

# **College of Micronesia-FSM**

## **Strategic Planning Working Group Mission Review and Recommendations Report**



**Submitted to:**

**The COM-FSM Executive Committee**

**By**

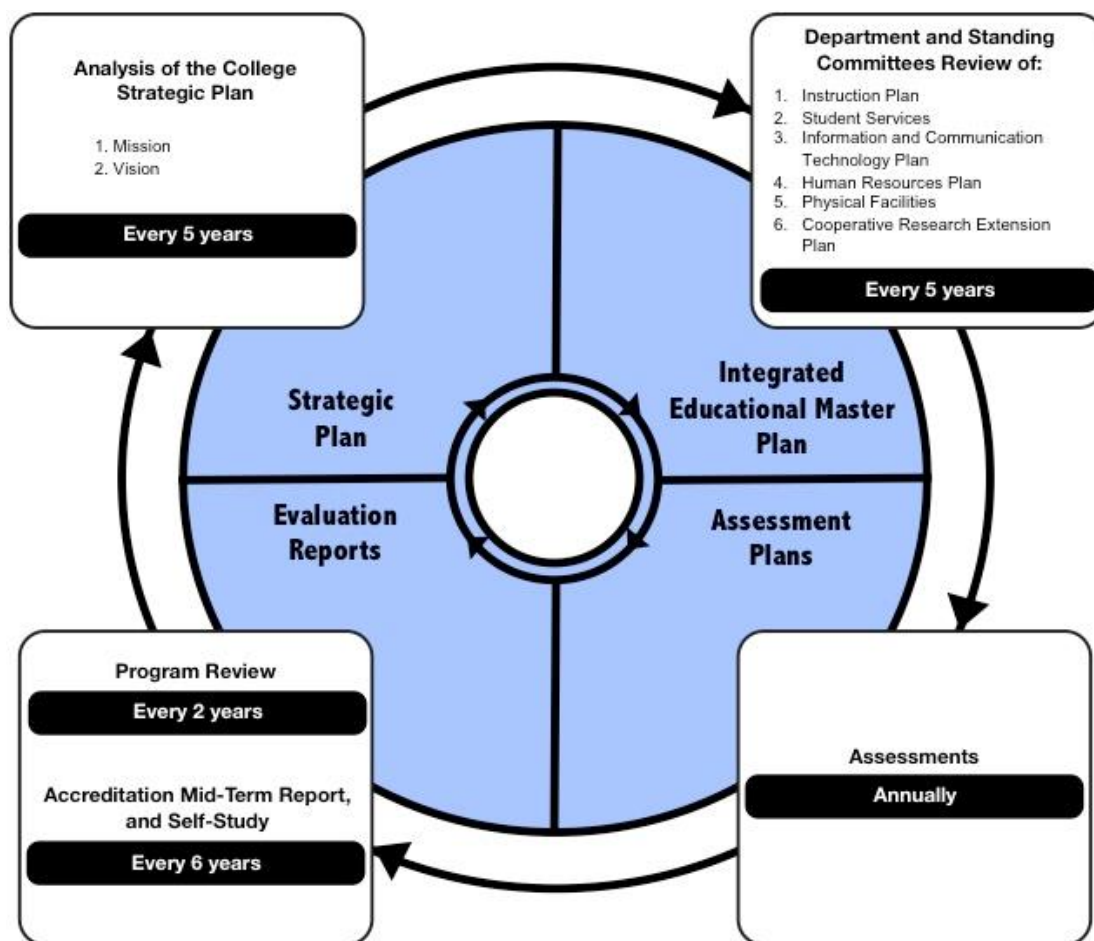
**Frankie Harriss, EdD, Working Group Facilitator**

**February 7, 2017**

## Introduction

College of Micronesia-FSM (COM-FSM) is on a five-year planning cycle (Figure 1) that begins with a review of the mission, vision, and strategic plan, which are then used to lead development of a new Integrated Educational Master Plan (IEMP). By summer 2017 the process for mission, vision, and strategic plan review and revision will be completed for implementation fall 2018. Both the [Strategic Plan 2013-2017](#) and the [IEMP](#) echo the current mission's focus on students, the nation, and continuous improvement.

The college's [Integrated Educational Master Plan](#) (IEMP) describes COM-FSM's Planning Cycle and how the institution's mission guides strategic and integrated planning (pp. 2-9) and the allocation of resources (pp. 9-13).



