

College of Micronesia-FSM

Strategic Planning Working Group Vision Statement Report



Submitted to:

The COM-FSM Executive Committee

By

Frankie Harriss, EdD, Working Group Facilitator

March 15, 2017

Introduction

The college vision is reviewed at least every five years in accordance with *COM-FSM's Planning Cycle (IEMP)*, p. 5). On the previous cycle, 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. A Strategic Planning Working Group (SPWG) concluded the work by reviewing summit documents, identifying themes, and proposing a revised vision for endorsement by the Executive Committee and the Board of Regents. This 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).

This report captures the most recent visioning process conducted by the college, in accordance with its planning cycle, and focuses on the *vision statement* recommendations from the Strategic Planning Working Group (SPWG).

Current Vision Statement Review

As per the *Master Planning Calendar*, the next college-wide *Visioning Summit* 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 COM-FSM summit reports from August-September 2016:

- Visioning Summit Report Pohnpei: 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.

The Strategic Planning Working Group Composition

The Strategic Planning Working Group (SPWG) consisted of the following members:

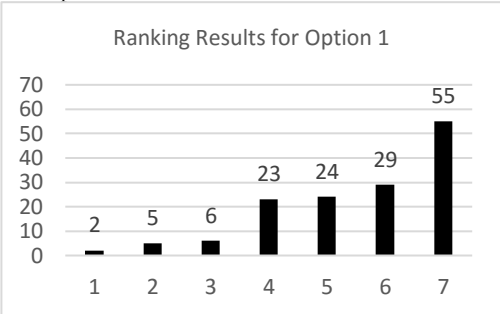
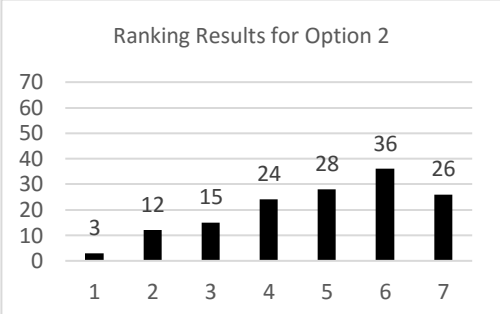
- Faustino Yarofaisug, Director of Financial Aid
- Francisco Mendiola, Director of Facilities and Maintenance
- Frankie Harriss, VPIEQA, ALO, National Campus, facilitator
- Grilly Jack, Pohnpei Campus and Career & Technical Education Director
- Kind Kanto, Dean of Chuuk Campus
- Lourdes Roboman, Dean of Yap Campus and FMI

- Nena Mike, Dean of Kosrae Campus
- Phyllis Silbanuz, Instructor, Pohnpei Campus
- Richardson Chiwi, Instructor, Chuuk Campus
- Roselle Togonon, Comptroller

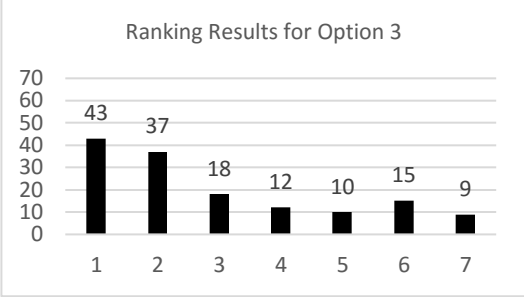
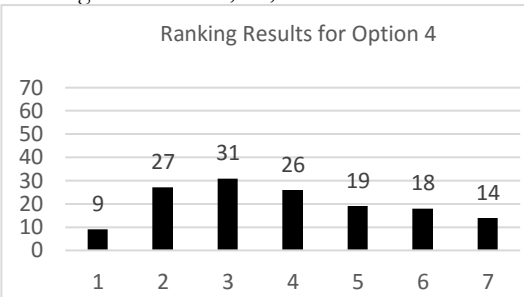
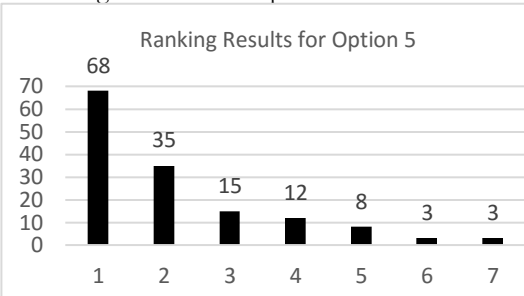
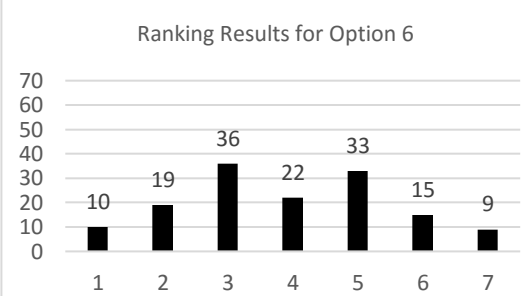
Results and Recommendations for Consideration

