

Assessment of College of Micronesia – FSM Committee Governance Structure Spring 2013¹

Introduction

The College of Micronesia – FSM over the past 3 years has revised its participatory governance structure through a series of actions: 1) revision of the standing committee structure and membership, 2) establishment of a council of chairs representing chairs of all standing committees, 3) establishment of a management team (composed of directors and deans from across the college, and 4) an Executive Committee. Fuller details on the changes could be found in the college's reports to ACCJC at <http://www.comfsm.fm/?q=accred-docs>. This survey is designed to assist with evaluation of the participatory governance structure at the college. Question 5 provides an overview of committee operations while Question 9 deals with overall views of college personnel on the participatory governance structure.

An initial survey on Committee Governance Structure was undertaken in spring 2012 prior to establishment of the Management Team and Executive Committee that focused on committee participation and satisfaction.

Structure of the Survey

Questions 1 – 4 provide background information on campus, type of employee, citizenship and if the responder is currently on a committee. Question 5 provides an overview of committee operations, while question 6 provides information on whether member participate in committees in person or via teleconference and question 7 addresses whether or not ample opportunity is given for participation in committee discussions. Question 9 deals with overall views of college personnel on the participatory governance structure. Questions 7, 8, 10 and 11 are open ended question regarding participation and means to improve participatory governance at the college.

Structure of the Report

The report concentrates on overall responses, as a review of responses by campus and employee type revealed no significant differences from the overall responses, Questions 5 & 9 provide data summaries for percent of respondents who indicated “Strongly Agree” or “Agree”. For open ended questions, a “text analysis” diagram is included in the body of the report with all responses attached at the end of the report. Full details of the data for questions 5 & 9 can be found at http://www.comfsm.fm/irp/Data_Center/Surveys/GovernanceSurveyDetails.pdf.

Survey Response

There were a total of 220 responders to the survey out of approximately 360 total full time employees at the college representing ~ 60% of employees. Responders were from all campuses

¹ Prepared by Office of Institutional Research and Planning: email rschplanning@comfsm.fm, phone (691) 320-2480 ext. 119, website <http://www.comfsm.fm/?q=irpo>,

and employee types. Students were not included in the survey. The Office of Institutional Research and Planning will coordinate student focus groups in fall 2013 regarding participatory governance.

Findings and Recommendations

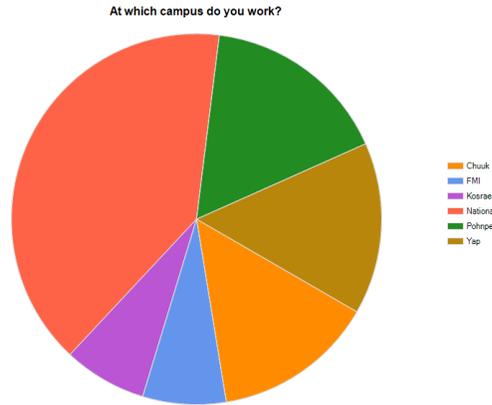
- There were limited observed differences when viewed by campus, employee type and citizenship.
- When combining responses for “Strongly Agree” and “Agree”, responders were generally satisfied with committee operations, opportunities for participation and decision making (question 5) with all statements but one at a 79% agreement level or higher. Regular attendance was seen as a problem with only 38.1% of responders agreeing with the statement “All members attend regularly”. The Cabinet and Executive Committee are already addressing committee attendance issues with greater emphasis on supervisor responsibility for ensuring regular attendance of direct reports to committee meetings and committee participation. Action step:
 - Increased responsibility of supervisors to ensure supervisees understand clear expectations for committee participation and that supervisees are present for committee meetings.
- When combining responses for “Strongly Agree” and “Agree”, responders were generally satisfied with the overall participatory governance structure (question 9) at the college as all statements were at a 79% agreement level or higher.
- Review of open ended responses indicates areas for improvement:
 - Improved communications and procedures for committee participation for off island (outside of Pohnpei, the location of the college’s national campus) members.
 - Training of committee chairs and vice chairs for improved involvement of off island participants.
 - Training of committee chairs on how to conduct effective meetings.
 - Increased guidance and clarification for committees on how to offer recommendations towards continuous quality improvement such that committee involvement and participation is enhanced, purposeful dialogue is enhanced, and frustration is reduced.
 - Continued exploration of alternative media for purposeful dialogue beyond email, the wiki, and teleconferences.
- In addition to college wide surveys on the college’s participation governance structure, each committee should conduct annual internal surveys on committee operations.

Details of Responses

Question 1: At which campus do you work?

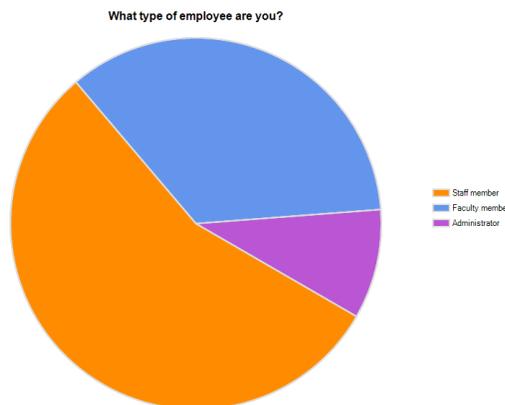
Answer Options	Response Percent	Response Count
Chuuk	14.1%	31
FMI	7.3%	16
Kosrae	7.3%	16

National	40.0%	88
Pohnpei	16.4%	36
Yap	15.0%	33
	<i>answered question</i>	220
	<i>skipped question</i>	0



Question 2: What type of employee are you?

