

TO: The Board of Regents

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

DATE: March 31, 2016

RE: President's Report

Since the submission of the December 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 continue 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;

A [thirteen member team](#) from the Accrediting Commission for Community and Junior Colleges (ACCJC) presented its Exit Report to the college community. The report ended the one weeklong accreditation visit as part of the college's [self-evaluation](#).

Led by team chair Dr. Rachel Rosenthal, the team members arrived at the state campuses the week of March 8, 2016, and finally congregated as a whole at the college's National Campus. During the one week visit, members of the team met with various administrators, faculty, staff, students, and other college groups assessing the college's [Self-Evaluation Report](#).

As part of the Exit Report the team provided seven commendations as well as seven recommendations to the college on its continuous path of self-improvement. Dr. Rosenthal iterated that the outcome of the visit is a decision that the Commission alone will have to make as part of the final accreditation process; and will remain confidential until that decision is communicated to the college in July. The commendations and recommendation are provided in a "broad sense" and are only preliminary findings.

Dr. Rosenthal also thanked the college as a whole on behalf of her team, expressing that it was a trip she will "never forget".

The accreditation process requires the team to leave the college immediately after providing the Exit Report. The findings of the team will be provided to ACCJC to which a decision will be officially communicated to the college as to its accreditation status.

Mike Rota, the former Chair of the ACCJC Commission and President of Friends COM-FSM, visited Kosrae Campus on February 1-2, 2016, Pohnpei and National Campus on February 3-5, 2016, Yap Campus on February 8-10, 2016, and Chuuk Campus on February 10-13, 2016, to meet with the Board of Regents, Standards writing teams, Executive Committee, the Executive Directors for the Center for Entrepreneurship & Institutional Advancement and External affairs, faculty, and staff to conduct a mock accreditation visit. The mock accreditation visit will assist in the preparation for the ACCJC team visit on March 9-17, 2016.

The ACCJC Visiting Team's schedule is provided below during March 9-17, 2016:

- March 9, 2016, Dr. Monica Pactol (team assistant) visited Kosrae Campus
- March 9, 2016, Dr. Rachel Rosenthal (team chair) visited Yap Campus
- March 11, 2016, Dr. James Dire (team member) visited Chuuk Campus
- March 14-17, 2016, the ACCJC Visiting Team (13 members) visited Pohnpei & National Campus

The Visiting Team members scheduled appointments with faculty, staff, and students of the college. In addition to private interviews, the college community had an opportunity through an open forum to listen and ask questions to the Visiting Team.

The forum schedule is provided below:

- Yap and Kosrae Campus held their forum on March 9, 2016
- Chuuk Campus and FMI held its forum on March 11, 2016
- Pohnpei Campus held its forum on March 15, 2015
- National Campus held its forum on March 16, 2016

The Visiting Team's Exit Report to the community was held on March 17, 2016, at National Campus.

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.

2. Cultivate a culture of genuine communication, inclusiveness, participatory governance and respect for all;

The Governance Summit facilitated by VPIEQA was held on January 4-5, 2016. A total of 132 college staff and faculty from each of the state campuses including the Regents from Chuuk and Kosrae participated. The summit involved broader participation, dialogue and feedback about the college's Participatory Governance Policy (BP No. 2200 and AP No. 2200), Shared Governance,

Strengthening Purposeful Dialogue, Student Success, Committee Minutes, and the college's Core Values.

The respective campus deans conducted their mini governance summits on January 16, 2016 (Chuuk Campus), on January 22, 2016 (Yap Campus), and on February 4-5, 2016 (Kosrae Campus).

August 2015, a nine-member Core Values Working Group (CVWG) was formed by vice president for institutional effectiveness & quality assurance (VPIEQA) to continue a review of college values that had begun in April 2013. The CVWG composition included: Grilly Jack, Pohnpei Campus and Career and Technical Education Director, Kind Kanto, Dean of Chuuk Campus, Lourdes Roboman, Dean of Yap Campus, Jonathan Maver, Student Services Specialist, Kosrae Campus, Muity Nokar, Instructor, Chuuk Campus, Nena Mike, Acting Dean of Kosrae Campus, Ringlen Ringlen, Faculty, National Campus, and Alvin Sinem, Instructor, FSM-Fisheries and Maritime Institute (FSM-FMI).

