopting an Accreditation Culture

- On May 6, 2013, the 385th certificate of completion was obtained for the ACCJC *Online Accreditation Basics Course* allowing COM-FSM to achieve its goal of 100% organizational and board of regent's completion by June 2013 ([Doc. 1](#); [Doc. 34](#)). On May 8, 2013, ACCJC Vice President Jack Pond confirmed COM-FSM was, "the first college in the region to attain a 100% participation rate."
- COM-FSM was highlighted in the ACCJC spring 2013 newsletter for having translated the ACCJC *Online Accreditation Basics Course* into Pohnpeian for the benefit of our non-English proficient employees and to foster purposeful dialogue ([Doc. 2](#), p. 7).
- To further increase sustainability of a COM-FSM accreditation culture, the position of assessment coordinator was expanded to include duties and responsibilities as the assistant accreditation liaison officer (ALO). The *assessment coordinator and assistant ALO* will report directly to the vice president for institutional effectiveness and quality assurance. The position was filled on May 14, 2013 ([Doc. 13](#)).
- The department for institutional effectiveness and quality assurance (IEQA) is developing a new quarterly reporting template that requires each unit, office, and department to report on efforts towards adhering to accreditation standards and progress on relevant accreditation planning agenda items ([Doc. 14](#)). The new quarterly reporting template will be completed June 2013 and implemented August 2013. Quarterly organization of accreditation evidence will also ensure reports to the Commission are rich with concise details. Training on the new quarterly reporting

structure and template will begin June 2013 and will be conducted by the department for IEQA.

- On May 13, 2013, Sandy Pond Associates was engaged for another phase of work extending through October 31, 2013 ([Doc. 32](#); [Doc. 33](#)). This phase of work will focus on communications, strategic planning, capacity building, and on-going board of regents' development ([Doc. 32](#); [Doc. 33](#)).

### **Committee Structure and Participatory Governance Changes Assessed**

- During April 25-May 2, 2013, the college community was invited to participate in an online survey for the assessment of the committee governance structure. There were 220 respondents college-wide, representing 60% of the total college employees ([Doc. 14](#)).
  - Key findings and recommendations for improvement were presented in an [Assessment of College of Micronesia-FSM Committee Governance Structure Spring 2013](#) ([Doc. 3](#)). Overall results indicated that 79% of the respondents were, "satisfied with the overall participatory governance structure" ([Doc. 3](#), p. 2). Recommendations for improvement, including committee training, will be implemented beginning August 2013 ([Doc. 3](#), p. 2).
  - To immediately address the only low scoring item associated with committee service (only 38% strongly agree & agree), "all members attend regularly," each vice president must now assume responsibility for committee attendance by members of their department ([Doc. 3](#), pp. 2 & 4-5). A report on committee attendance is to be provided at least once monthly in the president's cabinet ([Doc. 14](#)).
  - The assessment report was shared with the college community on May 14, 2013 ([Doc. 28](#)).
- During the May 6-7, 2013 board of regents meeting, a revised, formatted [Participatory Governance Policy](#), developed through the Management Team, Council of Chairs, and the Executive Committee, was approved ([Doc. 4](#); [Doc. 5](#); [Doc. 6](#); [Doc. 18](#)).

### **Implementing Communication Plan Evaluation Recommendation**

- Implementing a recommendation from the Communication Plan Assessment, [Purposeful Dialogue at COM-FSM: An Analysis of the COM-FSM Communications Plan and ACCJC Recommendation One](#), the college has completed a, "capacity-building exercise to revise at least one major procedure document to reflect best practice in usability design and principles of localization that may be appropriate in its particular mix of high-context and low-context cultures" ([Doc. 7](#); p. 4). The college has replaced the Institutional Assessment Plan (IAP) Handbook with three, user-friendly manuals, with initial usability testing performed ([Doc. 8](#); [Doc. 9](#)):
  - The [Curriculum and Assessment Committee \(CAC\) Handbook](#) ([Doc. 10](#); [Doc. 16](#));
  - The [Program Assessment and Program Review Procedures Manual](#) ([Doc. 9](#); [Doc. 11](#)); and
  - The [Budget Handbook](#) ([Doc. 12](#)).

### **Communications Logistics and SIS Development**

- COM-FSM continues to improve upon communications capacity by upgrading networks, the Student Information System (SIS), and the college website to provide faster, more effective services ([Doc. 15](#)). Electronic Information Panels that display class schedules, current time, pictures, COM-FSM news postings, and emergency information are now installed and operational at all campuses ([Doc. 15](#)).

### **Reorganization, Restructuring, and Delegation of Authority**

- An assessment of the reorganization and restructuring for state campus deans was conducted April-May 2013 using semi-structured interviews with an action research approach. Data saturation was obtained after eleven total participants were interviewed including; the president, three vice presidents, all four campus deans, and three directors. An initial oral report of results was presented to the board of regents on May 7, 2013 ([Doc. 35](#)). The final report, after collective, collaborative review and data validation with interview participants, will be completed and shared with the larger college community June 3, 2013.