Answer Options	Response Percent	Response Count
Staff member	55.5%	122
Faculty member	35.0%	77
Administrator	9.5%	21
	<i>answered question</i>	220
	<i>skipped question</i>	0

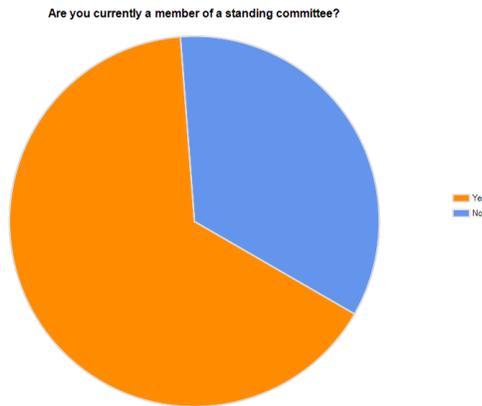


Question 3: Are you a Micronesian?

Answer Options	Response Percent	Response Count
Yes	73.6%	162
No	26.4%	58
	<i>answered question</i>	220
	<i>skipped question</i>	0

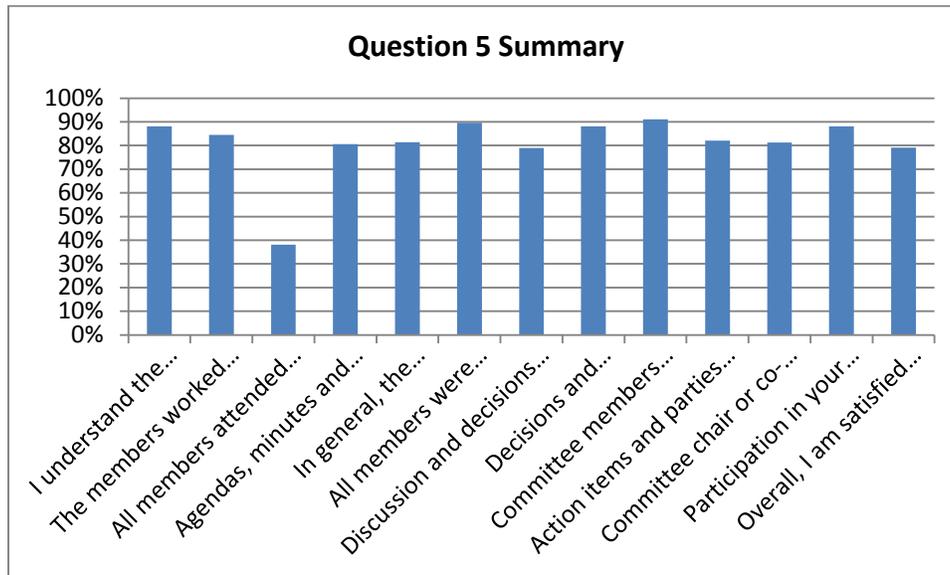
Question 4: Are you currently a member of a standing committee?

Answer Options	Response Percent	Response Count
Yes	65.5%	144
No	34.5%	76
	<i>answered question</i>	220
	<i>skipped question</i>	0



Question 5 Thinking back on your committee's meetings over the past several months, please mark your level of agreement with the following statements.	Strongly Agree & Agree
I understand the committee's Terms of Reference.	88.1%
The members worked toward fulfilling their responsibility as outlined in the committee's Terms of Reference.	84.4%
All members attended regularly.	38.1%
Agendas, minutes and ancillary materials were provided electronically prior to the committee meetings.	80.6%
In general, the objectives of each committee meeting were clear and understood.	81.3%
All members were encouraged to participate in the discussion and provide input into decisions and recommendations.	89.6%
Discussion and decisions were data informed and supported by sound evidence.	78.9%
Decisions and recommendations were made by consensus in your committee.	88.1%
Committee members were respectful of all members and guests at each	91.0%

meeting.	
Action items and parties responsible were clearly articulated.	82.1%
Committee chair or co-chairs were effective in managing meetings.	81.2%
Participation in your committee was important and valuable to COM-FSM.	88.1%
Overall, I am satisfied with COM-FSM's new Participatory Governance performance.	79.1%



Question 6: How do you usually participate in committee meetings?

Answer Options	Response Percent	Response Count
In person	58.5%	79
Via teleconference/telephone	41.5%	56
	<i>answered question</i>	135
	<i>skipped question</i>	85

Question 7: Are you given ample opportunities to participate in the committee discussions?

Question 7: Are you given ample opportunities to participate in the committee discussions?

Answer Options	Response Percent	Response Count
Yes	87.5%	49
No	12.5%	7
Please explain your answer in the space provided below.		34
	<i>answered question</i>	56
	<i>skipped question</i>	164

Text analysis for responses to question 7.

Campus Chair Forget Given Chance to Express
 Group Input Meeting Opinion Participate
 Physically Present Question Specific Wiki

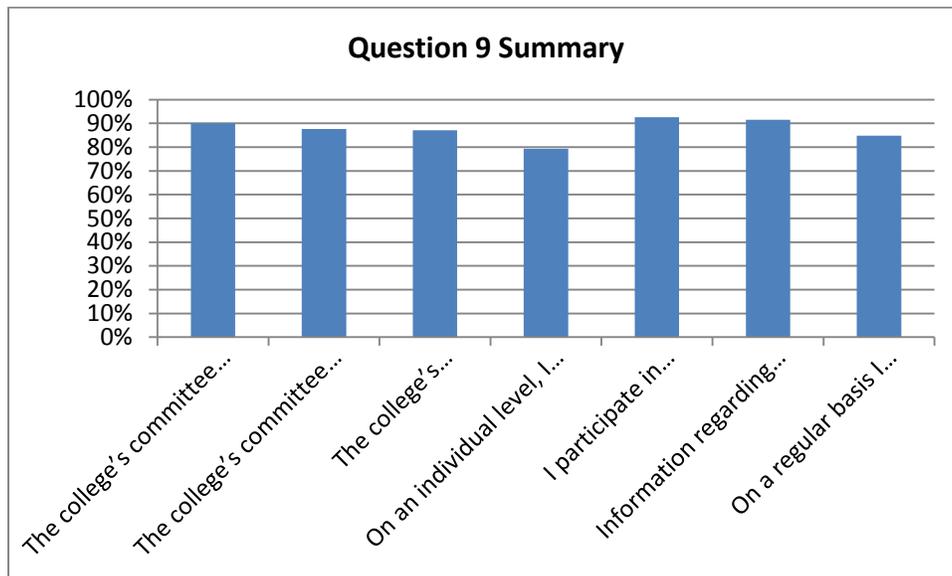
Question 8: What would improve your experience and participation in committees?

