

College of Micronesia – FSM

# Communication Plan



February 2010

## **College of Micronesia – FSM**

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## INTRODUCTORY LETTER FROM PRESIDENT

It is my pleasure to introduce the College of Micronesia–FSM’s Communication Plan 2010. The Plan provides the direction and priorities for improving communication over the next year. The Plan is intended to be reviewed and updated on a regular basis.

The college is committed to continuous improvement of its programs and services. The foundation of continuous improvement is effective and efficient communication and decision making about priority issues in student learning and the college’s mission. Fundamentally, we are committed to ensuring students learn to do, know and think as specified in course, program and institutional student learning outcomes. Through that student learning we can prepare the students who will provide the manpower for the development of the Federated States of Micronesia.



Improving communication is never easy, but we are committed to that improvement. The college recognizes that there are challenges to improving communication:

- Geography and population – the college’s location in the Western Pacific and the FSM’s small population base limit communication options,
- Access to Broadband Internet Services – lack of access to broadband Internet services has hampered technical solutions to communication that have been applied to institutions of higher education located in remote areas,
- Implementing a Culture of Evidence – increasing rigor in conversations and decision making across six sites and thousands of miles of ocean call for some unique approaches to communication, and
- Topics of Discussion at the College – need to be more focused on students, student learning and best practices in student learning and the college’s mission.

To address the challenges and improve communication the college has established three goals with associated strategies/action steps along with identification of the lead person responsible and timelines. The three goals are:

- Improve effectiveness and efficiency of programs and services by improved access to information.
- Improve image and branding of the college by effective development, collection and dissemination of information
- Improve decision making and information dissemination by use of governance structure

In the interest of transparency and improved communication, the college will be monitoring and reporting on progress in improving communication among and between faculty and staff across all sites and with our stakeholders.

Spensin James  
President

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## INTRODUCTION

The College of Micronesia – FSM is a two year institution of higher education located in the Federated States of Micronesia (FSM), a small island developing nation located in the western Pacific Ocean. COM-FSM is composed of a national campus located in Palikir, Pohnpei, state campuses in each of the FSM states (Chuuk, Kosrae, Pohnpei and Yap) and a FSM Fisheries Maritime Institute located in Yap State. The central administrative offices for the college are located at the national campus. The college offers 40 degree and certificate programs including a Bachelor of Arts in Elementary Education degree in partnership with the University of Guam.

The college is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC), of the Western Association of Schools and Colleges (WASC).

## PURPOSE OF THE COMMUNICATION PLAN

The college is committed to improvement of communication among and between students, faculty, staff and stakeholders. A policy framework has been developed by the college to guide communication improvement. The Policy on Communication provides communication pathways and the Policy on Governance sets forth a standing committee structure to ensure participatory decision making. Specific purposes of this plan:

- Improve flow of communication among and between students, faculty, staff and stakeholders about the college by developing a foundation of common understanding of the critical issues affecting the college
- Provide for development and compilation of processes and procedures to implement the communication and governance policies
- Build a culture of evidence as the foundation for communication and decision making at the college

The Communication Plan implementation and impact will be evaluated using the college's Institutional Assessment Plan (IAP) process.

## COLLEGE OF MICRONESIA – FSM VISION, MISSION, VALUES AND STRATEGIC GOALS

The college's Strategic Plan guides planning, implementation and reporting activities at the college and forms the basis for continuous improvement. The following are the college's vision, mission, values and strategic goals.

## VISION STATEMENT

The College of Micronesia-FSM will assist the citizens of the Federated States of Micronesia to be well-educated, prosperous, globally-connected, accountable, healthy and able to live in harmony with the environment and the world community.

## MISSION STATEMENT

Historically diverse, uniquely Micronesian and globally connected, the College of Micronesia-FSM is a continuously improving and student centered institute of higher education. The college is committed to assisting in the development of the Federated States of Micronesia by providing academic, career and technical educational opportunities for student learning.

## COLLEGE'S VALUES

In order for us to achieve our vision, mission, and goals we agree to uphold the following core values and behaviors. We value:

### **Learner-centeredness**

Learners are our primary focus and we provide quality instruction and services in a nurturing and safe environment.

### **Professional behavior**

We are competent, service-oriented professionals with a commitment to life-long learning and a commitment to provide excellent and exemplary service to students, colleagues and the community.

### **Innovation**

We provide a dynamic, creative, up-to-date, and innovative environment to allow the college community to function effectively in a global economy.