During an October 3-5, 2016 retreat, the SPWG examined summit reports, the *Board of Regents Two-Year Action Agenda (2017-2019)*, and the previous *COM-FSM Strategic Plan* to develop possible college vision statements. The SPWG proposed twenty possible *vision statements*, and through working group consensus narrowed those to seven for consideration by the college community (Table 1). The SPWG conducted a college-wide survey on the seven proposed vision statement options. The survey was conducted February 28 –March 10, 2017, prior to releasing this report and recommendations to the Executive Committee and Board of Regents. In the college survey, individuals were asked to rank these seven *vision statement* options from most (1) to least (7) favorite, and the results for 144 respondents are presented in Tables 1 and 2.

Table 1. Possible COM-FSM vision statement (N =144).

Seven Possible Vision Statements	Ranking Results																
<p>Option 1 We will make our good Micronesian college great.</p>	<p>Option 1 is the least popular choice with a rating average¹ of 5.56. More respondents ranked this vision statement as their least preferred option (7th choice). Only 2 out of 144 respondents ranked it as their most preferred choice.</p>  <table border="1" data-bbox="683 993 1179 1304"> <caption>Ranking Results for Option 1</caption> <thead> <tr> <th>Rank</th> <th>Number of Respondents</th> </tr> </thead> <tbody> <tr><td>1</td><td>2</td></tr> <tr><td>2</td><td>5</td></tr> <tr><td>3</td><td>6</td></tr> <tr><td>4</td><td>23</td></tr> <tr><td>5</td><td>24</td></tr> <tr><td>6</td><td>29</td></tr> <tr><td>7</td><td>55</td></tr> </tbody> </table>	Rank	Number of Respondents	1	2	2	5	3	6	4	23	5	24	6	29	7	55
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<p>Option 2 We will develop our people for a great FSM.</p>	<p>Option 2 is the second least popular choice with a rating average of 4.90. This option was ranked by more respondents as their sixth favorite choice, and only 3 respondents ranked it as their most preferred choice.</p>  <table border="1" data-bbox="683 1434 1179 1745"> <caption>Ranking Results for Option 2</caption> <thead> <tr> <th>Rank</th> <th>Number of Respondents</th> </tr> </thead> <tbody> <tr><td>1</td><td>3</td></tr> <tr><td>2</td><td>12</td></tr> <tr><td>3</td><td>15</td></tr> <tr><td>4</td><td>24</td></tr> <tr><td>5</td><td>28</td></tr> <tr><td>6</td><td>36</td></tr> <tr><td>7</td><td>26</td></tr> </tbody> </table>	Rank	Number of Respondents	1	3	2	12	3	15	4	24	5	28	6	36	7	26
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¹ Rating average values can range from 1-7. Those values closer to 1 are obtained when the option is more frequently ranked as the preferred vision statement, and those values closer to 7 are obtained when the option is more frequently ranked as the least preferred vision statement.