Allow Attend Meetings Campuses Chair
 College Committee Meetings Concern
 Face-to-face Hardly Hear Improve Issues
 Opportunity Participate Problem Schedule Share
 Teleconference Think

Question 9: Please mark your level of agreement with the following statements.

	Strongly Agree or Agree
Question 9: Indicate level of agreement with following statements	
The college's committee structure promotes a participatory governance environment that involves the commitment and participation of all campus constituencies.	90.0%
The college's committee structure allows wide participation in the shared development of policies and procedures.	87.7%
The college's governance structure supports the systematic growth and development of COM-FSM.	87.1%
On an individual level, I have opportunities to input my views on critical policies and procedures being developed at the college.	79.3%
I participate in committee activities and other participatory governance activities (such as responding to surveys) on a regular basis.	92.6%

Information regarding committee discussions, actions, and decisions is readily available on the college wiki pages and through email.	91.5%
On a regular basis I access information regarding committees and decision-making via the college wiki, email, and/or through professional discussions.	84.8%



Question 10: What suggestions do you have for improving the newly revised standing committee/participatory governance structure at COM-FSM?

Agree **Campus College Committee**
 Communication Continuous Improvement
Meetings Participatory Governance Structure
 Procedures Protocol Run Satisfied **Student Suggestions**
 Teleconference Think

Question 11: Please use the space below to provide any additional comments about the standing committees and/or participatory governance structure at COM-FSM. These comments could be general comments and/or specific observations regarding a specific committee or the overall structure.

Chairs Clear **College Committee**
Members Committee Structure
Communication Complete **Discussions** Job Kind
Meeting Membership okay **Participation**
Participatory Governance Place
Representation Share **Standing Committees**
Think WIKI

Full Text of Written Responses

Question 7: Are you given ample opportunities to participate in the committee discussions?

Number	Please explain your answer in the space provided below.
1	It so confusing when two people talk at the same time.
2	everyone is given chance to express opinion and ideas
3	My committee meet during my class hours Yesterday, was my second in that committee meeting. The one suppose to be my
4	first attend, was cancelled, i guess..
5	Give my view on the strategic plan survey. The chair sometimes gives me chances to articulate my points on a specific issue
6	discussed. I used to be a member of the PRC committee last year. This year, I was told to be a
7	member of the Faculty and Staff Senate Committee. I get confused because I stopped participating in the PRC meetings but I am still receiving information on the
8	PRC. I have never been a Faculty and Staff Senate Meeting this year. No one informs me of when the committee will meet or no whatsoever information gets to
9	me on the meeting. Thank you. My participation is 100% via telephone, and opportunity to speak is always there.
10	We(on the phone) were always given opportunity to comment on the discussion.
11	I will be asked what my opinion is regarding a specific agenda. During the meeting the discussions the chair always call on each member to
12	comment or provide insight on whatever matter was being but forward for discussion. There was always on going dialogue between every members and the
13	whole group. I just wish there a much better means of communication beside the dial in.
14	Ample time is given to everyone, but because we are coming in through teleconference those members who are actually sitting together tend to forget that
15	they have colleagues who are not physically present but only through a machine. Thru wiki discussions or thru email and during meetings, although it is hard to fully
16	participate in meeting discussions when joining off-island. During the committee meetings, the chair always acknowledged the presence of
17	those that are not bodily in the meeting by calling those of us who turned in on the Teleconference.
18	yes, although committee chairs and officers should be given training on how to effectively run meetings with members calling in from state campuses. sometimes
19	most of the discussions are dominated by members on site that little time is left for online members to participate.
20	But I don't bother for I'm trying to understand what we're talking about first then I would question later. In each monthly meeting I attended, each state rep had always been asked to voice out his or her input on each given issue. My privilege to cast my vote on each motion is another example of how I was checking "Yes". The Chair has always invite for input from the State Campuses before voting. Chairperson conducts the meeting in a way to allow for all members to provide input. Not in teleconference meetings. Because sometimes people interfere when some is still having the floor, especially when using an intercom. Time is limited. The Committee Chair is on top of continually checking/calling out off-island participants by campus during meetings. This routine conference phone checking allows off-island participants to contribute in committee discussions. I feel that amble time is given for each off-island participant to contribute ideas, insights, recommendations, and sometimes campus updates/news with other committee members.

- We are sent e-mails of agenda and other documents needed in the meeting before a teleconference is scheduled so we have enough time to prepare for the meeting, i.e. aside from our individual inputs, we are able to get reactions and insights from everyone in our respective campuses.
- 21 There is enough time given to each member and members are asked to participate in discussion and vote on action items.
- 22 Each member were provided with details of the discussion and we are allowed for about three days to send our comments and suggestions. And during the meeting, all comments and suggestions were being discussed and come up with great solutions.
- 23 The chairs usually called upon state campus reps to get their input. They usually called them by campus so they are given chance to express their opinions.
- 24 Since I am from Chuuk Campus, participation is extremely difficult, if not impossible.
- 25 Usually, though sometimes the largest group at National forget to let us give some input.
- 26 Yes, thru meetings and the opportunity to email members and thru wiki.
- 27 The chair of the committee I was involved in usually call on each state campus to give their comments or response to what is being discussed.
- 28 I always give my opinion in committee discussion. And I am very pleased with how everyone in the committee considers my input. We have definitely improved in our communication.
- 29 As much as I wanted to participate in committee meetings, I'm given time to orally say what ideas may assist the discussions.
- 30 System-wide - allows you to input comments etc to a discussions.
- 31 State-wise - the Q & A time at the end of each Question or Discussions
- The state campus' reps are always asked to comment individually. I believe that I am given direct opportunity to comment by actually called upon than those members physically present.
- 32 I was always asked to share my ideas on agenda items that may have either a positive or negative impact on Chuuk Campus.
- 33 Members were given sufficient time to pound on issues and discuss via emails or wiki.
- 34

Question 8: What would improve your experience and participation in committees?