### **Honesty and Ethical Behavior**

We are honest and abide by the COM-FSM Code of Ethics in all our personal and professional interactions to create and maintain trust and unity among ourselves and with our community.

### **Commitment and Hard Work**

We commit and invest our time, energy and resources to create a rigorous, high quality-learning environment.

### **Teamwork**

We live in a community where collaboration, open-mindedness, respect and support for each other help us achieve our mission.

### **Accountability**

We are responsible for and accountable in our daily activities to our partners and the community we serve. We comply with all applicable regulations and use our resources efficiently and effectively to maintain a high level of trust and confidence.

## STRATEGIC GOALS

The College of Micronesia-FSM, through a cycle of assessment and review, will continuously improve to meet or exceed current accreditation standards and will:

- SP1. Promote learning and teaching for knowledge, skills, creativity, intellect, and the abilities to seek and analyze information and to communicate effectively;
- SP2. Provide institutional support to foster student success and satisfaction;
- SP3. Create an adequate, healthy and functional learning and working environment;
- SP4. Foster effective communication;
- SP5. Invest in sufficient, qualified, and effective human resources;
- SP6. Ensure sufficient and well-managed fiscal resources that maintain financial stability;
- SP7. Build a partnering and service network for community, workforce and economic development;
- SP8. Promote the uniqueness of our community, cultivate respect for individual differences and champion diversity; and
- SP9. Provide for continuous improvement of programs, services and college environment.

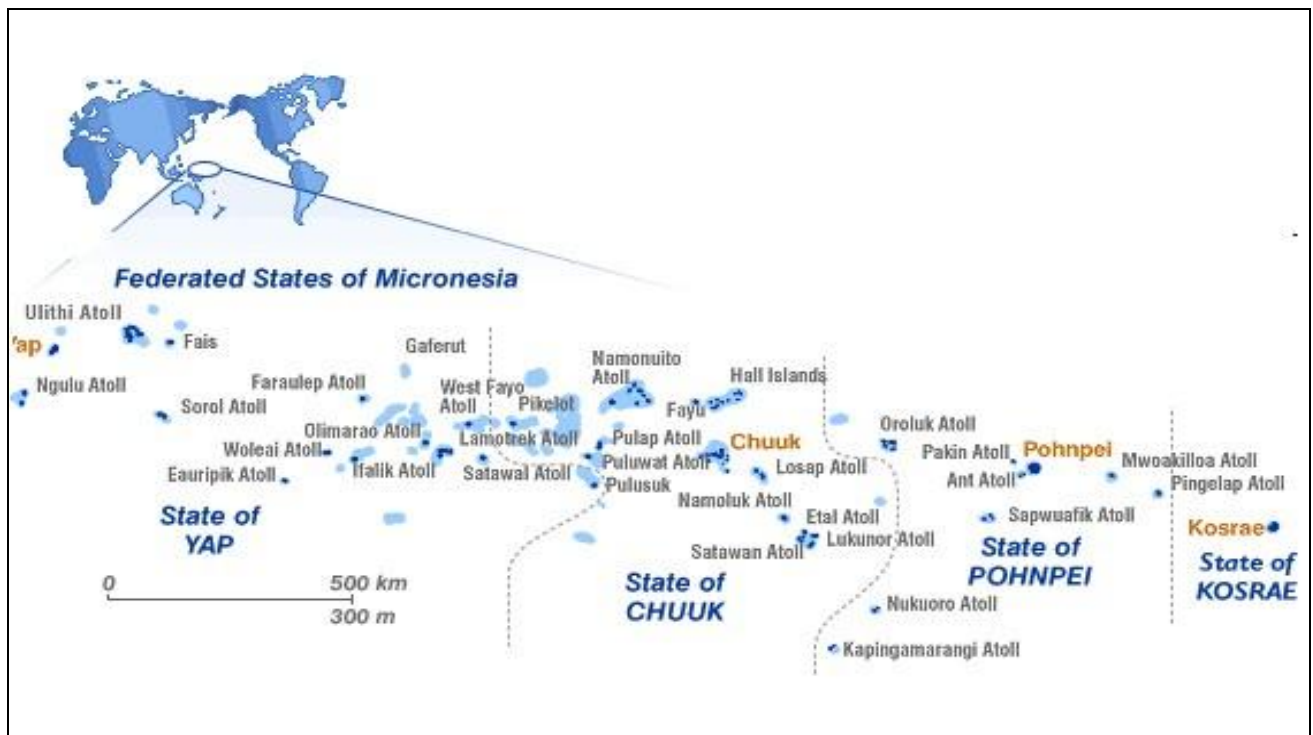


Figure 1 Map of the Federated States of Micronesia

## CHALLENGES FACING IMPROVED COMMUNICATION AT THE COLLEGE

A number of factors affect quality communication at the college. Two of the primary factors are geography/population and access to broadband services.

