

TO: The Board of Regents

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

DATE: December 15, 2015

RE: President's Report

Since the submission of the July 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;

Ongoing: The college established a "*Policy Review Process*" which VPs would identify the total number of policies in their department and categorize polices in these following categories: needing revision, needing no revision, obsolete, and policies are not truly policies, but are procedures. The "*Policy Review Process*" is ongoing until spring 2016. Some college [policies](#) are available for public viewing on the college website under "Board of Regents" tab.

The college faculty, staff and administration have been working on writing Accreditation Standards self-evaluation reports during the past months. Consultant continues to meet with Accreditation Standard teams to provide guidance and technical support with the accreditation self-evaluation report. The Accreditation Standard teams submitted their self-evaluation reports on October 30, 2015, to Frankie Harriss, VPIEQA/ALO. The report will be reviewed for endorsement at the Board of Regents' meeting in December 2015. Transmission of the final report to ACCJC and distribution to the visiting team will be in January 2016. Team visit will be in March 2016.

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.

The college will undergo its next comprehensive review by the Commission on March 14-17, 2016. Steps are being implemented to ensure accreditation standards are upheld and evidenced to facilitate the review process.

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

The following forums were held:

On August 7, 2015, FSM student recipients made a presentation on the Asian & Pacific Islander American Scholarship Fund (APIASF) at Pohnpei Campus Small Business Development Center on 3rd Floor. The forum was well attended and open to the public community.

On September 25, 2015, Ambassador Masaki Sakai from the Japan Embassy presented about the relationship between FSM and Japan, scholarship opportunities, and upcoming events hosted by the Japan Embassy. The presentation was held at MITC from 1-2PM.

On October 28, 2015, Mason Wiley, the Executive Director for the Center for Entrepreneurship presented on the topic of *Entrepreneurship*. Majority of the students attended were business majors along with faculty and staff.

On November 27, 2015, Lieutenant David Sare, a Seabee Liaison for the US Naval Mobile Construction Battalion ONE presented on *Science, Technology, Engineering, and Math (STEM): Opportunities in Personal Education and Employment*. Students, staff and faculty had an engaging discussion about how STEM relates to our everyday lives.

The following events were held:

On August 3-7, 2015, faculty from Pohnpei and National campuses attended workshops and orientation. Topics included: effective practices, assessment plans for 2015-2016, presentation of program assessment summaries from 2014-2015, re-launch of the Foundations of Excellence for faculty engagement, general assembly and lunch with new freshmen, and a training session for division chairs.

August 6-7, 2015, the Board of Regents' Meeting was held at National Campus and the community meeting was held at PICS cafeteria on August 6, 2015.

On August 23, 2015 to September 6, 2015, seven students and two professors from Reitaku University arrived for their annual study tour. The students presented environmental lessons at two elementary schools, visited cultural sites and performed community service in U municipality.

On September 7-14, 2015, the Sophia University brought 15 students and four professors. These students attended classes at COM-FSM, visited cultural sites and experienced home visits over the weekend. The COM-FSM Micro/Japan Student Club served as guides for each group.

On September 16, 2015, the college held its 4th Annual Convocation. This year's theme is "Student centered + Student Learning = Student Success." Guest speakers were Yosiwo George, Vice President of FSM, Churchill Edward, Chairman of the Board of Regents, Joseph M. Daisy, President and CEO of COM-FSM, Jean Ranahan, professor of Languages and Literature, Kasiano Paul, Vice President and

Faculty Representative and Vice Chairperson of Faculty/Staff Senate and Darla Simina, Student Body Association secretary.

On September 22, 2015, the college officially opened the Center for Entrepreneurship with a ribbon cutting ceremony at the college's National Campus. Present at the ceremony were former FSM President and now COM-FSM Executive Director for Institutional Advancement Office, Mr. Emanuel Mori, FSM Secretary of Education, Mr. Kalwin Kephas, Chairman and President of the Micronesia Registry Advisory (MRA), Mr. Steve Baker, COM-FSM Regent, Mr. Kasio Mida, COM-FSM President, faculty, staff, and students.

November 20, 2015, the college hosted an event in recognition of World Diabetes Day at the National Campus. The theme was "Act Today, Change Tomorrow". The college partnered with JICA Alumni Association-Pohnpei Chapter, Pohnpei State, Public Health Programs and Dental Services, Medpharm Clinic & Pharmacy, Island Food Community of Pohnpei, COM-FSM Nursing and Public Health students, Micro-Japan Club, and the National Campus Student Body Association.

December 3, 2015, the Chinese Art Troupe from Guangdong Province, China performed a folk art show at the FSM-China Friendship Sports Center for free admission to the general public at National Campus.

December 4, 2015, a Christmas Concert was held at the National Campus Practice Gym of the FSM-China Friendship Sports Center. The National Campus music instructor, Mr. Micheal Muller, led this event with students, faculty and staff.

December 17, 2015, is scheduled for commencement.

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.

During August, vice president for administrative services led the planning for priorities and resource allocation and preparation for the 2017 budget and the launch meetings.

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.