January 2016, the CVWG presented work completed for college-wide review at the Governance Summit. Summit input was used to refine the core values to a list with an overarching value for *community* and five core values. A college wide-survey was conducted before the CVWG finalized its recommendations to the Executive Committee (EC) in the *Core Values Working Group Report*. A statement was produced to express value for the community:

We value the higher education community in which we work and those diverse island communities we serve. As members of these communities, we strive to embody these core values and to demonstrate them through the following best practices.

The five core values proposed to EC were: *excellence, learner-centeredness, commitment, professionalism, and teamwork*. Rather than expressing these values with a simple definition, each comes with a set of articulated best practices to guide students and employees on how they can demonstrate these values. This approach was based on one used by Dartmouth (<http://www.dartmouth.edu/~rpd/corevalues/list.html>).

The following forums were held:

February 19, 2016, Fr. Peter Walpole, S.J. presented at MITC from 1-2PM. Fr. Walpole is the Director of the Institute of Environmental Science for Social Change, Manila, Philippines. His presentation focused on “Planet’s Boundaries, Disaster Risk Reduction & The Need to Care for Our Home.”

On February 22, 2016, the Chinese Embassy presented on “China Development & the Bilateral Relationship between China and F.S.M, and the Full Ride Scholarship to Study in China” at 12:30PM-2PM in the New Zealand Room, 2nd Floor of the Learning Resource Center.

On March 4, 2016, in honor of International Woman’s day, Her Excellency Doria Rosen, United States Ambassador to the Federated States of Micronesia, presented on “Education, Opportunity & Changing Roles of Women”. Her forum featured a puppeteer, Mr. Danny Williams, who through a performance interviewed the Ambassador.

The following events were held:

On January 29, 2016, the Director of the Center for Entrepreneurship, Mason Wiley, and myself met with USDA representative, Gary Bloom, to discuss some of the center's planned projects and how they might fit into the USDA's numerous grant and loan programs. The center is currently working with COM-FSM's Agriculture Department to support the establishment of a community slaughterhouse for local pork products and hopes to host a grant-writing workshop for students and faculty. The meeting provided the center and the President's Office insight into USDA's grant process and potential funding opportunities.

On April 1, 2016, the college celebrated its 23rd Founding Day, at the college's National Campus grounds and at the FSM-China Friendship Sports Center in Palikir from 8:00AM to 5:00 PM. This year's Founding Day celebration will kick off on March 30, 2016, with a coronation ceremony of the King and Queen of the Founding Day that will be held at the FSM-China Friendship Sports Center, 4:00 PM.

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.

On August 3, 2016, the college will hold a "Lucky Raffle Draw". 2,500 tickets will be sold at twenty dollars per ticket. The college aims to raise \$50K. 60% of the fundraising will be placed in the college's endowment fund. First Prize is \$10K. Second Prize is \$6K. Third Prize is \$4K. There will also be consolation prizes.

The Business Office is currently working on five (5) activities that will address the declining of compact funds and challenging economic times and they are:

- a) Tightening of internal-control related to procurement by centralizing the purchase of the college;
- b) Review of the college's budget manual in order to assess the effectiveness of the college budgetary system;
- c) Review of fiscal policies in order to strengthen the internal control-system;
- d) Strict monitoring of expenditures for FY 2016; and
- e) Effort to reduce expenditures as reflected in FY 2015.

4. Enhance overall standing of COM-FSM and advocate for the college in all arenas;

The college administered the COM-FSM Entrance Test throughout the month of February to high schools in Kosrae State, Chuuk State, Pohnpei State, and Yap State. Here is the [COMET Schedule](#).

February 17, 2016, the National Campus' Counselor Office conducted a "Transfer Workshop" for students at MITC from 1PM-2PM.