### GEOGRAPHY AND POPULATION

The FSM is comprised of 607 islands extending 2,900 kilometers over approximately 2,500,000 square kilometers of ocean but with a land mass of only 702 square kilometers. The FSM 2000 census put the population at 107,008 and the estimated population for 2006 was 108,004. Communication and transportation problems arise from the college's location in the Western North Pacific. The small population size divided among four states also effects economy of scale while the location in the Western Pacific limits the ability of faculty and staff for direct contact between the college sites and to participate in professional development activities with other institutions of higher education and exchange information on student learning.

### ACCESS TO BROADBAND INTERNET SERVICES

The FSM Telecommunications Corporation is the sole Internet provider in the FSM. The FSM's location in the Western Pacific limits communication options. Internet service has been provided via satellites at high cost for limited bandwidth. This cost and limited bandwidth limit the college's use of technology to overcome geographical isolation.

In spring 2010, fiber optic cable is being laid into Pohnpei. The expectation is that Internet services will be improved, but the question is by how much and at what cost. FSM Telecommunications has indicated that the "last mile" for home use will use ADSL2Plus technology over existing copper wire that is expected to triple current internet speeds on the island. For students, faculty and staff to effectively use the Internet for enhancing student learning and research, higher Internet speeds are needed. There is also uncertainty over the impact of current planning for increased Internet access in other FSM States, however, current Telecom plans remain with satellite access for the college's campuses in Chuuk, Kosrae and Yap.

The FSM Telecommunications Corporation still plans to provide terrestrial connectivity to the college's national and Pohnpei campuses via T1 type technology.

The college is committed to obtaining the highest bandwidth possible based on available technology options and cost. The college is also looking at different options to enhance its connectivity if FSM Telecom is unable to provide needed connectivity at a reasonable cost.

## IMPLEMENTING A CULTURE OF EVIDENCE

The college is making great advances in collecting and disseminating critical information to the college community. Implementation of the Student Information System (SIS) has provided the basis of real time reporting on student demographics, achievement and tracking of trends. The MyShark component of the SIS allows students to follow their own records and advisors to improved understanding of student's needs and progress. Institutional and special surveys are providing insight into students, faculty, staff and stakeholders' views of the college. The Institutional Assessment Plan (IAP) process is providing program assessments and reviews from all segments of the college to identify strengths and weaknesses of programs and areas where improvement is needed.

The challenge facing the college is how to ensure use of the information for continuous improvement of programs and services at the college.

One avenue that can impact implementation of a culture of evidence is the increased use of tools that support improved dialogue and decision making. In this context tools can be processes and procedures for communication and decision making in addition to appropriate hardware and software that provide the supporting framework for conversation, dialogue and decision making. A good introduction to the concept of "Culture of Evidence" can be found on the Educational Testing Service (ETS) web site <http://www.ets.org/portal/site/ets/menuitem.1488512ecfd5b8849a77b13bc3921509/?vgnextoid=e35dee84d15e7110VgnVCM10000022f95190RCRD&vgnnextchannel=b5e2d4a2394e7110VgnVCM10000022f95190RCRD>

Tools do not have to necessarily be complex to be powerful. Starting discussions by first separating what is **known** from what is **unknown** and both from what is **assumed** as described in Thinking in Time by Rich E. Neustadt (copy available in the national LRC) can be a powerful starting place for conversations. The Overseas Development Institute (ODI) <http://www.odi.org.uk/resources/details.asp?id=3854&title=odi-toolkits> in London has developed a series of Tool Kits in various areas. Of special interest might be the "Successful Communication: A Toolkit for Researchers and Civil Organizations", "Tools for Knowledge and Learning", and "Tools for Policy Impact: A Handbook for Researchers". Systems thinking concepts are also powerful in the context of continuous improvement. Peter Senge's The Fifth Discipline and especially his The Fifth Discipline Field book (copies of these two books are available at the national LRC) and Dance of Change have a wealth of tools that can be used for effective communication. On the Internet systems thinking tools can be found at The Change Management Toolkit <http://www.change-management-toolbook.com/mod/book/view.php?id=74&chapterid=6> . This site provides tools in areas of Self, Team and Larger Organizations that can help users of the site to quickly narrow in on the most useful tools, processes and procedures for a given situation.