### **Visioning Process and Strategic Plan**

- Phase three of the visioning process is nearing completion. In May 2013, the strategic planning working group presented a survey to the college community to aid in the selection of a visioning statement, mission statement, and college values ([Doc. 19](#)).
- The survey results were presented to the Board of Regents who selected the final vision statement and mission statement and approved a new *College of Micronesia-FSM Strategic Plan 2013-2017* ([Doc. 6](#); [Doc. 17](#); [Doc. 18](#); [Doc. 34](#)). The college understands the mission cannot be altered at this time; however the mission was due for a critical review during the visioning process. Implementation of this revised mission statement cannot occur until accreditation is reaffirmed, and in adherence to the *ACCJC Policy on Substantive Change*.
- The measures of success, listed in the strategic plan are under review by the Management Team, Planning and Resources Committee, and ultimately the Executive Committee with support from the department for institutional effectiveness and quality assurance. The finalized measures of success with benchmarks and targets will be implemented August 2013.
- A new quarterly reporting template for the strategic plan and accreditation reporting, as previously described, will be finalized June 2013 and ready for implementation August 2013 ([Doc. 14](#)).

### **Friends of COM-FSM Board**

- COM-FSM has organized a new foundation board, *Friends of College of Micronesia-FSM Board* ([Doc. 20](#)). May 7-9, 2013, the members visited Pohnpei Campus and the National Campus for an introduction to the college ([Doc. 31](#)). The foundation will assist the college towards meeting its new strategic direction, “be financially sound, fiscally responsible, and build resources in anticipation of future needs,” by contributing to the growth of COM-FSM endowment assets through fund raising. The organization is registered in the District of Columbia, and the college is now seeking 501(c)(3) status for the Friends of COM-FSM. The board is comprised of President Floyd K. Takeuchi, Vice Presidents Fr. Francis X. Hezel, SJ, and Jerry Kramer; Secretary Dr. Gerard Finin; and, Treasurer Mark Heath.

<p><b>Recommendation 6</b></p> <p><i>Physical Resources.</i> To fully meet this standard, the college must develop a facilities master plan that reflects the institution’s long term educational goals and plans and is linked to an identified, reliable, and ongoing funding that supports the total cost of facilities ownership (III.B.2.a).</p>	2010 Warning Status Issued	➔	2011 Probation Status Issued	➔	2012 Continued on Probation

COM-FSM is using its *Facilities & Campus Environment Plan*, *Total Cost of Ownership Plan* and the *Integrated Educational Master Plan* to manage the facilities on its six campuses in four states. This is a first for COM-FSM, and the use of the completed plans has been used to drive planning for the college’s FY 2014 budget. The completion of a space utilization study by Beca International in September 2013 will give the college the final data set to formalize a Facilities Master Plan.

**Determination of Future Space Needs and Improvement of the Facilities Master Plan**

- COM-FSM signed an agreement with Beca International Consultants Limited on May 3, 2013. This agreement was subsequent to the March 15, 2013, JEMCO approval for a Technical Assistance grant to fund the [Beca proposal: College of Micronesia Masterplan](#), and receipt of the funding ([Doc. 21](#); [Doc. 22](#); [Doc. 23](#); [Doc. 34](#)).
- Work with Beca has already begun and the project completion date is set for September 2013, the end of fiscal year (FY) 2013 ([Doc. 24](#); [Doc. 34](#)).
- Meanwhile, the college continues to use the [Total Cost of Ownership](#), the [Facilities & Campus Environment Plan](#), and the [Integrated Educational Master Plan](#) (IEMP) ([Doc. 25](#); [Doc. 26](#); [Doc. 27](#); [Doc. 29](#)) to inform college facilities management, exemplified in the FY2014 budget process and described in the [Combined Midterm and Follow Up Report](#) ([Doc. 12](#); [Doc. 30](#); pp. 82-85).
- COM-FSM is committed to implementing and modeling best practices. Thus the additional, value-added piece to the final *Facilities Master Plan*, as generated through Beca’s work, will provide COM-FSM with data never before available in its previous twenty-year history. These data will increase decision-making confidence and improve upon overall facilities, educational, and fiscal management capacity.

**Table of Evidence**

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Doc. 6	Executive Committee. (2013). <i>Executive Committee minutes</i> . Retrieved from <a href="http://www.comfsm.fm/executive/minutes/EC-13-04-17.pdf">http://www.comfsm.fm/executive/minutes/EC-13-04-17.pdf</a>
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Doc. 9	Oducado, J., Arnold, J., Sam, P., Yarofaisug, F., & Donre-Sam, L. (2013, May). <i>Usability testing report for College of Micronesia-FSM: Program assessment and program review procedures manual</i> . Retrieved from <a href="http://www.comfsm.fm/accreditation/2013/supplemental-report/PAPRP_Manual_Usability_Testing_Report.pdf">http://www.comfsm.fm/accreditation/2013/supplemental-report/PAPRP_Manual_Usability_Testing_Report.pdf</a>
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Doc. 18	COM-FSM Board of regents. (2013, May). <i>COM-FSM board of regents' actions and directives May 6-7, 2013, Meeting</i> . Retrieved from <a href="http://www.comfsm.fm/accreditation/2013/supplemental-report/actions_directives_7MAY2013.pdf">http://www.comfsm.fm/accreditation/2013/supplemental-report/actions_directives_7MAY2013.pdf</a>
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Doc. 22	Beca. (2013, May). <i>Client/consultant model services agreement</i> . Retrieved from <a href="http://www.comfsm.fm/accreditation/2013/supplemental-report/BECA_Contract.pdf">http://www.comfsm.fm/accreditation/2013/supplemental-report/BECA_Contract.pdf</a>
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