COM-FSM's Planning Cycle

Figure 1. COM-FSM's five-year planning cycle.

During the program review process, each academic program and non-academic program unit must articulate how it supports the college's mission. All units have developed a mission and goals that

align to the institutional mission, vision, strategic plan, IEMP, and Accreditation Standards. Mission delivery of each program and unit has also been reviewed during an academic program prioritization process (twice conducted) and a non-academic program prioritization process (completed once). Thus, the mission articulates the college's seminal goal and is the foundation upon which all college endeavors are built.

## COM-FSM Recent History of Mission Review

### Periodically Reviewed and Updated

The college mission and vision are reviewed at least every five years in accordance with *COM-FSM's Planning Cycle* ([IEMP](#), p. 5). To that end, a *Visioning Summit* and visioning process was conducted May 2012-May 2013. A *Visioning Summit* was held August 8-9, 2012, at National Campus; November 9, 2012, at Chuuk Campus; November 15, 2012, at Yap Campus; and November 20, 2012, at Kosrae Campus. During that 2012 *Visioning Summit*, the pre-existing mission statement (Table 1) was reviewed.

Table 1. *Pre-existing COM-FSM Mission Statement*

<b>Pre-existing Mission Statement</b>
Historically diverse, uniquely Micronesian and globally connected, the College of Micronesia-FSM is a continuously improving and student centered institution of higher education. The college is committed to assisting in the development of the Federated States of Micronesia by providing academic, career and technical educational opportunities for student learning.

A Strategic Planning Working Group (SPWG) concluded the work by reviewing summit documents, identifying themes, and proposing a revised mission for endorsement by the Executive Committee and the Board of Regents. This mission review process was detailed in the [Combined Mid-Term and Follow-Up Report](#) March 15, 2013, (pp. 31-33) the [Supplemental Report](#) May 15, 2013, (p. 5), and the [Institutional Self Evaluation Report](#) (ISER) December 15, 2015 (pp. 64-66).

The Board of Regents approved a revised mission statement at their May 6-7, 2013, meeting as indicated in their [Actions And Directives](#) (item 2) and [Minutes](#) (p. 8, item c. Revised mission statement). However, errors of syntax were recognized in the mission statement after this approval. The errors were corrected, and a further revised mission statement (Table 2) was presented to and approved by the Board of Regents on March 22, 2014, as evidenced in their [Actions and Directives](#) (item 2) and [Minutes](#) (p. 3, item 7.a.) ([I.A.27](#); [I.A.28](#)).

Table 2. Revised mission statement adopted May 6-7, 2013 and amended March 22, 2014. The mission statement adheres to Accreditation Standard 1.A.1 by describing the institution's broad educational purposes, its intended student population, the types of degrees and other credentials it offers, and its commitment to student learning and achievement.

<b>College of Micronesia-FSM Mission Statement</b>	
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. (March 22, 2014)	
<b>Mission Statement Criteria</b>	<b>Alignment to Criteria</b>
<b>The mission describes the institution's:</b>	
Broad educational purposes	...committed to the success of the Federated States of Micronesia by providing academic, career and technical educational programs...
Intended student population	...the Federated States of Micronesia...
Types of degrees and other credentials it offers	...by providing academic, career and technical educational programs...
Commitment to student learning and student achievement	...learner-centered institution of higher education...programs characterized by continuous improvement and best practices.

To meet Accreditation Standard I.A.2, the college developed Mission Fulfillment Indicators (Table 3) to show that it, “uses data to determine how effectively it is accomplishing its mission, and whether the mission directs institutional priorities in meeting the educational needs of students.”

Table 3. Mission Fulfillment Indicators

<b>College of Micronesia-FSM Mission Statement</b>	
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.	
<b>Mission Statement Aspects</b>	<b>Measures of Success</b>
The College of Micronesia-FSM is a <b>learner-centered</b> institution of higher education	<ul style="list-style-type: none"> <li>• Indicators measuring SLO attainment at the course level and program level;</li> <li>• 100% of faculty will complete an assessment of student learning for each course taught for every semester they teach;</li> <li>• Student faculty interaction benchmark (CCSSE<sub>1</sub>);</li> <li>• Support for learners benchmark (CCSSE);</li> <li>• Percent credit hours taught by full time faculty (NCCBP<sub>2</sub>);</li> <li>• Average credit section size (NCCBP); and</li> <li>• Percent full time students (NCCBP)</li> </ul>
that is committed to the <b>success</b> of the Federated States of Micronesia	<ul style="list-style-type: none"> <li>• College provides higher education (HE) access to all four states of the FSM;</li> </ul>