Improving use of existing software and constantly seeking programs that improve effectiveness and efficiency of work should be a priority. Improved capacity for understanding and use of basic and advanced software for individuals, programs and the institution allow time to be spent more productively for continuous improvement and can dramatically improve capacity to present information more effectively.

## TOPICS OF DISCUSSION AT THE COLLEGE

The college's policy on continuous improvement cycle sets a framework for continuous improvement, but the foundation for improvement needs to be based on 1) an ongoing college wide dialogue on students, student learning and best practices in meeting student learning outcomes for course, program and institutional levels, 2) how the college can meet and continually improve on meeting its mission and assisting in the development of the FSM, and 3) what new technologies might be impacting the college and student learning in the near and short term future (see the Horizon Reports at <http://www.nmc.org/horizon> for an excellent overview of technologies that can affecting compunctions and teaching and learning).

It's not just having conversations that are important, it's what we are talking about and the focus of our attention and actions.

**COMMUNICATION PLAN GOAL 1**

**Improve effectiveness and efficiency of programs and services by improved access to information.**

<b>Outcomes/objectives</b>	<b>Strategies/Action Steps</b>	<b>Person Responsible (lead)</b>	<b>Timeline</b>	<b>SP Reference</b>
CP1.1 Set up and implement a critical documents storage system	CP1.1.1 Develop processes and procedures for identification, collection and storage of hard copies of critical documents for the college archives at the national campus Learning Resources Center (LRC) including length of time for storage of documents, taxonomy and requirements for secure storage	Director Learning Resources Center	March 2010 for development of standards for critical documents storage	4a
	CP1.1.2 Develop processes and procedures for identification, collection, storage and backup of critical electronic documents at the college including length of time for storage, taxonomy and requirements for secure storage	Director Information Technology	March 2010 for development of standards for critical documents storage	4a, 4b
CP1.2 Enhance physical infrastructure to support communication	CP1.2.1 Enhance capacity for storage of electronic information over short and long term through identification and development of a purchase plan of hardware and software for document storage and identification of facilities' needs for increased storage capacity	Director Information Technology	March 2010 for identification of equipment needs and purchase plan	4a, 4b
	CP1.2.2 Identify infrastructure requirements and purchase plan for enhanced communication based on student, instructional and administrative needs (teleconference, videoconference, interactive electronic white boards, etc.)	Director Information Technology and Vice Presidents	May 2010 for identification of equipment needs and purchase plan	4a, 4b
	CP1.2.3 Establish minimum standards for posting and exchange of documents for standing committees and posting on the college's web site incorporating web 2.0 tools as feasible	Director Information Technology	March 2010 for document exchange standards	4a
	CP1.2.4 Continue to explore alternate options to connectivity via WINDS and GE23 and other options as they become available.	Director Information Technology	Updates to be provided quarterly	4b
CP1.3 Develop a matrix for critical information collection and dissemination	See Appendix C			4a

## COMMUNICATION PLAN GOAL 2

### Improve image and branding of the college by effective development, collection and dissemination of information

Outcomes/objectives	Strategies/Action Steps	Person Responsible	Timeline	SP Reference
CP2.1 Improve exchange of information among and between departments and sites of the college	CP2.1.1 Supervisors summarize and distribute in a timely fashion critical information for direct reports such as cabinet meetings, campus management team meetings, BOR meetings, etc.	President, Vice Presidents and all supervisors	As needed	4a
	CP2.1.2 Provide training in selection and use of tools (process and procedures and appropriate software) for effective and efficient communication and decision making and incorporate appropriate tools into normal work and committee use. Emphasize a culture of evidence in training and operations of the college.	IRPO for training and Supervisors for use of tools	Every semester and as a component in Planning and Resources Committee meetings	5a
	CP2.1.3 Focus dialogue around students, student learning, best practices to support learning and the college mission through design of standing committee agendas, college communication , data reports and the President's retreat.	Supervisors and Committee Chairs	At least once a semester (more often preferred)	4a
	CP2.1.4 Provide training and assistance in use of operating system tools and other assistive resources to promote accessibility for students, faculty and staff with disabilities.	IRPO and LRC Directors	As needed	4a, 4b
	CP2.1.5 Audit major software use for effectiveness and efficiency and impact on office work activities and human resources allocations.	Vice Presidents with assistance of IT and IRPO	August 2010	4a, 4c, 5a, 5b
	CP2.1.6 Review and adopt formal decision making strategies and approaches for the college.	Planning and Resources Committee, Director IPRO & IT	August 2010	4a, 4c, 9e
	CP2.1.7 Establish mechanisms that enhance cooperation and collaboration among and between students, faculty/staff across all sites of the college. The Horizon Reports at	Director Information Technology and	Summer 2010	2, 4b, 9e

