



COLLEGE OF MICRONESIA –FSM

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Office of the President

October 15, 2014

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

RE: President's Report FY 2014 4th Quarter Performance Report

Since the submission of the July 2014 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 am assessing the current leadership structure to determine ways in which it may be strengthened.

The following report is structured with the president's position profile in mind, and seeks to report at a high level, and to confirm that the "challenges and opportunities" as well as the "duties and responsibilities" for the President of the College of Micronesia-FSM remain top of mind for me.

Most if not all of these challenges, opportunities, duties and responsibilities are now appropriately shared through our participatory governance model with the broader internal constituents that comprise the college community.

Challenges and Opportunities:

1. Resolve the issues identified by the Accrediting Commission and maintain accreditation;

On August 6-7, 2014, the college held a summit focused on accreditation, and two case studies on finance. The summit was facilitated by VPIEQA and the Sandy Pond consultants (Mr. Hess and Mr. Adams).

On August 18-21, 2014, VPIEQA held accreditation writing training for the team chairs for their assigned accreditation standards. The first draft of the self-evaluation for each accreditation standard written by assigned accreditation groups will be due on October 30, 2014.

On August 20, 2014, VPIEQA sent out an "An All Employee Accreditation Baseline Survey" to the college. The survey will:

- Provide evidence of a broad-based accreditation self-evaluation process;
- Inform us of knowledge gaps;
- Inform us of areas needing focus and improvement

During the month of September, VPIEQA traveled to off-island campuses to conduct mini summits on accreditation and finance similar to the summit held at the National Campus in August.

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.

During August 2014, a “Policy on Policy” was developed. The “Policy on Policy” is a policy to guide the development of COM-FSM policies. It is a formal institutional policy to guide college policy processes. The policy has been endorsed by both cabinet and the Executive Committee in September 2014. The “Policy on Policy” will be presented to the Board of Regent’s meeting on December 8-9, 2014 for approval.

FSM Congress has confirmed Mr. Tulensru E. Waguk as the new regent from Kosrae State. On behalf of COM-FSM, I welcome Mr. Tulensru E. Waguk to the college community. Let us not forget Regent Lyndon Cornelius. Regent Cornelius served two terms as a Board of Regent member since November 12, 2007. He was elected as Vice Chairman of the Board of Regents since December 2008. Regent Cornelius has been part of a college era of contributing to positive changes to the overall college operations, and importantly, dedicating his unflinching support to reaffirm COM-FSM’s accreditation status.

The Commission expressed continued concern about sustained funding from the Federated States of Micronesia government and the government’s commitment to offset any shortages resulting from reductions in funding from the Compact of Free Association. FSM Congress appropriated \$1,400,000 for FY 2014, and has appropriated \$2,100,000 for FY 2015. However, should FSM Congress not re-instate the rest of the decrement resulting from the JEMCO resolution, the college would find it extraordinarily challenged to sustain accreditation standards and carry out its mission.

To ensure the college community understands and embraces accreditation as an ongoing process, 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 in spring 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;

Ongoing: During April 23-28, 2014, Mr. David Adams, Sandy Pond Consultant, worked with staff at the national campus. He is assisting Vice President of Administrative Services, Director of Maintenance and Chief of Security to develop an “*Emergency Preparedness Procedures Manual*” for the college. The manual is still in progress.

On September 18, 2014, the newly elected Student Body Officers (SBA) for the National Campus were officially inducted. A short ceremony was held in front of the Learning Resource Center (LRC). Acting President Karen Simion led the oath of office and welcomed the newly elected SBA officers. On September 19, 2014, the Kosrae Campus selected its SBA.

Four forum lectures were held:

On September 19, 2014, the FSM National Government Department: FSM National Police-Micronesia Transnational Crime Unit presented on “*Cyber Crimes and Safety Measures*”.

On September 24, 2014, the Japan International Cooperation Agency (JICA) presented on JICA projects in the region and opportunities.

On October 2, 2014, Mr. Bubba Cook from the World Wildlife Fund in Suva, Fiji presented on "*Careers in Fisheries and the Role of World Wildlife Fund*".

October 8, 2014, the Bank of FSM presented on "How to Start a Business in the FSM" at MITC from 1:00 to 2:00PM.

The following forums and workshops will be held:

On October 19, 2014, the International Organization for Migration (IOM) will conduct a 2 full day workshop. The workshop is entitled "*Things to Know Before You Leave FSM for Abroad*". It will be held at Pohnpei Campus Small Business Development Center Building in Room #2. Workshop begins at 8:00AM.

On November 5, 2014, there will be a panel consisting of FSM Petrocorp (Vital), EIG (a local company doing renewable energy), possibly both FSM Energy Specialist and Pohnpei State to discuss national and state goals regarding *Renewable Energy*.