Number	Response Text
1	If I am there in person. Sometimes internet problem or landline is not functioning well.
2	I need some time to think about improving it.
3	none
4	Change meeting schedule to either after 5 pm or night time.
5	well, to join every time...
6	Just always attend committee meetings and track down all the data that needed to scrutinized in order to arrived at a good sound judgement.
7	Problem using phone is sometimes we are cut off or line is static and when this happens, we cannot hear others or members of the other campuses can not hear us. Because of such incidents, they make fun of us thinking that we are just that dumb. If this could be improved, I would hope that college should find ways to improve phone system where other campuses can clearly hear others and vice versa.
8	I would suggest that the committee meeting be conducted in a way that wouldn't be

interfered. In other words, we should avoid using tele-conference, too many interferences.

Let me talk about the PRC that I was a member of last year. I learned a lot of the College information from it and get to share my piece of thought in that committee. I felt good about it. Thank you.

9

Agenda and documents in concern are always distributed before the meeting and I'm thankful for that. What I usually don't get before the meetings is pp presentations for the presenters that are invited to our meeting ei Presidents, VPs, Comptroller, etc

10

meet in person

11

Meeting time should vary instead of having all committee meetings held at the same time and date of a week for the entire school year.

12

My committee meeting time always runs into my lunch hour.

13

14

attend meetings on a regular basis

Every topic that is being discussed, the chair should call on each of those joining the conference by phone to voice their opinions relating to each issue being discussed.

15

I personally think we need a more effective chair and the committee really needs to re-evaluate its TOR to more accurately reflect the intended purpose and current realities of such committee.

16

Off island participants are sometimes can hardly hear clearly others at National Campus.

17

18

By taking time studying the minute and always present at every meeting.

Sometimes teleconference is staticky and can hardly hear anything from the other end.

19

having all meeting handouts sent to members at least 2-3 days prior to meeting dates to allow time for review and familiarization.

20

To try and participate in all schedule meetings so I could be more updated on what's going on.

21

If only there will be once in a year in-person (every member meets at a previously agreed-upon venue) meeting for every committee, it will serve me well since I for one find it difficult to contribute wholeheartedly through this teleconferencing method.

22

23

Satisfy with the opportunity given by Chair to State Campuses for input.

24

Scheduling not to be to close to class time.

25

To have more knowledge on issues before meetings.

26

Attend each committee meetings on a regular basis

Since we have a limited bandwidth to include video conferencing during committee meetings, I would like to suggest a cheap software like Citrix for real-time video/audio conferencing.

27

28

Videoconferencing and face-to-face meetings would be helpful.

29

To be more focused.

30

Voice interruptions happen at times over poor connections. Bandwidth need to be improved for better performance

31

Participation in committees improve my knowledge about the college and what was really happening within the institution, then from there we can express our concern and we can provide suggestions to make the college more progressive.

32

If the mode of communication gets better than teleconference. Sometimes you feel like interrupting the discussion to state your point but you cannot break in. By the time it comes to you, you forgot what you were to say, or you loose your nerve.

33

To allow Chuuk Campus to have its own independent FSS, to share our minutes with FSS national, and to work together on agenda items.

34

Having the same number of participants from each campus in the group.

Chair could be more proactive in preparing background info and bringing critical issues to its members, and more effective in managing meetings.

35

- 36 Perhaps a face-to-face conference once a year or improve our technology at state campuses so we can video/skype or illuminate.
Those that direct the meetings need to be more prepared. Often we participate in meetings and we feel like nothing was accomplished in the meeting, theres not enough direction in the meetings. The one person that has done effective meetings is Franky, I like how she explains what the meeting is about and what we want to achieve in the meeting. There needs to be more training on how to effectively
- 37 conduct meetings that set and achieve objectives.
Sometimes, teleconference procedures not function properly which cause
- 38 difficulties to participate in such meeting.
System-wide - an opportunity to meet in person once in a while as via internet is not
- 39 really like conversing face to face ?
Give every member the opportunity to comment on issues, and respect their views
- 40 even if their views are not liked/accepted by many.
41 Change the committee meeting time from 12:00 Chuuk time. That's my lunch hour.
- 42 to attend meetings in person whenever possible.

Question 10: What suggestions do you have for improving the newly revised standing committee/participatory governance structure at COM-FSM?

Number	Response Text
1	No Comment The internet service or the teleconference equipment is not functioning well sometimes or even most of the times. Sometimes we feel like we are being
2	neglected or abandoned. Just very frustrating sometimes.
3	Always follow proper protocol when working with the college's needs. Set aside time for committee meetings that will allow faculty members to participate.
4	One hour at the end of the day when everyone is tired is not so good.
5	everyone should be given a chance to participate in the committees Members should be assigned not on the basis of their availability to the meetings of
6	a committee but on the basis of his knowledge or expertise on the committee that he would be assigned for. We need backup generator/ solar between the Dining Hall and the Residence Hall
7	parking Lot, therefore, when the power off they could not access to water during the power outage. Water is the problem here in the residence hall when power outage, it will cause no water. This is for the sake of the students health to live in a good
8	environment. Meet regularly though there are student reps on most of the standing committees, meeting
9	schedules should be made to accommodate student's available times. Most of the student reps do not go to their meetings because meeting times conflict with their class time; students' priority here at the college is attending their classes and then extra curricular activities come next. I was first assigned to some committees, then after a while, I was informed that I had a different committee, so i was not informed of my real committee. i got lost and never attend one ince.
10	May be reminding members when here is confusion on committee memership.
11	No suggestion
12	I would suggest that even special contract will access to this kind of survey.
13	None at this time
14	NONE