Outcomes/objectives	Strategies/Action Steps	Person Responsible	Timeline	SP Reference
	<a href="http://www.nmc.org/horizon">http://www.nmc.org/horizon</a> provide possible communication and collaborative tools for consideration.	Director Community Relations		
	CP2.1.8 Provide training on modes of communications and tools that enhance communications skills of individuals and groups	Planning and Resources Committee, Director IPRO, IT & HR	August 2010	4a, 4c, 9e
CP2.2 Conduct formal analysis of communication needs for critical stakeholder groups at the college	CP2.2.1 Conduct, compile, and distribute formal stakeholder analysis for critical stakeholders at the college.	Planning and Resources Committee, Campus Management Councils	August 2010	4a
CP2.3 Implement the marketing plan from the college Enrollment Management Plan	CP2.3.1 Implement the college's marketing plan (component of Enrollment Management Plan [insert web site]).	RAR Committee for coordination	On going	2a, 4a
CP2.4 Enhance the college web site	CP2.4.1 Fully implementing the MyShark component for students and faculty advisors through training and policies and procedures	ICT Committee, IT Director, OARR, VPIA, DAP, ICs, SSCs	Spring 2010 and each semester	1c, 2b, 4a,b
	CP2.4.2 Develop feasibility study for systems for enhanced communication among and between students, faculty and staff across all sites of the college	IT Director and IRPO Director	October 2010	4a, 4b
	CP2.4.3 Modify as needed the college web site to support strategies and action steps under CP3.1 "Establish formal processes and procedures for communication and decision making".	See CP3.1	See CP3.1	
CP2.5 Actively develop new knowledge and information needed for development of the FSM	CP2.5.1 Develop and coordinate a research agenda for the college that supports the college's mission through 1) enhanced data collection, analysis and reporting, 2) Action science and 3) integrated research and extension programs from CRE.	IRPO Director and VPCRE, Planning and Resources Committee	June 2010	7a, 9c

Outcomes/objectives	Strategies/Action Steps	Person Responsible	Timeline	SP Reference
C2.6 Actively research and disseminate the latest information on best practices in student learning and support services	CP2.6.1 Develop and implement a coordinated faculty/staff sharing research system in best practices in student learning and support services through 1) information dissemination, 2) training and 3) standing committee structure.	Vice Presidents, IRPO, and Standing Committee Chairs	Ongoing	1a, 4a, 9a, 9d, 9e

**COMMUNICATION PLAN GOAL 3**

**Improve decision making and information dissemination by use of governance structure**

<b>Outcomes/objectives</b>	<b>Strategies/Action Steps</b>	<b>Person Responsible</b>	<b>Timeline</b>	<b>SP Reference</b>
CP3.1 Establish formal processes and procedures for communication and decision making	CP3.1.1 Complete development of and use of decision grids for all functional areas of the college and compile	Vice Presidents coordinate with involvement of all supervisors	February 2010	4a, 9c
	CP3.1.2 Provide training in improved use of email and email rules	Director Human Resources and ICT Committee	June 2010 for development and implementation and refreshers each semester	4a, 5a
	CP3.1.3 Review student forum and enhance	Director Information Technology and Director Community Relations	April 2010	4a, 4b