Seven Possible Vision Statements	Ranking Results																
<p>Option 3 We will focus on student success to be the best higher education institution in the region.</p>	<p>Option 3 was the second most popular choice with 43 respondents selecting it as their first choice and with a rating average of 2.93.</p>  <table border="1"> <caption>Ranking Results for Option 3</caption> <thead> <tr> <th>Rank</th> <th>Number of Respondents</th> </tr> </thead> <tbody> <tr><td>1</td><td>43</td></tr> <tr><td>2</td><td>37</td></tr> <tr><td>3</td><td>18</td></tr> <tr><td>4</td><td>12</td></tr> <tr><td>5</td><td>10</td></tr> <tr><td>6</td><td>15</td></tr> <tr><td>7</td><td>9</td></tr> </tbody> </table>	Rank	Number of Respondents	1	43	2	37	3	18	4	12	5	10	6	15	7	9
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<p>Option 4 We will be the leader in capacity building for a successful island nation.</p>	<p>Option 4 obtained a rating average of 3.90. This option was ranked by only 9 respondents as their preferred choice with more respondents selecting it as their 2nd, 3rd, or 4th choice.</p>  <table border="1"> <caption>Ranking Results for Option 4</caption> <thead> <tr> <th>Rank</th> <th>Number of Respondents</th> </tr> </thead> <tbody> <tr><td>1</td><td>9</td></tr> <tr><td>2</td><td>27</td></tr> <tr><td>3</td><td>31</td></tr> <tr><td>4</td><td>26</td></tr> <tr><td>5</td><td>19</td></tr> <tr><td>6</td><td>18</td></tr> <tr><td>7</td><td>14</td></tr> </tbody> </table>	Rank	Number of Respondents	1	9	2	27	3	31	4	26	5	19	6	18	7	14
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<p>Option 5 We will provide quality education today for a successful tomorrow.</p>	<p>Option 5 obtained a rating average of 2.15. This option was ranked by the most respondents (68) as their preferred choice with an additional 35 making it their second preferred choice.</p>  <table border="1"> <caption>Ranking Results for Option 5</caption> <thead> <tr> <th>Rank</th> <th>Number of Respondents</th> </tr> </thead> <tbody> <tr><td>1</td><td>68</td></tr> <tr><td>2</td><td>35</td></tr> <tr><td>3</td><td>15</td></tr> <tr><td>4</td><td>12</td></tr> <tr><td>5</td><td>8</td></tr> <tr><td>6</td><td>3</td></tr> <tr><td>7</td><td>3</td></tr> </tbody> </table>	Rank	Number of Respondents	1	68	2	35	3	15	4	12	5	8	6	3	7	3
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<p>Option 6 We will prepare our people for a better tomorrow.</p>	<p>Option 6 obtained a rating average of 3.90. This option was ranked by only 10 respondents as their most preferred, with more respondents ranking it as either their 3rd, 4th, or 5th choice.</p>  <table border="1"> <caption>Ranking Results for Option 6</caption> <thead> <tr> <th>Rank</th> <th>Number of Respondents</th> </tr> </thead> <tbody> <tr><td>1</td><td>10</td></tr> <tr><td>2</td><td>19</td></tr> <tr><td>3</td><td>36</td></tr> <tr><td>4</td><td>22</td></tr> <tr><td>5</td><td>33</td></tr> <tr><td>6</td><td>15</td></tr> <tr><td>7</td><td>9</td></tr> </tbody> </table>	Rank	Number of Respondents	1	10	2	19	3	36	4	22	5	33	6	15	7	9
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Seven Possible Vision Statements	Ranking Results																
<p>Option 7 We will train/mold/shape the minds that move the nation.</p> <p>When presented with the option to use <i>train</i>, <i>mold</i>, or <i>shape</i> in this statement, the majority of respondents (73/144 = 50.69%) chose <i>train</i> compared to <i>mold</i> (26/144 = 18.06%) or <i>shape</i> (45/144=31.25%).</p>	<p>Option 7 obtained a rating average of 4.65 with only 9 respondents each choosing it as either their most or second most preferred option respectively. More respondents ranked this option as their 6th or 7th choice.</p> <table border="1"> <caption>Ranking Results for Option 7</caption> <thead> <tr> <th>Rank</th> <th>Number of Respondents</th> </tr> </thead> <tbody> <tr><td>1</td><td>9</td></tr> <tr><td>2</td><td>9</td></tr> <tr><td>3</td><td>23</td></tr> <tr><td>4</td><td>25</td></tr> <tr><td>5</td><td>22</td></tr> <tr><td>6</td><td>28</td></tr> <tr><td>7</td><td>28</td></tr> </tbody> </table>	Rank	Number of Respondents	1	9	2	9	3	23	4	25	5	22	6	28	7	28
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Table 2. Seven possible vision statements were provided for the college-wide community to rank from most (1) to least (7) favorite. Those seven statements and the ranking results are provided in percent of respondents (N=144).

Seven Possible Vision Statements	Ranking Results						
	1	2	3	4	5	6	7
Option 1 We will make our good Micronesian college great.	1.39%	3.47%	4.17%	15.97%	16.67%	20.14%	38.19%
Option 2 We will develop our people for a great FSM.	2.08%	8.33%	10.42%	16.67%	19.44%	25.00%	18.06%
Option 3 We will focus on student success to be the best higher education institution in the region.	29.86%	25.69%	12.50%	8.33%	6.94%	10.42%	6.25%
Option 4 We will be the leader in capacity building for a successful island nation.	6.25%	18.75%	21.53%	18.06%	13.19%	12.50%	9.72%
Option 5 We will provide quality education today for a successful tomorrow.	47.22%	24.31%	10.42%	8.33%	5.56%	2.08%	2.08%
Option 6 We will prepare our people for a better tomorrow.	6.94%	13.19%	25.00%	15.28%	22.92%	10.42%	6.25%
Option 7 We will train/mold/shape the minds that move the nation.	6.25%	6.25%	15.97%	17.36%	15.28%	19.44%	19.44%

The SPWG recommends that the Cabinet and the Executive Committee consider these results (Tables 1 and 2) and at least narrow them to only Options 3 and 5, as chosen by the majority of respondents. The SPWG also wishes to emphasize that *Option 5* was the most popular first choice with 68 respondents compared to only 43 respondents choosing *Option 3*.

