



Reports to the Board of Regents

Office of the President | Administrative Services | Cooperative Research and Extension | Enrollment Management and Student Services | Instructional Affairs | Institutional Effectiveness and Quality Assurance

Students today, leaders tomorrow

September 21-22, 2023, Meeting, Yap



PRESIDENT'S REPORT

Bale Theresa Koroivulaono, PhD
President/CEO, College of Micronesia-FSM

1. [RECOMMENDATION] TO IMPROVE QUALITY

To increase effectiveness, the team recommends that the College strengthen the integration of short- and long-term plans for the allocation of human, physical, technological, and financial resources to meet student needs in the post-pandemic environment. (I.B.9)

2. [RECOMMENDATION] TO IMPROVE QUALITY

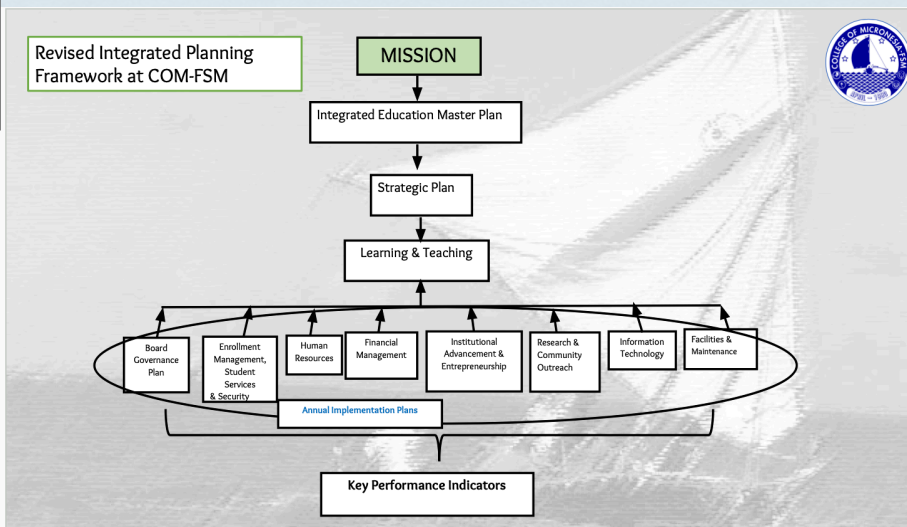
To improve effectiveness, the team recommends that the College strengthen its practices and systems for personnel evaluation and management as stated in the President's Workplan. (III.A.3, III.A.5)

QUALITY REFLECTIONS

Challenges

vacant positions
 person-reliant institutional memory
 weak performance evaluation and management system
 disabling absenteeism
 low wages minimal leadership training & mentoring
 low level of succession planning
 no position-specific orientation for new employees
 siloed operations obscured reflective practice
 annual budget uncertainty

REVISED INTEGRATED PLANNING FRAMEWORK AT COM-FSM



COM-FSM EDUCATIONAL MISSION¹

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 and career & technical educational programs characterized by continuous improvement and best practices.

¹Approved by the college's Board of Regents on March 8, 2017, <http://www.comfsm.fm/hor/directives/Directives-17-03-08.pdf>



COLLEGE OF MICRONESIA-FSM

STRATEGIC PLAN

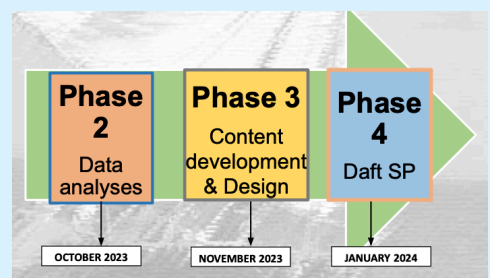
2024-2029



STRATEGIC PLANNING: PHASE 1

Which US universities are offering free tuition for education programs? What is the fee structure for FSM COMPLETED SWOT ANALYSES: 80%

- SLT
- OFFICE OF THE PRESIDENT: Institutional Advancement & External Affairs, Center for Entrepreneurship
- VPIA: Combined sections
- VPMESS: Completed all sections at all campuses
- VPAS: Pohnpei, Kosrae
- VPIEQA:
- VPCRE: Chuuk, Kosrae, Yap Combined Zoom session





PRESIDENT'S REPORT ... from page 1

STRENGTHS

- Technological capabilities; Online delivery of courses
- College presence in the FSM states; National college of the FSM

STUDENT SUCCESS

- Faculty, staffs, facilities, and supports services are available
- Advisory programs
- Online programs

HUMAN RESOURCES

- Strong, updated, established policies
- Experienced and qualified staff
- Sufficient budget

BUDGET

- Government support including US and other government
- Eligibility for Pell Grant and other grants
- Compact grants
- Endowment Fund
- Donors