Outcomes/objectives	Strategies/Action Steps	Person Responsible	Timeline	SP Reference
	CP3.1.4 Establish guidelines (including associated processes and procedures) for reporting and disseminating information to the college community and external stakeholders.	Vice Presidents with IRPO and appropriate offices	Summer 2010	4a, 4c, 9e
CP3.2 Develop the structural framework for the college's policy on continuous improvement cycle	CP3.2.1 Establish and provide training in processes and procedures for strategic plan development	Director IRPO and Director Human Resources	May 2010	4a, 5a
	CP3.2.2 Provide additional training in the Institutional Assessment Plan (IAP) process with emphasis on closing the loop	Director IRPO and VPIA	Spring 2010 and each semester	5a, 6c, 9a
	CP3.2.3 Formalize processes and procedures for performance budget development and linking planning and assessment to resource allocation	Director IRPO	May 2010	6c, 9a, 9b
CP3.3 Enhance reporting	CP3.3.1 Standardize critical elements for reporting student demographics and achievement on semester, school year and longitudinal bases	Director IRPO and VPIA	April 2010	9c, 9d
	CP3.3.2 Standardize processes and procedures for reporting summaries of standing committee meetings and recommendations and storage and access to committee minutes	Assistant to the President, Director Community Relations and Committee Chairs	February 2010	4a, 9e
	CP3.3.3 Standardize processes and procedures for quarterly and annual reporting to stakeholders against plans and accomplishments	Director IRPO	March 2010	4a, 9c, 9e
	CP3.3.4 Standardize processes and procedures for monthly, quarterly and annual reporting on financial data for programs and sites of the college	Director IRPO	March 2010	9b, 9c, 9d
	CP3.3.5 Standardize balanced scorecard indicators and reporting techniques	Director IRPO	March 2010	1a, 7a, 9b, 9c, 9d
CP3.4 Standardize processes for surveys of students, faculty, staff and stakeholders of the college	CP3.4.1 Standardize processes and procedures for delivery and reporting of annual student, faculty and staff satisfaction surveys administered annually	Director IRPO	March 2010	4a, 9b, 9b, 9c
	CP3.4.2 Standardize processes and procedures and reporting for employer satisfaction surveys administered every other year and expand to include information on job placement	Director IRPO	March 2010	9b, 9b, 9c

Outcomes/objectives	Strategies/Action Steps	Person Responsible	Timeline	SP Reference
	CP3.4.3 Standardize processes and procedures and reporting for critical surveys and one time surveys at the college	Director IRPO	March 2010	7a, 9a, 9c, 9d

## APPENDIX

Appendix A Policy on Communication  
Appendix B Governance Policy  
Appendix C Communication Matrix  
Appendix D Contact Information

## APPENDIX A: POLICY ON COMMUNICATION

**Purpose:** The College of Micronesia-FSM is the most complicated community college in the Western Pacific as well as in the purview of the Western Association of Schools and Colleges (WASC) due to the geographic nature and cultural and language diversity of our nation of islands. The islands of the Federated States of Micronesia are separated by water that covers an area the size of the continental USA and include 16 different Micronesian languages and dialects; this makes communication among and within the six campuses of the College a challenge. Therefore, a policy on communication is needed to ensure the flow of information and dialogue for the College to operate efficiently and effectively.

**Policy:** To facilitate the flow of information and aid discussion among the faculty, staff, students, administrators and clients at the six campuses, formal communication pathways are to be identified, protocols or procedures for accessing or using the pathway are to be established and disseminated, and a communication improvement plan is to be developed. These communication pathways are to be utilized for information sharing and to support decision-making, and the communication improvement plan is to strategize improving communication. The College is to provide the infrastructure to support the various communication pathways as is financially feasible.

**Application:** The policy applies to faculty, staff, students, administrators, committees, councils, and working groups at the College of Micronesia-FSM.

### Procedures:

1. The President will assign the following identified communication pathways to individuals or committees to develop the protocols/procedures for their use. This list is not exhaustive; as identified, other communication pathways may be added.
  - a. Lines of authority according to the organizational chart - clarify the lines to establish a common understanding; and schedule periodic and systematic assessment of the organizational chart.

- b. Standing committee structure - align the committee structure to the current organizational chart and clarify the role of standing committees and the relationship between the committees, other committees and the administration.
- c. Standing committee meeting participation - determine ways, such as the proxy system, to holding standing committee meetings that ensures the needs and views of state campuses are heard during the meetings and develop protocols/procedure for its use.
- d. Linkages between the Student Body Associations (SBA) at all campuses – establish protocols for student representatives on standing committees to communicate with students at other campuses.
- e. Linkages between Staff Senate organizations at all campuses - establish protocols for National Staff Senate to share information and discuss issues among faculty and staff from all campuses
- f. Teleconference for consultation with key staff and meetings with committee members at the State Campuses.
- g. Office/division/department meetings – require regular meetings and establish protocol for the flow of information from the meetings up and down the line of authority and to and from committees and campuses.
- h. Participation in policy development - establish protocol in the policy on policy development to ensure college-wide participation and ownership in policy development.
- i. Workshops and/or conferences and site visits – establish guidelines for scheduling such to ensure personnel across the college have clear understanding of policies and procedures and to encourage sharing of views to improve the effectiveness and efficiency of the College.
- j. College website – establish protocols for updating the site so to provide easy access to information about the College.
- k. College e-mail– establish procedure for assigning an email address to all faculty, staff, students, and administrators and protocol for its use.
- l. Distribution list for all College publications – establish lists to ensure all who need to know receive the publication.
- m. Forums for explaining and clarifying College governance structure, policies and procedures, activities, events, and other information on the College to clear misinformation and misunderstandings – provide guidelines.

