

**College of Micronesia – FSM
Committee Minutes Reporting Form**

Committee or Working Group:	Cabinet
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Date:	Time:	Location:
April 11, 2012	9:05 a.m	President’s Conference Room COM-FSM National Campus Palikir, Pohnpei, FSM

Members Present:

Titles/Representative	Name	Present	Absent	Remarks
President*	Dr. Joseph Daisy	x		
VP, Administration	Joseph Habuchmai	x		
VP, Student Services	Ringlen Ringlen	x		
VP, Instructional Affairs	Mariana Ben Dereas	x		
VP, Cooperative Research & Extensions	Jim Currie	x		
ALO	Frankie Harriss		x	Off-island
Staff Senate President	Resida Keller		x	Off-island
Director, Pohnpei Campus	Maria Dison	x		Acting Director
Director, Yap Campus	Lourdes Roboman	x		
Director, FSM FMI	Matthias Ewarmai	x		
Director, Kosrae Campus	Kalwin Kephass	x		
Director, Chuuk Campus	Mariano Marcus	x		Acting Director
SBA President			x	
Director of Development & Community Relations	Joseph Saimon	x		
Director of Research & Planning	Jimmy Hicks	x		
Executive Assistant to the President	Norma Edwin	x		
Executive Secretary	Hadleen Hadley	x		Recorder

Additional Attendees:	David Adams—Consultant from Sandy Pond Associates
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Agenda/Major Topics of Discussion:
1. Introduction of David Adams

Discussion of Agenda/Information Sharing:
<p>President Daisy called the meeting to order at 9:05am.</p> <p>As President Daisy shared during our staff development day, the college has enlisted Sandy Pond Associates to help us address our accreditation issues. Mr. David Adams is here now and part of his responsibilities is to help us assess our communication plans through administration of survey to faculty, student, staff and administration across the college and providing an analysis of that. Wilson Hess and Jim</p>

Mulik will be joining us at various points of the engagement to help move us through assessment of our plans ultimately to tying it together, linking our plans into an integrated educational master plan. So Mr. Adams wants to meet with different groups starting this morning with Cabinet.

Introduction of David Adams. Mr. David Adams has been coming out to Micronesia since 2007 to work on accreditation matters with CMI and has worked with Northern Marianas college as well. His extensive background include a MFA in poetry from graduate school; working for his father's construction business for four years; moving into teaching- working initially in developmental writing courses, federal special services grant courses, supervising those programs; gradually moving into technical writing and for the past 15 to 20 years has taught in engineer colleges helping integrate writing instruction in engineer curricula from year one into graduation. Mr. Adams is now in semi retirement working with Wilson Hess and Jim Mulik.

He has worked with ACCJC over the years and has a pretty good understanding on how they approach issues. His understanding from President Daisy is that there really are two areas the college wants assistance with. One is to help the college with the immediate concern of resolving its team recommendation from the last few reports. The other thing is to help the college internally build capacity to do certain things. His area is in communications so his initial focus will on the college's existing communications plan, develop a survey that will help us rigorously evaluate the plan and see what it tells us. The college should look at the first recommendation from the commission because probably that is the thing we need to address first. His own background tells him that communication is the key matter in all these recommendations and in most institutional matters. An experienced vice president of communications at a major international company once shared with him that there is no decision an institution makes no matter small or large that does not have a communications aspect to it. Institutions that ignore that will become stagnant and fail.

Introduction of cabinet members. Going around the table and by teleconference, Cabinet members introduced themselves by name and position they hold in office.

Recommendation One. Mr. Adams read recommendation one which says "Improving institutional effectiveness and leadership in governance, to fully meet this standard the team recommends that the college evolves its communication efforts to ensure broad based participation and encourage purposeful dialogue in which all stake holders participate in the exchange of different points of view and reflections that lead to genuine and participatory governance". He then asked Cabinet the following questions: what does the recommendation mean to the college? And what is the cause of our communication problems?

What does the recommendation mean to COM-FSM? Cabinet members shared what they thought it meant which included: the college has no clear and purposeful communication plan or structured planning in place, that what we have is just efforts; we do a lot of communication and ignore a lot of it; we send and receive a lot of messages and just put them aside to handle later but never do; we assume everyone is on the same page but communication is often not understood by most; we do not make the effort to clarify communications among us.

What is the cause of our communication problems? Views from members of cabinet include the assumption that everyone understands each communication or should know since we are a small community; no one is assigned to close the loop, to follow through on tasks assigned, thinking someone will follow through and do it so nobody did anything; campuses feel left out on participation of decision making; their feedback is not being taken since they can be heard but not seen so they feel they are left

out and forgotten; some felt with the new structure directors and vice presidents are disconnected from what is happening in committees; no real definition of roles of committees and its link to the administration; some committees are still struggling to define their roles; some felt that the new structures were formed without much thought into where the balance will be; that part of the struggle is to find balance between administration and committees; part of the problem may be that our discussions are not clear when we talk about options on potential information that is coming in; it is not clear what was considered in making the decision and what was considered but not adopted in making that decision and what was adopted and why; when decisions are put out there are no supporting evidence and process of arriving at said decision; campuses feel they are at a disadvantage at meetings when decision making is taking place because of their distance and reliability of technology is not good.

With the new structure some committees are functioning well and better than before but other committees are still struggling. The terms of reference for committees are for the old structure. Some committees are still working on their terms of reference. Terms of reference will be taken to the Board of Regents for approval.