<sup>1</sup> [CCSSE](#): Community College Survey of Student Engagement

<sup>2</sup> [NCCBP](#): National Community College Benchmark Project

	<ul style="list-style-type: none"> <li>• Number of students annually graduating (completing programs) from career programs prepared for workforce;</li> <li>• Percent of students that completed a career program and are employed in related field; and</li> <li>• Programs linked to FSM developmental priorities as specified in the FSM Infrastructure Development Plan (<a href="#">IDP</a>).</li> </ul>
by providing <b>academic, career and technical educational</b> programs characterized by <b>continuous improvement and best practices</b> .	<ul style="list-style-type: none"> <li>• Active and collaborative learning benchmark (CCSSE);</li> <li>• Academic programs and support services will create structured and coherent guided pathways to student end goals, with built-in progress monitoring feedback, and ongoing support at each step along the pathway with the outcome to increase graduation and transfer rates-- thus measures of success are: <ul style="list-style-type: none"> <li>○ Guided pathways,</li> <li>○ Graduation rates, and</li> <li>○ Transfer rates;</li> </ul> </li> <li>• Fall to fall persistence rate;</li> <li>• Percent full-time, first-time students that completed in 3 years (150%);</li> <li>• Institution-wide credit grades success rates-completion rates (NCCBP);</li> <li>• Institution-wide credit grades success rates (NCCBP); and</li> <li>• Meeting or exceeding Accreditation Standards.</li> </ul>
Achievement of each individual indicator is measured relative to a range based on a corresponding threshold level and represented by achievement status. Green is achieved; yellow is minimally achieved; and red is not achieved. COM-FSM is considered to be fulfilling its mission provided no more than six (30%) of the 20 total indicators are at the red level so that the college attains at least 70% of its indicators within the achieved (green) or minimally achieved (yellow) range.	

The mission statement directs institutional priorities towards meeting the educational needs of students by specifically committing the college to being learner-centered and providing programs characterized by continuous improvement and best practices. Seven indicators are assessed for “learner-centered” and nine indicators are assessed for “programs characterized by continuous improvement and best practices” (Table 4).

Table 4. *Tally of Benchmark Indicator Types*

Mission Aspects	Local Benchmark Indicators	Regional Benchmark Indicators	National Benchmarks Indicators	Total Indicators
The College of Micronesia-FSM is a learner-centered institution of higher education	2	0	5	7
that is committed to the success of the Federated States of Micronesia	4	0	0	4
by providing academic, career and technical educational programs characterized by continuous improvement and best practices.	5	3	1	9
<b>Total Indicators</b>	<b>11</b>	<b>3</b>	<b>6</b>	<b>20</b>

### Mission Compliance with Accreditation Standards

An Accreditation visiting team validated the college’s work in its [External Evaluation Report](#) by stating,

*The institution effectively articulates its mission in a widely published statement that is approved by the governing board, Board of Regents, and is periodically reviewed. The mission statement is read at each Board of Regents meeting, at the president's Cabinet, and at various other meetings. It is published at various locations—the College website, General Catalog, Student Handbook, and in institutional documents. It is reviewed at least every five years and approved by the Board of Regents (p. 18).*

Importantly, the college received a formal *Commendation* from the visiting team,

*The team commends the College for its clearly articulated mission statement. The team further commends the College for the prominent display of and widespread familiarity with its mission (p. 18).*

To continue adherence to the college's articulated planning cycle and Accreditation Standards, the college began another mission review process in August 2016, and the culmination of that work is described next.

## Current Mission Review

As per the [Master Planning Calendar](#), the next college-wide *Visioning Summit* and mission review was scheduled for and thus conducted during August 2-3, 2016, at the National Campus in Pohnpei. The *Visioning Summit* was then replicated in Yap, Chuuk, and Kosrae during August-September 2016.

## The Strategic Planning Working Group

During 3-5 October 2016 retreat, the Strategic Planning Working Group (SPWG) reviewed the COM-FSM mission statement against the results of the Visioning Summit Reports from August-September 2016.