- 15 none
- 16 The development of policies and procedures.
I don't know how this could be accomplished, but there is a huge inequity between members who attend regularly, and those who don't. We need to figure out what would make attendance better. Surely, there is a way to accomplish this. I will think
- 17 about possible solutions
- 18 none at this time
- 19 More public awareness on the events that going on at the College (System Wide)
- 20 None
- 21 More Students Involvement in Meetings and Decision Making.
I have not participate or not a member of any of the committee so I am sorry but I do not know what do suggest. Maybe I will just say they need to keep up what the
- 22 others have been doing in the past and commit to it.
- 23 So far so good.
- 24 none
- 25 none
- 26 N/A
None at this time, just let it run for sometimes to complete a cycle, then evaluate
- 27 their after.
- 28 none
- 29 the committee/participatory are doing a great job!
Synchronize the free time period through out the COM-FSM system so that everyone is given opportunity or chance to participate in committee(s) meetings.
- 30 Committee officers, especially the chair to have training on conducting meetings.
We may have the standing committee/participatory governance structure but i have not had the chance to see it or i may have come across it but probably did not pay much attention to it. I will make effort to read all emails that come through or that are sent to my email address so i can be up to date on information relays from the
- 31 college administration.
- 32 No comments
Base on my observation, not all the of the College Community serve in these college wide committees. All the full time faculty members in this campus do but not
- 33 all the staff.
This structure looks promising for a sound governance system, moving forward. Thus I strongly recommend that the college continues with it and periodically
- 34 assesses it for continuous improvement and/or effectiveness.
- 35 Some improvements had been made.
- 36 none
- 37 No suggestions, at this point in time I believe the structure is most appropriate.
See to it that the members of each committee regularly attend the meetings. Also it
- 38 must be equally number from each campus site.
- 39 Sorry no suggestion for I am not in any committee right know.
Two main things I'd like to suggest for improvement are:
1. participation of members during meetings must be improved so meetings are productive.
2. all minutes of standing committees must be emailed out to everyone across
- 40 campuses must read and take immediate action on their part.
- 41 My view is that improvement had been made.
Continue with the good work they are doing in sharing information with the rest of
- 42 the community
- 43 None. I agree to how it is now.

- 44 Better communication
- 45 No suggestions.
- 46 None.
It would be better for one to be in the same standing committee(campus wide and state level); example: if I am in the facility & environment standing committee-
- 47 campus wide, then I should be in the same committee at the state level.
- 48 No comment
- 49 no suggestion
Committee officers needs to be selected two to three months prior to the next fiscal year so they have time to prepare themselves for the coming school year by going through several workshops. This will enable the committee officers to do their work more effectively. I am a standing committee chairperson and from my experience running a committee is a hard task and it takes much of my time and I have to be committed to be able to do it more effectively.
- 50
- 51 None for now; I am satisfied!
- 52 no comment.
Increase student involvement by compensation or providing the student with
- 53 incentives
- 54 Training for chairs and members on how to conduct a meeting.
- 55 N/A
Improve connectivity to the point where we can do video conferencing and/or GoTo
- 56 Meeting type format.
- 57 None
- 58 attend each meeting on time and on a regular basis
- 59 None at this time.
- 60 nothing, I am okay with the newly revised standing committee
To let the members know in advance on what standing committee they will be
- 61 participated.
As an adjunct faculty member, I have little to say on the issue. It would appear to me that the committee has put together a participatory governance structure that would be inclusive of the opinions of all stakeholders.
- 62
- 63 None
- 64 none
- 65 no suggestions for now....
- 66 No comment
- 67 None
- 68 none
- 69 Doing it right and walk through it accordingly.
- 70 no comments
It should be continuously shared with faculty and staff and practice to be used for reference of such conversation or topic in meetings so that the information will
- 71 trickle down to all participants.
Continuous sharing with local campus faculty as well as better participatory teleconferencing to include all state campuses with national campus committee
- 72 members.
- 73 no suggestions
I prefer the newly revised standing committee/participatory governance structure we have at our college. I would just like to emphasize that those participating in committee meetings via teleconference be not forgotten by the other committee
- 74 members physically present so that discussions could be well shared.
- 75 Nothing
Committees' TORs should be re-evaluated by each committee and given to
- 76 Frankie/President/EC to make sure that all groups are in agreement on its purpose

and responsibilities. I think this may be partly the cause of disillusion among some members. The intended purpose of the governance structure is good, but there's still a lot to be clarified/improved for that structure to work more efficiently and for people to really feel like being a part of "participatory" governance. At times it seems it is more an information-sharing network.

77 no comments

78 none

79 None- just continue

80 I strongly suggest to add a new committee ffor Student Services

81 no suggestions

82 N/A

83 The committees promotes participatory governance. to bring things to the next level, the committee officers should get training on how to effectively run meetings in an orderly fashion by allowing all members a chance for input and discussion.

84 No suggestions for now.

85 None

86 Appointment and membership should be more closely monitored to ensure wide range of and active constituents on committees.

87 The college should re-evaluate the times set for meetings and should include the schedules for all Campuses with no time conflicts with classes; duration of a meeting should be at least an hour and a half.

88 No comments

89 The existing avenue (teleconferencing) is okay; it just needs to be complimented with an annual in-person meeting, which entices every member to be present in any given meeting.

90 Reinstate Student Services Committee to address student issues.

91 Use fewer surveys. Write the surveys in a way that makes sense. Do not rely on Survey Monkey, but "test" all questions with one or more colleagues to make sure that the item and the responses have a useful relationship. Ex. "I participate in..." does not entail an "agree" or "disagree" answer; it requires responses dealing with frequency.