Tense for the Visioning Statement

The SPWG debated the importance of using *future tense*, to emphasize that the vision statement represents where we want to go within the next five years. Others felt the vision statement should be stated in the *present tense* because it will be our focus, upon implementation of the strategic plan, for the next five years. Thus, we should not speak about that vision as future when implemented, but

what we are doing from that point forward--*now*. The SPWG was split on this matter, and thus it was decided that larger college opinion should be solicited for preference of statement tense. The results (Table 3) showed that the majority of respondents (110/144 = 77.46%) preferred using the present tense over those respondents who favored using the future tense (32/144 = 22.54%). Thus, the SPWG recommends the college use the present tense for its vision statement. Thus, Options 3 and 5 should be written as:

- **Option 3:** We focus on student success to be the best higher education institution in the region.
- **Option 5:** We provide quality education today for a successful tomorrow.
 - (A reminder this was the most popular choice).

Table 3. Respondents were asked if they preferred the vision statement to be written in the future tense or the past tense (N=144).

Tense	Percent and Number of Respondents
Future Tense	22.54% 32
Present Tense	77.46% 110

Additional Respondent Visioning Statements

Respondents were also invited to offer alternative vision statements for consideration. The SPWG presents those vision statements that were received in Table 4.

Table 4. Sixteen respondents provided additional vision statements for consideration (N=144). One respondent suggested the addition of “advocate” and “be pro-active” but did not provide a complete statement.

Respondent Alternative Vision Statements for Consideration	
Quality Education Theme	
1.	Provide quality education today for a successful future.
2.	We focus on providing quality education today for a successful future of our nation.
3.	We provide quality education today for a better tomorrow.
4.	We will ensure quality education for our students.
5.	We will provide quality education for a better FSM tomorrow.
6.	We provide quality education to students for a successful tomorrow.
7.	To become the leader in providing quality education in the FSM/Region.
8.	We provide quality education while maintaining our multi-cultural heritage.
9.	We provide academic rigor as our norm (standard).
10.	We will provide educational opportunities to make good minds better.
Student Success and National Leadership Theme	
11.	We focus on student success in order to shape qualified workers and leaders of the region.
12.	We will commit to student learning for the betterment of tomorrow.
13.	We will provide a learner-centered institution of higher and quality education today for a successful tomorrow.
14.	To educate students and prepare them for a lifetime of learning and responsible leadership.
15.	We provide quality leaders to navigate our nation in a safe, peaceful, and healthy direction.

Respondent Alternative Vision Statements for Consideration	
16.	Cultivate the minds for the nation's best.
Other	
17.	To use the word "advocate" or "be pro-active".

The SPWG also highlights that 10/17 respondents who offered alternative vision statements for consideration (Table 4), actually offered variations on the most popular choice, Option 5, *We provide quality education today for a successful tomorrow*. Quality education resonated with the majority of respondents.

Cabinet and Executive Committee Endorsement

On March 17, 2017, the Cabinet reviewed the SPWG report and determined that the college should recommend the Board of Regents adopt the most popular vision statement, Option 5 (Tables 1 and 2).

- **Option 5:** We provide quality education today for a successful tomorrow.

Additionally, the Cabinet agreed that the vision statement should be presented in the *present tense*, as supported by the college majority vote (Table 3). Moreover, the Cabinet pointed out that each of the two most popular options (3 and 5) still speak to the future (“...to be the best...” and “...for a successful tomorrow”) and thus meet the expectation that our vision statement is about where we want to be within five years.

The Cabinet debated whether the Board of Regents should be presented with options, but also did not want to appear to lessen the fact that the majority of the respondents chose Option 5. The Cabinet endorsed this report being provided to the Board of Regents, with a recommendation the Board of Regents support Option 5 as the college’s next vision statement. And, if the Board of Regents would like to consider an alternative, that they should only additionally consider Option 3, because the remaining five options were not close contenders.

- **Option 5:** We provide quality education today for a successful tomorrow. (most popular)
- **Option 3:** We focus on student success to be the best higher education institution in the region. (2nd most popular)

Finally, Options 3 and 5 are aligned with the current proposed strategic directions of the SPWG, and those are:

*Innovate academic quality to ensure student success, and
Strengthen resources to meet current and future needs.*

On March 24, 2017, the Executive Committee (EC) reviewed the SPWG recommendation, and the recommendation and endorsement of the Cabinet. The EC concurred with and endorsed the recommendation of the SPWG and the Cabinet. During the May 3-4, 2017, board meeting, the Board of Regents will be provided this report, and recommended to endorse vision statement

Option 5. If the board would like an alternative for consideration, they should only additionally consider vision statement Option 3.