- Visioning Summit Report Pohnpei: [http://www.comfsm.fm/irpo/visioning-summit/2016/Visioning-Summit-2016-Report\\_29SEP2016.pdf](http://www.comfsm.fm/irpo/visioning-summit/2016/Visioning-Summit-2016-Report_29SEP2016.pdf)
- Visioning Summit Report Yap, September 15-16, 2016: <http://www.comfsm.fm/irpo/visioning-summit/2016/Yap%20MINI%20Visioning%20Summit%20REPORT%20September%2030%202016c.pdf>
- Visioning Summit Report Chuuk, August 19-20, 2016: <http://www.comfsm.fm/irpo/visioning-summit/2016/Chuuk%20Campus%20Summit%20Report-1.pdf>
- Visioning Summit Kosrae, August 26-27, 2016: Note report was 46MB and unable to be linked here due to its large file size.

## Composition

The SPWG consisted of the following members:

- Faustino Yarofaisug, Director of Financial Aid
- Francisco Mendiola, Director of Facilities and Maintenance
- Frankie Harriss, VPIEQA, ALO, National Campus, facilitator

- Grilly Jack, Pohnpei Campus and Career and Technical Education Director
- Kind Kanto, Dean of Chuuk Campus
- Lourdes Roboman, Dean of Yap Campus and FMI
- Nena Mike, Dean of Kosrae Campus
- Phyllis Silbanuz, Instructor, Pohnpei Campus
- Richardson Chiwi, Instructor, Chuuk Campus
- Roselle Togonon, Comptroller

## Recommendations for Consideration

The SPWG does not recommend radical changes to the mission statement because the college has only been working with the current mission statement for three years. And in that time, much work has been done to ensure that mission fulfillment can be measured, and that the mission complies fully with Accreditation Standards. Additionally, this mission statement has received a commendation for its clarity and college-wide familiarity.

The SPWG recommends one change to correct what it perceives as an error (Table 5).

Table 5. *Recommended change to the COM-FSM mission statement*

Current Mission Statement:		
<p>The College of Micronesia-FSM is a learner-centered institution of higher education that is <b>committed to the success</b> of the Federated States of Micronesia by providing academic, career and technical educational programs characterized by continuous improvement and best practices. (March 22, 2014)</p>		
	Recommended Change	Rationale
1.	<p>Removing a comma after academic and adding “<b>and</b>”</p> <p>The College of Micronesia-FSM is a learner-centered institution of higher education that is <b>committed to the success</b> of the Federated States of Micronesia by providing academic <b>and</b> career and technical educational programs characterized by continuous improvement and best practices</p>	<p>The college offers two types of programs:</p> <ol style="list-style-type: none"> <li>1. Academic programs</li> <li>2. Career and technical education programs (CTE)</li> </ol> <p>As currently written, “...academic, career and technical education programs...”, a series of three can be mistakenly assumed:</p> <ol style="list-style-type: none"> <li>1. Academic programs,</li> <li>2. Career programs</li> <li>3. Technical education programs</li> </ol> <p>Removing the comma after “academic” and replacing that comma with “<b>and</b>” easily resolves that concern without altering the intended mission. This change would also not require a <i>substantive change</i> approval by the Accrediting Commission for Community and Junior Colleges (ACCJC).</p>

	This error was discussed during the <i>Visioning Summit</i> at the National Campus.
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The SPWG committed to conducting a college-wide survey on its mission statement recommendations. The survey was conducted 24 January-03 February 2017, prior to releasing this report and recommendations to the Executive Committee and Board of Regents.

The college was asked if they felt this recommended change (Table 5 and Figure 2) to the mission statement was a valid approach towards improving the accuracy of the mission statement. There were 125 respondents. The results were that 70.4% (88/125) of the respondents felt this change was a valid approach towards resolving the perceived error and thus improving mission accuracy (Figure 2).

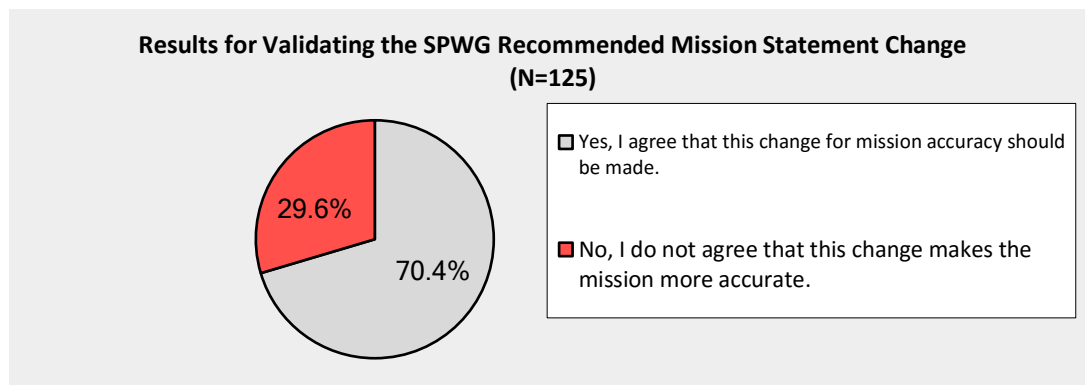


Figure 2. Shows the results for validating or rejecting the Strategic Planning Working Group's recommended change to the mission statement (N=125). This change has been validated by a ratio of 7:3.