On November 26, 2014, Dr. Brian Dietrich, an ethnomusicologist, who specializes in Micronesian and Pacific music will be our guest speaker. He is the head of the Music Studies at The New Zealand School of Music, at Victoria University in New Zealand. His presentation will be on "*Silent Objects: Traditional Musical Instruments of Micronesia*".

The college continues to work in this increasingly familiar, culture of assessment, accreditation, purposeful dialogue, and participatory governance in support of the college's continuous quality improvement. Consistent with the college's commitment to transparency, purposeful dialogue, and participatory governance, committees regularly receive working drafts of policies and documents for review and input. The college continues to work with Wilson Hess and his team from Sandy Pond Associates to assist in the process of embedding accreditation standards in policies and procedures, and more importantly to build internal capacity.

The college continues to hold monthly all campus meetings at each campus to facilitate continued purposeful dialogue of stakeholders. Recent topics presented and discussed include enrollment and budget development.

The college continues to benefit and learn from the current participatory governance structure. Findings from the communications plan assessment report suggest that we are moving in the right direction and indicates that "broad-based participation in college governance is the new normal at the college." Purposeful dialogue is being integrated throughout the college, which is evident in the strategic plan.

Finally, bi-weekly meetings with the cabinet continue to ensure an effective and efficient operation such that the college areas of need are being met in a timely manner. Furthermore, meetings also serve as forums for sharing of expectations, plans, ideas, concerns, and information. Additionally, a one on one bi-weekly meeting between the president, each vice president, and chief of staff has been instituted to provide opportunities to discuss areas of strength and improvement in respective areas.

Discussions continue among standing committees, council of chairs, cabinet, and executive committee regarding steps to further clarify and strengthen the participatory governance process.

In all ways, I continue to express my commitment to an open, inclusive, respectful and participatory governance model.

3. Determine and implement solutions to the fiscal consequences of declining compact funding and challenging economic times;

On July 31, 2014, the president and chief of staff attended the Asian American and Pacific Islander Association of Colleges and Universities (APIACU) Pacific RIM Conference in Honolulu. Among the many participants were community college and university representatives from Hawaii, and from the neighboring Pacific community colleges and universities. The main purpose of attending the APIACU Pacific RIM Conference was to gather information to position the college to compete for the upcoming Asian American Native American Pacific Islander Serving Institution (AANAPISI) Grant. This is a USD \$2 million federal grant for five years to support student retention and success with special focus on Asian American and Pacific Islander students. COM-FSM will prepare and submit a proposal for the AANAPISI Grant early this year. Another grant that the college will also pursue is the US Department of Education TRIO Student Support Services (SSS) Grant that would be in effect for five years. The TRIO SSS Grant application will be submitted during this semester. Results of both grants will be shared upon receipt of notification.

Ongoing: Future steps depend upon the continued action taken by the FSM Congress to restore the decrement resulting from the JEMCO resolutions.

The college continues to explore new streams of revenue, the development of partnerships and achieving new efficiencies to address the decline in compact funding and the challenging economic times in which we find ourselves.

With accreditation reaffirmed, time can now be dedicated toward other program initiatives and opportunities.

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

The president continues to meet with the leadership and diplomatic corps during which the challenges and success, as well as the vision for the college's future, are shared.

The president continues to regularly share information regarding the many areas of significant progress with national and state governments and representatives from OIA.

On June 30-July 6, 2014, 10 students and 1 chaperone represented COM-FSM on an Aichi Prefecture Annual Student Exchange Program in Japan. To thank the Pohnpei local business sponsors, the COM-FSM students hosted a ceremonial event to deliver a presentation of their trip and hand out certificates of appreciation to the sponsors on July 18, 2014 at National Campus.

In mid July, the Micronesia Registration Advisors (MRA), Inc., a corporation registered and headquartered in Federated States of Micronesia, offered to make a generous donation of \$250,000 USD to establish a Center for Entrepreneurship, the first of its kind at COM-FSM, that will be located in the Learning Resource Center on the National Campus. Steven K. Baker, Chairman and President of the MRA pledged and committed to provide \$50,000 USD each year for the next five years to the college. The Center for Entrepreneurship will be launched later this fall.

From July 21, 2014- July 30, 2014, the college served as a venue for several events of 8th Micronesian Games. The FSM-China Friendship Sports Center hosted Basketball, Table Tennis, Weightlifting, Beach Wrestling and Wrestling. In addition, the college's male and female residence halls housed the basketball officials (8 males and 1 female).

Important events were set in August. Freshmen Orientation occurred on August 4-7, Faculty Workshop was on August 4-5, College Summit was on August 6-7, and the Academic Convocation focused on our commitment to Student Success was held on August 15. The Board of Regents met on August 8, 2014, at the National Campus. The next scheduled Board of Regents will be held on Yap on December 8-9, 2014.