92 A weekly or biweekly summary of committee meetings, discussions and decisions would be welcome with links to the detailed minutes. This would allow a quick overall review of committee work and also provide means to look at more detailed information if desired.

93 Okay with revised committees. Encourage participation of membership at least for a majority.

94 paper less and via teleconference

95 Extended terms for Chairmanship of each committee when issues are critical.

96 Discipline members who never attend meetings.

97 none

98 Somehow, I came across the revised participatory governance structure just this morning. I re-reviewed the structure and felt that the structure is now clearly organized in a way that both internal and external stakeholders can understand how the system is governed. I am comfortable with the revised structure.

The system is a very good system, I think.

99 We all just have to take it seriously that we have to work very hard for the betterment of COM-FSM, this nation. I do feel that some times we (some people) do the least and not the most we could do in a day. Just a thought.

100 Committees are working well so no suggestions at this time.

101 I would like to suggest that actions items by committees be summarized and

- reported directly to administrators, especially campus dean so they can be aware of new development at an instant.
- The standing committee/participatory governance structure should always work together as a team. Team work is how our college moves forward and I do believe in this structure as the foundation of our school.
- 102
- 103 Teleconference facilities need to be improved for better participation and discussion. Get rid of them. They are all useless and redundant. Committees makes "recommendations" that another administrator must take into consideration prior to making a decision. Things could get done faster if the respective administrative office did what it was suppose to do, as in the end they make policy.
- 104
- 105 I am happy with it for now..
EVERYONE SHOULD BE REQUIRED TO ATTEND THEIR COMMITTEE MEETINGS.
- 106
- All committees need to establish a protocol to ensure that information is being distributed to to the COM-FSM community. In most cases, minutes ate being posted on wiki but not emailed to the community.
- 107
- If we want campus representatives, have equal number of reps from every campus. If we want participation to represent population, then have the reps be representative of the number of students, staffs and faculty members in each campus. This will make voting on issues fair. However, Pohnpei and National reps will most likely support each other because they are from the same state. Therefore, the best way is to have all decide on issues for the good of the whole system. I hope we care for each other and are not selfish. Let us not play politics in decision making at our college.
- 108
- 109 provide formal meeting trainings
Choose chairsperson who can coordinate committee discussions so that all members are given the opportunity to participate in committee discussions.
- 110
- Give state campus sufficient time to discuss issues, and define "sufficient" broadly, not the way some Palikir administrators define it.
- 111
- There needs to be a tracking system that keeps track of which committee people have been on previously so that we can assess whether the information coming from the committee is reflective of different people from different areas of the college or just coming from the 'same ol' group of people all the time. There is a risk of having the same groups together year in and year out causing the group to experience 'groupthink' and to become stagnant or stuck in the same path or way of thinking. People who have been in the same committee for a prolonged period of time should then be encouraged by their supervisors to engage in different committees. This will allow for people to circulate within the committees, learn and experience new areas (which is a way for us to improve and get a wider input through this participatory governance structure) and provide refreshing views for the college to grow from.
- 112
- 113 The member of the standing committee should meet more often.
- 114 none
More equality in the membership of the committees. With so many from National campus, they can outvote all of the state campuses.
- 115
- 116 To track down new ideas for better improvements.
Provide training for committee chair, vice-chair, secretary on the general roles of the committees, how to process documents for action items, how to draft policies, who to set meeting venues, teleconference lines...
- 117
- Working together as a group members improve more participatory governance structure at COM-FSM.
- 118
- 119 Share an idea within the standing committee, and put in action.
Always keep state campuses aware of decisions made and done. Many times we know it when we have to practice it. It becomes a shock.
- 120
- The college participatory governance environment that involves the commitment and participation of all composes constituencies.
- 121

- Administration is strongly influencing what is discussed in our meetings. Faculty concerns seem to be a second priority.
- 122 We have a good top down and down up structure. However we are missing out on horizontal communication. At the campus level we all participate in our committees however we don't know what the other committees are doing. There needs to be a chance where members of each committee talk to each other. We have that at the campus wide level (executive committee) but we lack that at the individual campus level.
- 123
- 124 no suggestions
- 125 No comments
- Since we are separated from each other by water, it is though difficult for physical gathering or meeting. The only channel we use is by the teleconference, if by any chance we could alter our physical contact in some other ways.
- 126 Training in meeting procedures. Do we still claim to use Robert's Rules? Do we have another set of procedures. All should be aware. Officers should have training in roles.
- 127 There is a desperate need for a student life committee and an almost pathological level of opposition to forming one.
- 128
- 129 None
- There should be some sort of incentive to oblige committee members to attend the meetings --- we always barely make up to quorum --- some individuals simply hardly or never show up
- 130 Including our State Dean back into the Executives, as he is our best Ambassador, knowing not only the daily running of our Campus but also the finite ins and outs that requires attention for the betterment of our State Campus.
- 131 We assume that is why we are doing this survey. Many members on committee upon which I serve do not believe we accomplish any meaningful work.
- I guess--use survey results to first identify areas. The idea of "meaningful work" and professional expectations was not explored--maybe the majority of committee members--which is everyone--is satisfied?
- TOR's--are not aligned for inter committee work and communication for shared meaningful work
- 132 Results of meetings are good, but can we have a shorter version of the recommendations?
- Another thing, can the decisions made by management over the recommendations made by committees be also relayed to the community? We just know the recommendations and we can just hear from grapevine what's the administration's take on the issues. More often than not, we do not hear the official decision of the administration
- 133
- 134 As of now I am not sure.
- 135 None
- 136 None
- Mix of people from different disciplines and levels of staff, students and selected stakeholders from outside.
- 137
- 138 none at this time
- None.. I think what we have works... to make it work - it should become part of our culture to participate and be involved in what is going in the college.
- 139 If the administrators attaches weight to the recommendations made by the committees then it would be better instead of just making recommendations that
- 140

would be totally ignored by the executives.