The SPWG focused on common concerns with the existing mission statement that were found across the four summits. The worrisome language for summit participants seems to narrow around the college's commitment to the success of the FSM. What is COM-FSM's responsibility towards the nation and how accountable is COM-FSM for national success?

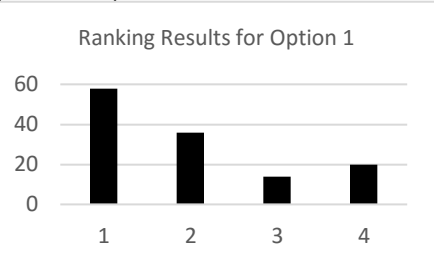
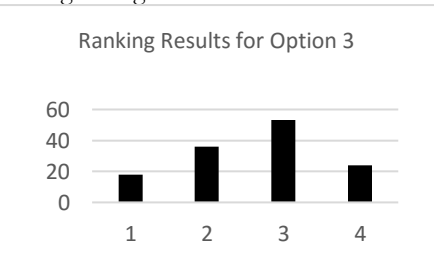
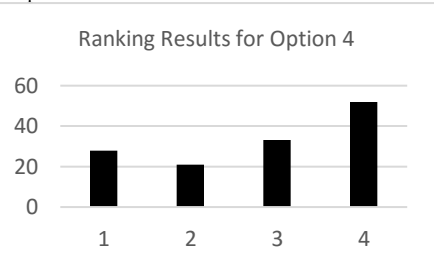
That said, the SPWG notes that the college can clarify its responsibility by defining its commitment through its mission criteria and mission fulfillment indicators. For example, the college has clarified its commitment to the success of the FSM is fulfilled by *providing academic and career and technical educational programs*.

From the four summits, some varied language was proposed, and the SPWG wanted to present those options for the college-wide community to review. In each of these options, the SPWG has retained the recommended change as indicated in Table 5, and applied that to three other mission revision options (remove comma, insert **and**). The four possible recommended mission statements are provided in Table 6.

In the college survey, individuals were asked to rank these four mission statement options from most to least favorite, and the results for 141 respondents are presented in Tables 6 and 7.



Table 6. Four possible mission statements were provided for the college-wide community to rank from most to least favorite. Those four statements and the ranking results are provided (N=141).