On August 14, 2014, COM-FSM held an Alumni Association gathering in Honolulu in partnership with the Pacific Islands Development Program (PIDP) at the East West Center located on the University of Hawaii at Manoa Campus. The Alumni Association here has established a point of contact in Honolulu to further strengthen the college community abroad.

On August 22, 2014, the college welcomed President Takashi Hayashita, PhD of Sophia University and President Hiroshi Yamamoto of Sophia University Junior College Division from Japan to the National Campus. A meeting was held between COM-FSM president and Kasio Mida, Chairman of the Board of Regents, and the Sophia University and Junior College Division representatives from Japan to discuss the establishment of a memorandum of understanding. The MOU will be signed in Tokyo on November 5th and will serve to provide a dynamic and an enriching educational learning experience for students from COM- FSM and Sophia University Sophia University Junior College Division.

The College hosted an Alumni Association BBQ event at the Spanish Wall Baseball field on August 23, 2014. This year the college aims to strengthen and sustain the partnership with the college's alumni. Improving efforts to re-establish a COM-FSM Alumni Association is an integral component of the College's success and building a sense of pride and responsibility for the College as the only national public higher institution in the FSM.

September 18-19, the Chinese Embassy hosted a group of over 20 artists and performers from China. Their performances consisted of martial arts, dance, singing, acrobatics, and magic. The Chinese Embassy collaborated with COM-FSM, Pohnpei State Public Safety, Pohnpei State Hospital and Pohnpei State Education to provide assistance for the event. The FSM-China Friendship Sports Center located on the National Campus served as the venue for the event. Photos of the event are posted on the [College of Micronesia Facebook page](#).

On September 20, 2014, COM-FSM partnered with the US Embassy to have Dangerflow, an American boy band from Florida, perform at the FSM-China Friendship Sports Center. Photos and videos of Dangerflow are posted on the [College of Micronesia Facebook page](#).

With our renewed efforts with the signing of the new MOU to launch the career and technical education program along with the partnership through an MOU with UOG to bring in the Small Business Development Program to support our Pohnpei small business trainings needs, the college submitted a proposal to Pohnpei State government seeking funding through the private sector component of the Compact Fund to allocate funds in the amount of \$100,000. The matching fund will assist the college to engage the technical expertise of the UOG Small Business Development Program to support the training at Pohnpei Campus. This proposal and funding is still pending at Pohnpei State leadership. VPAS will do a follow-up this month.

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 student 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. Pending Pohnpei State leadership for funding appropriation. VPAS will do a follow-up this month.

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

Vice President of Institutional Effectiveness and Quality Assurance (VPIEQA) with the support of the Information Technology staff will be introducing the Copley Square Program during Fall 2014. An incentive of \$500 will be given to 5 faculty members who are willing to use the Copley program during this upcoming fall semester. "Copley Square is a Student Success Platform, Proven Methodologies and Reporting/Assessment tools (Copley Website)." Currently, the Copley Square Program is being implemented as a pilot project with instructional affairs during this Fall 2014 semester.

Four COM-FSM employees consisting of both faculty and staff are attending a three-day training from October 22-24, 2014 at Brevard, North Carolina by the John N. Gardner Institute for Excellence in Undergraduate Education.

The John N. Gardner Institute for Excellence in Undergraduate Education is a fully autonomous 501c3 non-profit entity. Its mission is "partnering with higher education institutions, individual educators, and other entities to increase institutional responsibility for improving student learning, persistence, and completion." The purpose of this training is to assist COM-FSM in the areas of student success. The institute trains on Retention Performance Management (RPM). RPM is a flexible series of time and resource efficient processes and tools that help colleges create, implement and/or refine retention and completion plans. In addition to RPM, the institute also trains on "Foundations of Excellence" which consists of different levels of areas critical to achieving student success such as *First Year Focus and Transfer Focus*. The COM-FSM working team will be trained in these areas at the John N. Gardner Institute for Excellence in Undergraduate Education and return to the college to train the college staff and faculty to put in practice steps to achieve student success at COM-FSM.

6. Refine and successfully implement the comprehensive long-range educational master plan and ensure linkages to all college plans;

The college continues to work in this new, yet increasingly familiar, culture of assessment, accreditation, purposeful dialogue, and participatory governance in support of the college's continuous quality improvement. The college completed, and the Board endorsed in May 2013 the Five-Year Integrated Educational Master Plan, which links instructional, technology, human resources, facilities, and financial plans. Strategic directions focus on: student success; emphasize academic offerings in service to national needs; be financially sound, fiscally responsible, and build resources in anticipation of future needs; invest in and build a strong capacity in human capital; become a learning organization through development of learning culture guided by learning leaders; and evoke an image of quality. This plan serves the college well as it looks forward to

“confronting challenges and creating its future.” The completion of the space utilization and facilities master plan will significantly strengthen the Integrated Educational Master Plan.

