

TO: The Board of Regents

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

DATE: December 2-3, 2013

RE: President's Report

Since the last report submitted by the president, 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;

The college is required to submit a Follow-Up Report by March 15, 2014, to evidence ongoing efforts to meet the Standard for Physical Resources. The completion by November 30, 2013, of the comprehensive facilities master plan report and space utilization study conducted by Beca Ltd. will serve as basis of the Follow-Up Report. A full presentation of findings will be made by Beca Ltd. to the Board of Regents at this December 2013 meeting.

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. Although FSM Congress appropriated \$700,000 for FY 2013, and \$1.4 million for FY 2014 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 that serves to strengthen the college, employees were encouraged to complete the Accreditation Basics On-Line Course. We are proud to report that 100% of the employees successfully completed the course. The college's Executive Committee has endorsed a requirement for all new college employees to successfully complete the Accreditation Basics On-Line Course within 30 days of employment.

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

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. 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 embedding accreditation standards in policies and procedures, and more importantly to build internal capacity. For example, the communications policy working group continues its efforts, and a master planning calendar has been completed.

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 suggested that "broad-based participation in college governance is the new normal at the college." Purposeful dialogue is being integrated throughout the college and evident in the strategic plan.

Finally, bi-weekly meetings with the Cabinet continue to ensure the effective and efficient operations and needs of all areas of the college are being met in a timely manner. It also provides a forum for sharing of expectations, plans, ideas, concerns, and information. Additionally, a one on one bi-weekly meeting between the president and each vice president provides 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;

In progress. Future steps depend upon the action taken by the FSM Congress to restore the decrement resulting from the JEMCO resolutions. Should such action not continue, 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.

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.

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 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 at its May 2013 meeting, the Five-Year Integrated Educational Master Plan that links instructional, technology, human resources, facilities, and financial plans. 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 integrated educational master plan.

Additionally, the college has recently completed a master planning calendar that will guide the college to complete the strategic plan in 2017, and preparations for the next ACCJC comprehensive visit in spring 2016.

7. Implement and assess the recently approved organizational structure and reporting procedures and make changes for an efficient, effective, and sustainable institution;

The recently adopted two-sided organizational structure is working well – the participatory governance organization which is charged with decisions and recommendations and the administrative organization which is charged with action and implementation. On the administrative side, the Management Team (MT), comprised of the 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 functions to improve communication between 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.

The organizational changes were assessed in the spring of 2013 and results were favorable and recommendations were made for improvement.

As well, some additional position changes, shifts in responsibilities, and reassignment of reporting responsibilities will be implemented as assessment of the structure continues, and to respond to budget projections for 2015 and 2016.

#### **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;

In progress. The president continues to work closely 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 to strengthen it moving forward.

2. Ensure campus action and policies are in accord 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;

In progress. 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;

In progress. 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*, provided an assessment of our progress and remaining work.

In its May meeting, the Board endorsed the college’s Strategic Plan 2013-2017 and revised the college’s vision and mission statements. The revised mission statement will be implemented following accreditation procedures for substantive change to be submitted in February, 2014.

5. Build and maintain a cohesive and highly functional senior administrative team, delegate responsibility appropriately and hold individuals accountable;

In progress. 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);

In progress. Through the use of TracDat, plans and KPIs are being assessed and reported.

7. Maintain the college’s accreditation;

In progress. Although accreditation has been reaffirmed, the college is mindful that the work of accreditation continues. *(See response to Challenges and Opportunities #1 above.)*

8. Promote excellence by sustaining the cycle of continuous quality improvement;

In progress. Included among accreditation related activities and cabinet meetings is an ongoing review of the ways in which the college is cultivating a culture of assessment, 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 has been completed and will remain ongoing.

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

In progress. The Five Year Integrated Educational Master Plan will inform the development of the budget for 2015, 2016, and 2017.

The IEMP will be revised to reflect changes to enrollment and revenue projections for 2015 and beyond.

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;

On-going. 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. Requests for re-programming must provide a rationale and be aligned with, and in support of a strategic goal.

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;

In progress. The foundation "The Friends of the College of Micronesia-FSM" has been established as a 501c3 by the IRS and designated as a public charity.

In support of foundation efforts to promote COM-FSM and to explore opportunities in Japan, the Chairman of the Board of Regents, the President of COM-FSM, and the President of the Friends of COM-FSM, Inc., visited Japan from October 29- November 3. During the trip, we toured the International Christian University in Tokyo and met with President Junko Hibiya, PhD. ICU was encouraged to pursue partnerships for exchange and scholarship with COM-FSM.

Ambassador Peter Y. Sato, President of the Association for the Promotion of International Cooperation APIC, and Ambassador to China (1995-98) hosted a dinner for us at the Tokyo Club. Also in attendance was former Japanese

Ambassador to the FSM, Ambassador Shoji Sato, and Kiyotada Tazaki, Professor Emeritus at Yokohama National University. The evening was spent establishing new friendships and discussing opportunities for the Foundation and COM-FSM.

We were also invited to attend the reception celebrating the FSM National Day Reception, and the 25<sup>th</sup> Anniversary of diplomatic relations between Japan and the FSM.

We visited Professor Izumi Kobayashi, President of the Japan Pacific Islands Association JPIA at his office in Aoyama. He encouraged COM-FSM to develop short-term exchange programs for Japanese students, and English language training for businessmen. Both of which he believes would be successful.

Finally, we ended our trip with a dinner with Ambassador Shoji Sato who has offered to assist the Foundation and the COM-FSM in its initiatives in Japan.

While preliminary, I believe we were successful in our outreach activities. However, we are mindful that success will be contingent on continued and consistent efforts, and successful follow through.

Additional fund raising activities are being planned to coincide with the April 2014 Founding Day Celebration.

12. Develop and maintain channels of communication with and among employees regarding all aspects of college operations;

In progress. *(See response to Challenges and Opportunities #2 above.)*

13. Maintain a highly visible leadership role in the communities served and develop and maintain strategic partnerships;

In progress. *(See response to Challenges and Opportunities #4 above.)*

14. Seek funding for the master infrastructure development plan and maintenance program;

In progress. Final approval and funding for the college-wide space utilization study in support of college facilities master plans was secured and the contract with Beca will be completed by November 30, 2013. 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;

In progress. *(See response to Challenges and Opportunities #5, and Duties and Responsibilities # 2, and #3 above.)*

16. Promote appreciation of cultural diversity;

On going. In everything we are doing and 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 the countries that 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