- n. Other avenue for sharing information about the College, such as a college news–letter.
2. The President will assign a working group to develop a communication improvement plan that identifies formal communication pathways and their corresponding procedures or tasks needed to implement the pathway. The plan is to also include a timeline for the tasks, persons responsible for the tasks, and an assessment strategy for the plan. The working group will seek input from the college community and present the communication improvement plan to the President and Cabinet for adoption.
3. The President will establish a cycle for reviewing the plan and updating the communication improvement plan.

**Responsibilities:** The President assigns the task of establishing protocols to individuals or groups; directs the writing of the communication improvement plan; promulgates the plan; and monitors the effectiveness of the communication protocols and the communication improvement plan.

Cabinet members and standing committees, as assigned, develop the protocols for communication pathways; assist in the developing of the plan and provide leadership in use of the communication pathways.

College community is to follow the protocols, utilize the pathways, and participate in enhancing communication.

**Sources:** College of Micronesia-FSM Communication Retreat, Minutes of Standing Committee meetings, Moorpark Community College website.

2/21/06 version BOR approved

## APPENDIX B: GOVERNANCE POLICY

### **1.0 Policy:**

It is the policy of the College of Micronesia-FSM to promote a shared governance environment which involves the commitment and participation of all campus constituencies and to be guided by the college's value statements in the development of policies and procedures.

### **2.0 Purpose:**

The purpose of the College of Micronesia-FSM Shared Governance Model is to ensure participatory decision-making. Its fundamental premise rests upon active and responsible involvement of all college employees and students. An inherent characteristic is a commitment made by the President as well as members of all constituency groups to engage in interactive communication. The Shared Governance Model is a system of committees and subcommittees which address institutional needs and provide a conduit for system communication. Through this model, details of issues and policy matters are to be brought into a forum where full participation in the decision-making process can be assured. This model presumes that there will be timely response to all recommendations and resolutions.

The goal of the Shared Governance Model is to engage all members in the college community in guiding the college to achieve its mission of "assisting in the development of the Federated States of Micronesia by providing academic, career and technical educational opportunities for student learning." Recognizing that everyone's time is valuable, it is important for each committee to have meaningful issues to address and for a structure to exist that will ensure committee issues are heard and appropriately addressed. Subcommittee recommendations are forwarded through appropriate standing committees and ultimately to the President and his Cabinet for action. Operations under the Shared Governance Model shall conform to the latest edition of Robert's Rules of Order. Attendance at committee meetings is part of an employee's responsibilities when assigned to a committee and is necessary for the model to be successful; therefore attendance at committee meetings is to be considered in the employee's performance evaluation.

### **3.0 Application:**

This policy applies to all standing committees, subcommittees and ad hoc committees and the college community at large.

### **4.0 Responsibilities:**

The President has the overall authority of implementing the Governance Policy.

## **5.0 Procedure:**

The President is charged by the Board of Regents to responsibly manage the affairs of the college in accordance with their wishes and in line with the Federated States of Micronesia enabling legislation that established and authorizes the college. A system of standing committees and employee and student organizations are established to allow faculty, staff, students and administrators to participate in the generation of ideas and to discuss and make recommendations on matters relative to the college. All committees and organizations are ultimately advisory to the President to assist him in carrying out his responsibilities.

### **A. Shared Governance Process**

The shared governance process occurs through the standing committee structure, Faculty/Staff Senate and Student Body Association. These structures are defined in the attached Appendix A. This committee structure and organizations afford broad-based participation in the governance process by all campus constituencies.

### **B. Assuring Representation**

- Each state campus is to institute the following extension of standing committees: management council, curriculum committee, student services committee, and personnel committee. The state campus director is to serve as the chairman of the management council. The responsibilities of the management council include that of the planning and finance committee, and membership includes the director, instructional coordinator, student services coordinator, fiscal officer, Faculty/Staff Senate president, Student Body Association president, and a faculty or staff representative depending on whether the F/SS president is a member of the faculty or staff. The instructional coordinator is to chair the curriculum committee; the student services coordinator is to chair the student services committee; and secretary or administrative officer to the campus director is to chair the personnel committee.
- These state campus committees are to appoint at least one representative to the main standing committees. These representatives have two major responsibilities. They are responsible for bringing the state campus faculty, staff, and students' interests and concerns to the attention of the main standing committees. They are also and perhaps especially responsible for bringing the issues that are under consideration of the main standing committees to the attention of the state campus community.
- The Faculty/Staff Senate and Student Body Association are to appoint their representatives to standing committees as appropriate. These representatives are responsible for bringing the Senate and SBA's interests and concerns to the attention of the standing committees and for bringing issues that are under consideration of the standing committees to the attention of the Senate and SBA.