Four Possible Mission Statements	Ranking Results										
<p>The College of Micronesia-FSM is a learner-centered institution of higher education that is <b>committed to the success</b> of the Federated States of Micronesia by providing academic <b>and</b> career and technical educational programs characterized by continuous improvement and best practices.</p>	<p>Option 1 is the most popular choice with a rating average<sup>3</sup> of 1.97. More respondents ranked this mission statement as their most preferred option.</p>  <table border="1" data-bbox="688 428 1118 688"> <caption>Ranking Results for Option 1</caption> <thead> <tr> <th>Rank</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>58</td> </tr> <tr> <td>2</td> <td>35</td> </tr> <tr> <td>3</td> <td>12</td> </tr> <tr> <td>4</td> <td>18</td> </tr> </tbody> </table>	Rank	Count	1	58	2	35	3	12	4	18
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1	58										
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3	12										
4	18										
<p>The College of Micronesia-FSM is a learner-centered institution of higher education that is <b>contributing to the success</b> of the Federated States of Micronesia by providing academic <b>and</b> career and technical educational programs characterized by continuous improvement and best practices.</p>	<p>Option 2 is the second most popular choice with a rating average of 2.45. This option was ranked by more respondents as their second preferred option.</p>  <table border="1" data-bbox="688 785 1118 1045"> <caption>Ranking Results for Option 2</caption> <thead> <tr> <th>Rank</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>30</td> </tr> <tr> <td>2</td> <td>40</td> </tr> <tr> <td>3</td> <td>28</td> </tr> <tr> <td>4</td> <td>30</td> </tr> </tbody> </table>	Rank	Count	1	30	2	40	3	28	4	30
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<p>The College of Micronesia-FSM is a learner-centered institution of higher education that is <b>committed to the Federated States of Micronesia</b> by providing academic <b>and</b> career and technical educational programs characterized by continuous improvement and best practices.</p>	<p>Option 3 was ranked by more respondents as their third choice and it was ranked the least frequently by respondents as their first choice with a rating average of 2.63.</p>  <table border="1" data-bbox="688 1142 1118 1402"> <caption>Ranking Results for Option 3</caption> <thead> <tr> <th>Rank</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>15</td> </tr> <tr> <td>2</td> <td>35</td> </tr> <tr> <td>3</td> <td>55</td> </tr> <tr> <td>4</td> <td>25</td> </tr> </tbody> </table>	Rank	Count	1	15	2	35	3	55	4	25
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<p>The College of Micronesia-FSM is a learner-centered institution of higher education that is <b>providing academic and career and technical educational programs to the Federated States of Micronesia</b> characterized by continuous improvement and best practices.</p>	<p>Option 4 obtained a rating average of 2.81. This option was ranked by more respondents as their least preferred choice, though more respondents ranked it as their first choice when compared to Option 3.</p>  <table border="1" data-bbox="688 1499 1118 1759"> <caption>Ranking Results for Option 4</caption> <thead> <tr> <th>Rank</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>25</td> </tr> <tr> <td>2</td> <td>20</td> </tr> <tr> <td>3</td> <td>30</td> </tr> <tr> <td>4</td> <td>50</td> </tr> </tbody> </table>	Rank	Count	1	25	2	20	3	30	4	50
Rank	Count										
1	25										
2	20										
3	30										
4	50										

<sup>3</sup> Rating average values can range from 1-4. Those values closer to 1 are obtained when the option is more frequently ranked as the preferred mission statement, and those values closer to 4 are obtained when the option is more frequently ranked as the least preferred mission statement.

Table 7. Four possible mission statements were provided for the college-wide community to rank from most to least favorite. Those four statements and the ranking results values are provided (N=141).

Four Possible Mission Statements	Ranking Results			
	1	2	3	4
<b>Option 1</b> The College of Micronesia-FSM is a learner-centered institution of higher education that is <b>committed to the success</b> of the Federated States of Micronesia by providing academic <b>and</b> career and technical educational programs characterized by continuous improvement and best practices.	45.3%	28.13%	10.94%	15.63%
<b>Option 2</b> The College of Micronesia-FSM is a learner-centered institution of higher education that is <b>contributing to the success</b> of the Federated States of Micronesia by providing academic <b>and</b> career and technical educational programs characterized by continuous improvement and best practices.	23.85%	30.77%	21.54%	23.85%
<b>Option 3</b> The College of Micronesia-FSM is a learner-centered institution of higher education that is <b>committed to the Federated States of Micronesia</b> by providing academic <b>and</b> career and technical educational programs characterized by continuous improvement and best practices.	13.74%	27.48%	40.46%	18.32%
<b>Option 4</b> The College of Micronesia-FSM is a learner-centered institution of higher education that is <b>providing academic and career and technical educational programs to the Federated States of Micronesia</b> characterized by continuous improvement and best practices.	20.90%	15.67%	24.63%	38.81%

The SPWG does stand by its recommended change as presented in Table 5 and supported in Figure 2 and Tables 6-7 by the college-wide survey results. Option 1 was ranked as the number one choice by more respondents than the other four options (45.3%).

The SPWG can recommend elimination of the mission statement options 3 and 4 (Tables 6-7), as these options received the least support from the college-wide community.

- Option 3 was ranked by fewer respondents as their first choice (13.74%) compared to the other three options. And, it was most frequently ranked as respondents' third choice (40.46%).
- Option 4 was ranked more frequently than Option 3 as respondents' first choice (20.90% compared to 13.74%), but it was also ranked as the least preferred choice by more respondents (38.81%) compared to the other three options.

The SPWG leaves these data and recommendations with the Executive Committee for review and consideration. The EC will take the final decision on what they recommend to the Board of Regents for consideration at their March 2016 meeting.

### ***Executive Committee Endorsement***

On 10 February 2017, the Executive Committee endorsed the SPWG recommendation that the Board of Regents be presented with mission options 1 and 2 for consideration at their March 2017 meeting.