On February 19, 2016, the college hosted the annual FSM Association of Chief State School Officers Annual Meeting (FACSSO) meeting, at the practice gym located in the FSM-China Friendship Sports Center.

The college announced the launch of the Doctors and Dentists for Tomorrow program. Doctors and Dentists for Tomorrow is a collaborative effort between COM-FSM and the Pacific Island Health Officers' Association to prepare the best and brightest students from across the F.S.M. to become the physicians and dentists of tomorrow. To further read on the program, continue reading the "[Doctors and Dentists for Tomorrow](#)".

Konan College Study Tour - Eight students and 1 chaperone from Konan College visited COM-FSM from February 21 - March 1, 2016. Konan College students and Micro/Japan Club students visited classes, a local pre-school, local markets and toured Pohnpei island.

The Center for Entrepreneurship for the past three months has done a lot of enriching activities in support of student success. To learn more about the activities, please visit its [Facebook page](#).

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; Completed
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 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 move 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;
4. Develop a vision and formulate and implement long range strategic plans;

The Vision Summit is scheduled in August 2016

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 additional terms for Key Performance Indicators. The Director of IRPO and the college committees have met and developed targets and goals in March 2014. VPIEQA reports to the members of the board during their meetings regularly on the status of the college’s Key Performance Indicators.

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.

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

The college administration managed by vice president for administrative services led the 2017 Budget. The 2017 Budget materials are located on the College of Micronesia –FSM website under [Administrative Services](#) tab.

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 college has engaged a consultant to assist the Business Office in achieving greater efficiencies, maximizing resources, and assessing and improving the use of related best practices. These improvements continue.

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 originally agreed to serve. Recently, a sixth member was elected 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;

The IDP funding for the first five years (2015-2019) was submitted to FSM for all campuses. \$24 million was recommended to the FSM Government to be taken to JEMCO for approval in the August 2015 meeting. As of September 2015, the Infrastructure Development Plan (IDP) projects were revised and submitted to FSM Congress for the ongoing efforts to compile all IDPs and get final endorsement from the 19th FSM Congress.

Ongoing: The college-wide space utilization and facilities master plan study in support of college facilities master plan is being used by the college to lay out its facilities priorities for the first five years and sought funds from the FSM. The college submitted the following projects to be included in the FY2017 IDP funding request to OIA from the FSM IDP portion.

1. Pohnpei Campus VOCED classrooms	\$5,580,000
2. Chuuk Campus Design	\$2,169,000
3. National Student Center and New Health Clinic	\$5,430,000
4. COM-FSM Facilities Implementation Team (COMFIT)	\$1,283,000

After collaborating with the FSM Department of Finance, Department of Education, and Department of Justice, the college learned of previously appropriated fund to the college for its projects in the amount of \$5,680,852. The college is seeking clearance of the fund to begin work on health and safety priority projects to get done soon. The college will await the requested fund for the FY2017 IDP to be cleared through FSM and JEMCO for other projects to proceed.

The college suggested that the Public Law 18-57 pertaining to division of Compact fund regarding IDP be amended to return the share back to FSM National Government so COM-FSM projects can be funded from that.

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

By March 2016, the college hired a Director of Procurement. The individual will help with inventory, provide a comprehensive study of assets and handle purchase orders for local and external vendors.

On February 26, 2016, Cabinet approved the request of opening up the Instructional Coordinator position for Kosrae Campus.

On January 8, 2016, Cabinet approved the opening of two positions at FMI and they are: (1) Information Technology Specialist and (2) Navigation Instructor. The Public Health Instructor position for Chuuk Campus was approved for advertisement, and the HTM Instructor position at Pohnpei Campus was approved for advertisement.

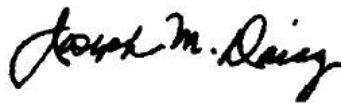
16. Promote appreciation of cultural diversity;

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 attire 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 that reads "Joseph M. Daisy". The signature is written in a cursive, flowing style.

Joseph M. Daisy, EdD
President and Chief Executive Officer