President's perception of the new structure is that groups are struggling with the notion of participatory governance because the restructuring happened hastily and at a time that misdirected efforts which should have been focused on these various recommendation, folks are stretched very thin and it seems we went from one extreme to another of total administrative control to no administrative involvement. We need to find a healthy balance where we have the committees working collaboratively with administrators and directors who have information and understand policies so there is this cooperative work. The most prominent challenge that has been brought to his attention around the new restructuring is around the roles and responsibilities of the campus directors which shifted dramatically from their previous roles and responsibilities without little understanding of why that happened.

President feels there is a far greater level and quality of participation now and we should look forward to increasing that level of participation and quality of intellectual discourse; the dialogue has to be meaningful and purposeful and we need to figure out ways to support and guide it for it to be collaborative to get away from the concept of us and them.

Mr. Adams shared his preliminary observations. When we administer the survey his goal is to find the areas as result of the survey where we need to drill deeper and find out what is going on in terms of communications. His perspective as a former faculty member is that the core function of why we are here is teaching and learning and if everything we do does not somehow circle around back to that then we will get inefficiencies. The other thing he noticed from looking at the many reports, plans, and documents we have is that he had difficulty seeing how they are coherent around any guiding principles of the institution. For him the guiding principle relate to the mission of the institution and what we want to do for our students. He also noticed that there is a lot of communication whether it is effective or not is another question. Sometimes people talk because they feel they need to be making some talk which is much similar to a concept by electrical engineers of noise and a signal. The analogy is you can have a lot of talk but it amounts to static. That means you got a lot of noise but not a lot of communication going on. Part of what they want to do is help us get to the core where the noise is coming from and get rid of it. It is typical that there will be a lot of one way communications coming from committees going to administration and vice versa. He will not minimize culture and language barriers. There are localization techniques that can help communication barriers.

Mr. Adams also shared a story that illustrates where he hopes things will be a year from now. Before the comprehensive visit at CMI he went around offices and spoke with the staff and ask "how does how you do your job affect the lives of your students and their ability to succeed?" And everyone of them could tell him this is how I do my job and make it easier for students to succeed. And this is what he meant by "the

core function of an institution is teaching and learning” needs to cycle throughout the institution. Communication plays a vital role in that. All Cabinet members have people working for and with them but do they know what they are doing contributes to that primary function.

Closing Thoughts. Mr. Adams outlined what will happen over his time here. He will get the survey done and analyzed; launch the survey by early tomorrow morning; do similar survey for students but in slightly different way; continue reviewing existing communications plan and combine a survey result with some observations; give us an analysis and recommendation report to act on so that by the time the visiting team gets here, we will have that accomplished and be able to show them that we have moved on recommendation one. We have a starting point and a point down the road. We will have an opportunity to do a supplemental report before the committee meets; we will have an opportunity to bring new material before the commission in June; we will very likely continue the cycle to another report and visit in the fall; and the final deadline on our accreditation issues be coming in January of 2013.

Mr. Adams closing question for Cabinet was when they leave this meeting what are their individual communication responsibilities about what was discussed at this meeting? As they leave, they will see people, what will they say? If they get into the habit of doing that in every meeting they are in, they will find that without a lot of extra effort they are making a big difference in that purposeful dialogue.

Mr. Adams will be here until the 18th of April, 2012. He is still structuring the week here. He may seek out individuals to ask opinions. He encourages people to seek him out. Campus Directors may work with Norma or Hadleen for scheduling of teleconference with Mr. Adams should they wish to consult with him.

The Administration will be relying on campus directors for the administration of the survey. President Daisy and Mr. Adams will nail down the logistics of the survey today, then communicate out and look for people’s support. Where it stands right now is Mr. Adams has gotten feedback from the ALO, President Daisy and Jimmy Hicks have reviewed it and this will come from the President’s office with a cover note. Each campus will have a password for the survey monkey link and people will complete it once and access will be dissolved.

President reminded Cabinet that they wear two hats; the hat for their specific area of responsibility and the hat for the institution and must look beyond their specific responsibilities, all working together in the best interest of the students we serve. Some of the steps to get us there are engaging the Sand Point Associates to help us because we do not have the luxury of time for trial and error. The clock has run out, we are at the precipice of accreditation and we need to get this right this time around.

The two team ACCJC visit was originally set for April 9, 2012 but Daisy requested an extension. ACCJC kindly changed the visit to April 23-25, 2012. Jim Mulik will be here around the same time. Floyd Takeuchi will be here on the 17th of April to help with final preparations, briefing, the evidence room, meetings with us and the Board. The visiting team has not yet asked to visit the other campuses. President believes they will be very focused and pressed for time but may spend considerable time on the JEMCO decrement, what that means to us and what will we do. President’s hope is that the national government would have met and taken action to fund that gap by the time we go to the commission meeting in June. That will be a significant information to share with the commission. But if that is only for one year then we still have to think about the significant impact of the \$2.8 million of the next four years. We just have to be as honest with them as possible, we are making progress, we are going back to close the loop on the last strategic plan.

The Cabinet will still meet for its regularly scheduled meeting on Friday, April 13, 2012.

The meeting adjourned at 10:20am.

Comments/Upcoming Meeting Date & Time/Etc.:

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Handouts/Documents Referenced:

1.

College Web Site Link:

- Not applicable

Prepared by:

Hadleen Hadley

Date Distributed:

2/29/12

Approval of Minutes Process & Responses:

Submitted by:

Date Submitted:

Summary Decisions/Recommendations/Action Steps/Motions with Timeline & Responsibilities:

Action by President:

Item #	Approved	Disapproved	Approved with conditions	Comments