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 council of chairs, 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.

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 moves 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 until Spring 2016.

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

Ongoing: The investiture remarks have set a clear tone and direction for the college. The Presidential “white paper” has laid out the framework for long range planning. The status report,

COM-FSM Quality, Sustainability, and Success: A Framework for Planning and Action – Status Report, provides an assessment of our progress and remaining work.

In May 2013, the college's Strategic Plan 2013-2017 included a revised vision and mission statement, which was approved on May 2014 and is being implemented. The new mission statement reads now as *"The College of Micronesia-FSM is a learner-centered institution of higher education that is committed to the success of the Federated States of Micronesia by providing academic, career and technical educational programs characterized by continuous improvement and best practices."*

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 other terms for Key Performance Indicators. The Director of IRPO and the college committees have met and developed targets and goals in March 2014.

Planned for the future.

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 are closing their loop for the academic year of 2013-2014 on TracDat by end of September 30, 2014, end of fiscal year. A new academic year 2014-2015 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.

On October 7, 2014 a new generator for the dining hall, residence halls, bookstore and the dispensary building on National Campus was commissioned. This is great news for the college community, as the college is continuously aiming to provide quality service.

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

In the midst of exciting events occurring on campus, the college administration through the lead of vice president of administrative services presented the 2016 Budget Process to committees on National Campus since August, and traveled to off-island campuses to share the 2016 Budget Process presentation. All departments and offices across the 5 campuses are working on their 2016 budget or have submitted their 2016 budget on September 22, 2014. The 2016 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 new budget development manual will guide the development of the FY 2016 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 president is planning to use a consultant to assist the business office in achieving greater efficiencies, maximizing resources, and assessing and improving the use of related best practices.

11. Strengthen and grow the college's endowment fund;

The Friends of the College of Micronesia-FSM, a foundation for the college, has been established. Five foundation board members have agreed 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.

Ongoing: The college developed a 1.5 million dollar proposal for a "Japan Fund for Poverty Reduction (JFPR) under the Asian Development Bank (ADB) to support the establishment and operations of the Center for Entrepreneurship that will be located at the National Campus. The Center for Entrepreneurship is a program that will encourage and assist Micronesian citizens with establishing businesses within their community. With the establishment of the center, it aims to help reduce the poverty levels within the country and as well improve the livelihood of the FSM citizens.

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 Space Utilization and Facilities Master Plan study was finalized in February 2014 after the report was presented to the BOR during their meeting in December 2013. The report was made available to the community in March. Presentations regarding the study have been made internally. A presentation was made to President Mori in April. As a result, COM-FSM presented at the SNLC on May 22-23, 2014 at the FSM-China Friendship Sport Center Practice Gym.

On August 28, 2014, I presented the college's facilities master plan and concept framework proposal to the Joint Economic Management Committee (JEMCO). The seventy-four million dollar plan includes the priorities, proposals and project funding needs for the college for each of the three phases over the next fifteen years. The presentation was well received by JEMCO. We are now in the process of securing the twenty-four million dollars funding for phase 1.

15. Recruit, develop, support and retain quality faculty and staff;
Cabinet approved positions to be filled at this point:

VPAS personnel requisition: 4 positions at the National Campus at the Business Office

1. Comptroller
2. General Accountant
3. State Campus Accountant
4. Accountant Technician

VPCRE personnel requisition: 1 Position at CRE Pohnpei Campus

1. Clerk Typist

VPIA personnel requisition: 4 positions

1. English Instructor for Yap Campus
2. English Instructor for Pohnpei Campus
3. Security Officer for Pohnpei Campus
4. Science Instructor of Kosrae Campus

VPIEQA personnel requisition: 1 Position at Pohnpei Campus

1. Information System Specialist

VPSS personnel requisition: 2 Positions (1 at National Campus and 1 at Pohnpei Campus)

1. Student Services Specialist IV (Counselor) for National Campus
2. Student Services Specialist IV (Counselor) for Pohnpei Campus

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

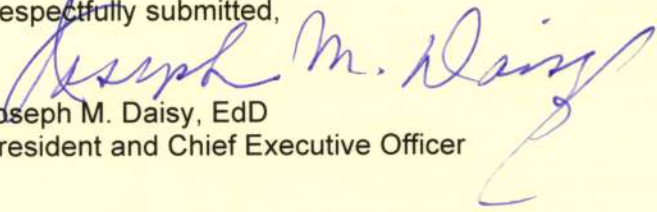
16. Promote appreciation of cultural diversity;

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 dress 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