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

On August 10-11, 2015, the COM-Land Grant Program Board of Regents meeting for the third quarter of FY'15 was held at the University of Guam, College of Natural and Applied Sciences. In attendance were the members of the board, chair Hilda Heine from Marshall Islands, treasurer Masa-Aki Emesiochl of Palau, secretary Churchill Edwards of Federated States of Micronesia, Executive Director Singeru Singeo, President Patrick Tellei of Palau Community College, President Theresa Koroivulaona of the College of the Marshall Islands and the Cooperative Research and Extension VP/Deans from each of the colleges. Among the directives signed into effect was a commitment to provide funds to support major improvements to the research station in the Marshall Islands. For the

extension program support, the board approved the designation of November as a month to promote local vegetables such as Kang Kong, Bele, and other traditional vegetables to help fight non-communicable diseases caused by current poor diets. President Tellei asked that the Land Grant program identify and focus future efforts to support economic development for the three countries. The Board of Regents agreed.

During the month of August, the college was informed about the connectivity contract status with FSMTC. Bandwidth expanded for all networks for improved services at National, Pohnpei, Yap and Chuuk Campuses due to recent changes in infrastructure allowing for expansions. Direct internet connectivity on Pohnpei and National Campus increased 7x, Yap Campus increased 4x, Chuuk Campus increased 4x. Kosrae Campus rates for direct internet connectivity will remain the same as FSMTC infrastructure does not allow for further expansion at this time. However, Kosrae Campus links for services directly located at National Campus have doubled. The situation for Kosrae Campus will continue to be monitored for potential network improvements as they become available.

COM-FSM in partnership with Pohnpei State proposed to build a COM-FSM Community Health Center (COM-FSM) to be located within the grounds of the National Campus. This proposed project will develop a bridging activity center between the COM-FSM and its community, helps the local government of Pohnpei in delivering the needed health service within the area of Palikir, and strengthen the skills and knowledge of the COM-FSM students enrolled in the different health fields. COM-FSM will be a public entity community health center, managed under an agreement between COM-FSM, Pohnpei State Government specifically through the Division of Public Health. Requested funding is \$1,705, 970. No action has been taken by Pohnpei State.

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

Beginning of December 2014, the COM-FSM Foundation of Excellence team held numerous meetings with staff, faculty, and committees to inform about its projects providing information to its importance and relevance to the college. The FOE team sent out surveys to both students and faculty across all campuses. On August 3, 2015, the Foundation of Excellence Working group held a meeting to establish the dimension groups consisting of students, faculty, staff, and other members of the community to help with the process of FOE report. By September 15, 2015, the dimension groups had completed their reports.

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.

President met with the Chairs of Standing Committee on October 22, 2015, and on November 9, 2015, to discuss the role of the Council of Chairs and the participatory governance. After long discussions about CoC's role and effectiveness, the members most felt that the Council of Chairs should be eliminated. In addition to the meeting, the members came up with several action items that will hopefully lead to improved communications and effectiveness for the college's participatory governance system, and recommendations in which standing committees can channel their voice to the Executive Committee.

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;

Ongoing: The current two-sided organizational structure facilitates the policy development and implementation process. A slate of draft policies and revised policies will be presented at BOR meetings for consideration and approval through Spring 2016.

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

The Visioning Summit is scheduled in August 2017.

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.

The college administration across the college campuses and their departments closed their academic year for 2014-2015 on TracDat on September 30, 2015. A new academic year 2015-2016 should be inputted into TracDat for all departments across the college campuses. All reports and plans must be completed to ensure TAs and POs will be processed.

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.

Ongoing: The Five Year Integrated Educational Master Plan will inform the development of the budget for 2016, and 2017. A revised budget procedures handbook will guide the development of the FY 2017 budget.

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.

President Daisy and Chairman Edward attended the Friends of COM-FSM, Inc. Board meeting in Guam on October 1, 2015. There were several questions raised regarding MOU between the college and the foundation. The MOU was not executed pending clarification from ACCJC.

Clarification was provided by ACCJC, and the college and the foundation executed the MOU on November 23, 2015. The foundation will meet on January 7, 2016. President Daisy and Manny Mori, Executive Director for Institutional Advancement and External Affairs will attend on behalf of the college.

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;

Ongoing: The college-wide space utilization and facilities master plan study in support of college facilities master plan has been completed. This study will add value to our existing facilities master plan and further inform both our short and long term facilities planning. A Concept Framework Paper has been developed which identifies facility priorities and funding requirements for fifteen years.

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.

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

On June 3, 2015, the college announced the search for the *Vice President for Instructional Affairs* and the *Vice President for Enrollment Management and Student Services*. Applications for the positions were accepted through July 2, 2015. Search committees formed and worked over the course of three months after which recommendations were submitted to the president for his consideration. The president approved the recommendations on October 15, 2015, and the appointments became effective on November 5, 2015.

The president is pleased to announce that Mr. Joey Oducado accepted the position for Vice President for Enrollment Management and Student Services (VPEMSS), and Mrs. Karen Simion accepted the position for the Vice President for Instructional Affairs (VPIA).

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

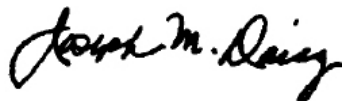
16. Promote appreciation of cultural diversity;

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,



Joseph M. Daisy, EdD
President and Chief Executive Officer