Question 11: Please use the space below to provide any additional comments about the standing committees and/or participatory governance structure at COM-FSM. These comments could be general comments and/or specific observations regarding a specific committee or the overall structure.

Number	Response Text
1	No comment I understand we have specific committees for each department but when it comes to dealing with some emergency needs, then I suggest we follow proper protocol with flexible ideas and communication when need it. Example, if the chairman is not around for final decision then whoever is the assistant will always help not just to wait until he or she comes back from just a short break or other family matter
2	business. I do not think running an organization by standing committees is the most efficient way of doing it. The committee system is prone to unnecessary delay, and the committees' decisions may not be data driven. After the committees' decide then who receive the decisions? The president, the Cabinet, the Executive Committee,
3	or all of the above? The chairs or co-chairs should be staffs directly related to the concerns of the committees so they could have more time for many things unlike instructors who have many other concerns priority of which is their performance of their teaching functions. They will also have full knowledge of issues at hand, unlike instructors who would still grasp on terminologies or processes before they can get themselves
4	involve on the issues being discussed.
5	No comments
6	No comments at all at this time.
7	just a though, may be membership of committees should rotate to different committees on a yearly bases.
8	I would like to do more of this kind of survey.
9	None at this time
10	NONE
11	none
12	The key to making this participatory governance work is for greater participation. I will think of ways to encourage and increase participation.
13	none at this time
14	Give some chance to other staffs to serve in the COM-FSM committees. but not limited members.
15	none
16	I am sorry but I have no idea about the standing committe.
17	No comments
18	none
19	none
20	N/A
21	None.
22	none
23	No comment
24	Give committee more power. Keep officers to remain as chairs, vice, and secretary throughout one school year.
25	Changing of chairs and other officers on a semester basis create unnecessary set

- backs in the smooth conduct of these important committees.
 Committees set up and in place are useful and very informative. Information just have to be relayed to those who are involved so we know where to get the information direct and on time. Not all of us have time to visit all committees reports and be informed of what the college is up to.... Thank you.
- 26
 27 No comments
 28 none now
 29 no comment.
 30 none
 31 Instead of not attending a committee meeting conference should be encouraged. Participatory governance is good however in our structure the EC which is represented by the directors and IC seems to be bias because its is not well represented by the faculty and staff alike which is why the decision form here becomes we are going back to the traditional management style (whatever boss wants that must be follow). Even we have the COC chair that represent the faculty he is still "one" vote in EC compared with number of administration member. In other word not balance.
 32 For know I have no comments for the standing committee governance structure, but I am sure the standing committees will do well for the Collage of Micronesia-FSM.
 33 just continue whatever is been started the college is doing a great job
 34 There should be a "retreat" to reflect on the year's accomplishments or discuss new agenda.
 35
 36 No comment.
 37 Involve more participants from the community and invite more members that are still out there with no committees.
 38 none
 39 No more comments.
 40 The state campuses disaster plans should be developed clearly, understandable by all college community and must be tied in with the state disaster plan. We need to implement periodical practices on disaster.
 41 No comment
 42 no comments
 43 We need to establish some type of structure that will enable the committees to function more effectively. Maybe an office that is incharge of coordinating and maintaining all the documents from the standing committees. The reason why i am suggesting this is that committees re-elect officers every school year and in order for us to be consistant the next incoming officers needs to have a source that they can use to move the committees forward
 44 no comment.
 45 Thank you for sending out minutes after you meetings.
 46 !00% better than a year ago.
 47 N/A
 48 No comands
 49 none
 50 None at this time.
 51 Keep posting meeting results (minutes) on the WIKI leak for people to view.
 52 I have no comment on this one.
 53 None for now
 54 no comments
 55 No comment
 56 Member should not just send information but should also share their thoughts and ideas.
 57 It would have been helpful in the beginning to keep some of the old committee

- members to help us along. They could have stayed on as nonvoting members.
- 58 Keep up the good job for all of us
Must take into consideration the time and class schedules for each campus when setting up committee meeting because our time and schedule often does not permit
- 59 us to attend meetings. (conflicting)
Time difference between campuses as well as teaching schedules prevent full participation in discussions among all state and national campuses committee
- 60 members.
- 61 no comments
Perhaps a way to eliminate the issue I discussed above would to seek the possibility of owning on every COM campus a system of video/audio system where we could all see each other (more like a webcam) so that in that way every
- 62 participates and the others would not be forgotten.
- 63 None
- 64 We really need a more effective chair.....!!!!
- 65 By joining the committees meeting make me learn new things about the college.
- 66 none
I think it would be very good for each of the committees to share information to
- 67 other members of different committees.
these new structured committees and participatory governance has provided an opportunity for staff, faculty and students to channel the needs, challenges, and concerns for the improvement of the institution. The communication processes is channeled at all levels within the system. It also encourage collaborative effort on
- 68 the part of everyone for the betterment of the institution
- 69 no comments
- 70 N/A
It is best to at least disburse agenda to members of each committee a week before so they can have time to review before meeting and also to provide copy to staff
- 71 and faculty of prespective campus for their input as well.
none, i like the committee structure. training is needed. some committees are functioning very well while a couple needs assistance in getting itself organized,
- 72 etc.
- 73 No comment
- 74 None
- 75 Training for committee chairs is needed for more effective meetings.
A clear and concise flowchart should be created and shared with the College
- 76 community for everyone to understand the roles each committee plays.
Again, I am okay with the status quo on how the college community goes about its participatory governance mandate; frankly, I feel there's nothing wrong with such a mandate; it's only the personnel that needs to be pushed to exercise more
- 77 participation and involvement in the system.
- 78 Current standing committees do not address student related issues.
Election of New Officers to a Committee that has unfinished businesses should be avoided. Revised TOR, so Elections of New Officers take place at end of SY. So
- 79 all matters pending be finished.
go back to how committees were run in the past.... members were more attentive and well informed because they were assigned to groups based on the nature of their current responsibilities or duties.
- 80 I think things are okay for the timebeing..we seemed to move forward after these
- 81 new structures.
Having members spread across different physical sites makes participation by all
- 82 vitually impossible.
I heard from others who represent our campus on standing committees that most of the time they feel left out from meeting discussions because the discussions would
- 83 be going on, but they usually do not have a chance to voice their opinions. At the

end of the meeting, the folks at Palikir would say, " oh, are you still there? Thank you for joining us."