- The main standing committee chairs and all members of the committees are to establish appropriate timelines for discussion, information gathering and dissemination, and consideration of the issues before their committees.
- All main standing committee members represent the college community, some with particular responsibility to particular constituency. All have a responsibility to ensure that communication is frequent, thorough, clear and timely.

#### **6.0 Definitions:**

- Cabinet: the primary vehicle to foster collaborative development or review of college procedures.
- Standing committees: representative groups that focus on a specific area of college operations. These groups are intended to be on-going groups that identify issues, collect facts, and recommend solutions to appropriate departments and the President.
- Ad hoc committees: groups appointed for a limited time period to review specific issues or concerns and to make recommendations on the issue or concern to a committee. These groups may also be called working groups or task forces.

Approved BOR 12/7/06.

APPENDIX C COMMUNICATION MATRIX

Category/Type of communication	Content	Frequency	Person responsible	Audience	Electronic Location
<b>College catalog</b>	Information for students, faculty staff and stakeholders	Printed every two years Electronic copy updated each quarter	Director Community Relations	Students College community External stakeholders	College web site
<b>President's Update</b>	Current issues and updates	BI-weekly	President	College community External stakeholders	College web site
<b>Manuals of Administration</b>	Processes and procedures for operations at the college	As needed	Vice Presidents	College community	
<b>Student forum</b>	Discussions of interest to students	Open		Students, faculty and staff	College web site
<b>Handbooks</b>					
<b>Student Handbook</b>	Information for students	Annually	VPSS	Students	
<b>Institutional Assessment Plan Handbook</b>	Information on assessment at the college	As needed	Director IRPO	College community	College web site/IRPO and IA
<b>Curriculum Handbook</b>	Information on operation of the curriculum committee and forms	As needed	VPIA	College community	College web site/IA
<b>Advisement Handbook</b>	Information on advising students	As needed	VPIA	Faculty and staff advisers	College web site/IA
<b>Faculty Handbook</b>	Information for faculty	As needed	VPIA	Faculty	College web site/IA
<b>Reporting</b>					
<b>Quarterly report</b>	Accomplishments against strategic plan	Quarterly	IRPO for compilation; All departments, sites and offices for submission	College community External stakeholders	College web site/IRPO
<b>Fact Book</b>	Statistical graphical	Annual	IRPO	College community	College web site/IRPO

Category/Type of communication	Content	Frequency	Person responsible	Audience	Electronic Location
	presentation on students, faculty and staff, programs and degrees; financial, etc.			External stakeholders	
<b>Annual report</b>	Summary of accomplishments at the college	Annual	IPRO	College community External stakeholders	College web site/IRPO
<b>Student demographics and section information</b>	Student demographics	Beginning of each semester after enrollment list certified	IRPO based on SIS	College community	College web site/IRPO
<b>Student achievement</b>	Student achievement	End of semester as grades are in SIS	IRPO based on SIS	College community	College web site/IRPO
<b>College Performance Budget</b>	Resource allocation of the college against performance expectations	Annually	IRPO	College community External stakeholders	College web site/IRPO
<b>Financial reports</b>	Revenue, expenditures, obligations and balances by program and college	Monthly	Comptroller	Supervisors	
<b>Standing committee minutes</b>	Minutes of college standing committees	As per terms of reference	Committee Chairs	College community	College web site/secure
<b>Cabinet's minutes</b>	Policy discussions and action items	Biweekly	President and Vice Presidents	College community External stakeholders	
<b>Policies</b>					
<b>Board of Regents Reports</b>	Accomplishments from departments, campuses programs and offices	Quarterly	Supervisors	Board of Regents	
<b>College brochures</b>	Information on programs and services of the college	As needed	Varies with topic	College community External stakeholders	College web site/publications
<b>College newsletter</b>					
<b>LRC College Archives</b>	Critical documents	As needed	LRC Director	College community	

<b>Category/Type of communication</b>	<b>Content</b>	<b>Frequency</b>	<b>Person responsible</b>	<b>Audience</b>	<b>Electronic Location</b>
<b>Board of Regents' Binders with associated minutes and directives</b>	Materials for review and action by the BOR	Quarterly	President and Assistant to the President	College community	

## APPENDIX D CONTACT INFORMATION

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