84 No additional comments...

The members should do their assignments by researching for info so when they go to meetings, they bring with them suggestions and facts which help the standing committees to discuss towards progression of COM-FSM as one College.

85 Thank you.

86 Complete attendance during meetings and pls. start the meeting on time.

I still have to spend more time on wiki to read through the minutes of all

87 committees.

I waste my time going to committee meetings when I could be spending valuable

88 time doing my work.

89 none

The Executive committee should have a member from each campus with the President as the chair who votes only when there is a tie, and all the other VPs are non-voting members. The other committees' members should be based on the

90 population at each respective campus.

Know your or other committee members, to make sure you know who invite if a

91 chair/vice chair is not around.

Some members of committees dominate discussions during meetings. I am not there to hear personal views of those who claim historical affiliation to the

92 "progress" of the college.

We are told that there already exists some kind of revised participatory governance policy, but I would appreciate receiving a copy of such policy, but I have never seen it.

93 The committee structure is great but since there are only 9 committees, supervisors should be diligent in ensuring that all of their workers are participating in

94 committees (determine a cycle that will work for each area) within a cycle.

The standing committee should support the professional development in the

95 training areas at the college.

In general my committee is good at listening or trying to listen to everyone.

However, I have heard members of other committees complain that they are not

96 asked for their opinions nor are their concerns addressed.

To fully equipped standing committees with modern gadgets for faster means of

97 communications and actions.

It seems that committee work often focuses on evaluating processes only rather than looking at results of processes and making recommendations for improvement at the college. Yes, processes need to be evaluated, but the committee using the

process can do that. An example is what happened with the academic program prioritization. CAC evaluated the process as it should have. The committee didn't

spend much time on the results or recommendations of that process. Then the prioritization documents went to PRC where again the process was evaluated but no one took time to look at the recommendations for improvement at the college,

only the process. The summary of the prioritization process already included

98 recommendations on how to improve the process for next time.

My concern will base on our observations for each campuses need to be more

99 specific participatory governance structure at COM-FSM.

Always clear articulation in advance, honestly, respectively, monitoring and

100 evaluation for the out come.

101 no comments

We require trust in everything we do and help each other achieving our goal with complete honest, reliability and courage.

103 The committee chairs seem to be reporting what the president wants to the

committee rather than what the committees want to the president.

We just need to improve our horizontal level communication and have more participation from students in some of our standing committees especially when it comes to policies that effect students. For example the decision to have a facilities fee had no input from students. At our campus the students were surprised and very disappointed, not because of the extra money they have to pay but because there was no attempt to get students input. Students would have felt better if they at-least were able to give their input.

104

105 no comments

106 No comments

I know everybody agrees with me that the best way to have a committee meeting is by seeing everyone face-to-face. If there's a way, that would be better!

107

Only National campus faculty/staff have advantages of feeling up-to-the-minute participation. Lots gets clarified, suggested in informal conversations. Folks at Nat'l can see each other often, drop in to offices, have lunch, take a walk, run across each other here and there on campus. Those kinds of drop in discussions take place on other campuses, but do not reach the committee leadership. Distance is our constant challenge.

108

The members worked toward fulfilling their responsibility as outlined in the committee's Terms of Reference.

I had to disagree because some members merely show up bodily.

The college's committee structure promotes a participatory governance environment that involves the commitment and participation of all campus constituencies.

I had to disagree - students are a campus constituency and they are conspicuously absent from all committees. The one committee that did have regular student participation, student services, was abolished.

All members attended regularly.

Some members attended regularly but not all.

Participation in your committee was important and valuable to COM-FSM.

All of the decisions made were logical decisions that a capable administrator would make. There is certainly a role for participatory input, but in the areas in which we worked, that role is limited. There were other areas where there is a massive role for broad and wide participatory input, but that input was not available or was constrained to a preselected pick list. Surveys often presented winnowed lists of options. I felt like a vegetarian being told, "We value your input and so are asking you whether you prefer to eat beef, veal, or mutton? And please do not criticize this list as many people worked really hard to generate the list, disagreeing with the list is tantamount to denigrating the hard work that they have done."

109 Overall, I am satisfied with COM-FSM's new Participatory Governance

performance.

No, not at this point.

The college's committee structure promotes a participatory governance environment that involves the commitment and participation of all campus constituencies.

I had to disagree as students are not able to participate

110 None

As stated in Q10. to include our Dean back into the Executives circle for better representation of our Campus. The only other problem I see is that even though you have been included in the participatory governance structure committees and what have you, you are still treated not with your capacity as such but your capacity as the worker for the College, and this I believe will be the demise of this role.

111

It is difficult to respond as cross-committee communication is almost non-existent. It was obvious given clear deadlines for accreditation--the vast amount of planning work--including projecting budgets that the resource time was a critical factor when decision making bodies were created---Only in November 2102 with the formation of the Executive Committee--more than a year into Participatory Governance--did committees get a handle where decision originate

112

Overall, it seems the committees are working well enough. I am not sure about how do committee members do their representation, especially so that committees try to trim their membership, and everybody is expected to join a committee.

113

114 As of now I am not sure.

115 Must encourage all the department to participate in all activities..

Members must take their committee responsibilities seriously. Mere participation in standing committee without input does not necessarily represent participatory governance. Inputs supported by genuine evidences are needed to ensure that quality decisions are made in the interest of the college stakeholders.

116

An hour of meeting sometimes is not sufficient when an issue needed more attention or discussion.

117

118 None..