WEAKNESSES

- Strengthen existing governance by enforcing procedures in place for timely posting of information
- Aging workforce with declining health
- Need to cross train employees and practice succession planning

STUDENT SUCCESS

- Increase academic advisory capability

HUMAN RESOURCES

- Not enough staff
- Job satisfaction
- Out-migration
- Unattractive salary and benefits

BUDGET

- Not enough
- Low enrollment – student tuition/revenue

STRENGTHS

- Guaranteed student population as the ONLY FSM college
- Small college, easier to manage
- Pell Grants eligibility
- 2 baccalaureate programs
- Financial resources to address current need
- Reserved endowment funds for current needs
- Facilities – sufficient physical resources
- Human Resources - sufficient

WEAKNESSES

- Limited human resources as we have a small population
- Salaries are not attractive
- Low retention rate of employees
- Unstable financial resources (politically tied)
- High dependency on government support for funding
- Limited skills in some areas, e. g. IT
- Annual audit is directly tied to the FSM Audit which often requires extension
- Weak customer services delivery
- Communication with some internal departments is weak and often ineffective
- Repairs and maintenance of college vehicles require an urgent revision to implement a much more effective and efficient system for well-maintained
- Gaps in the procurement processes due to internal inefficiencies¹¹

STRENGTHS

- Being recognized as the nation's national college holds several advantages, e.g., prestige and recognition, government funding support and opportunities, networking and collaboration, national responsibility and leadership, etc.
- Holding the designation of being the nation's only national college, the college benefits from substantial government funding and a comprehensive array of financial aid initiatives, encompassing SEG, SEG work-study, as well as national and state scholarships, and others.
- The college is accredited by Accrediting Communication for Community and Junior Colleges (ACCJC), Western Association of Schools and Colleges (WASC) an institutional accrediting body recognized by the Council for Higher Education Accreditation and the U.S. Department of Education. Accreditation plays a vital role in assuring stakeholders that the institution meets established standards and provides a high-quality educational experience.
- The college provides geographical convenience, a sense of belonging, access to a support network, cultural familiarity, potential financial benefits, community engagement opportunities, and enhanced flexibility. These factors collectively contribute to a positive college experience, promoting academic success, personal growth, and a smooth transition into higher education.

WEAKNESSES

- The campus facilities especially at Kosrae and Chuuk Campuses need significant repairs and renovations due to their deteriorating condition. The state of facilities can impact the overall image and reputation of the college. Addressing this situation is imperative to uplift the perception of the college and enhance its standing within the academic community.
- The college struggles with a weakness in the area of low student-faculty engagement. This challenge signifies a lack of active interaction and meaningful involvement between students and faculty members. This can lead to missed opportunities for mentorship, academic support, and collaborative learning experiences. Insufficient engagement may hinder students from fully grasping course content and limit their ability to develop crucial skills. Addressing this weakness is crucial for fostering a dynamic learning environment where students and faculty can interact, exchange ideas, and collectively enhance the educational journey.
- The college faces a challenge with a low persistence rate and difficulties in student retention, presenting a notable weakness. This issue underscores the struggle to maintain student engagement and commitment, potentially impacting graduation rates and overall academic success.
- The college grapples with a significant weakness as its revenue is outpaced by expenditures, resulting in reduced budgetary allocations to support essential operations. This disparity can lead to financial strain, potentially impacting the quality of educational offerings, faculty support, infrastructure maintenance, and overall college resources. Addressing this weakness becomes imperative to ensure the college's financial stability and uphold its dedication to providing a top-notch education, all while maintaining an optimal learning environment for both students and faculty.

STRENGTHS

- Being a Title IV institution and providing eligibility for students to receive US Federal Student Aid (FSA) and other scholarship grants.
- The college offers flexible program delivery options, e.g., in-person, online courses, or hybrid learning models.
- The college has established valuable articulation agreements with various Accredited IHEs in the United States, as well as partnerships with colleges and universities in the Asian and Pacific regions.
- The college has geographic advantage and enjoys a monopoly on providing an accessible tertiary education to the local population.
- The college provides the most cost-effective attendance expenses among all colleges in the Micronesian region, ensuring accessible and affordable education.
- Being designated as an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI) offers several advantages, e.g., scholarship opportunities and financial aid resources for students, culturally-relevant support, community engagement, data-informed support, networking and mentorship, etc.

STRENGTHS

- Our services (our ability, resources)
- Sufficient funds
- Established reputation/Community engagement
- Consistently providing services
- Extension network enabling communication
- Good relationships with clients
- Youth engagement/youth program in FSM
- Agents with degrees
- Consistent funds
- Free services and programs
- Qualified Researchers

WEAKNESSES

A weakness of the college is the unequal distribution (or availability) of facilities and support services. This can lead to disparities in transportation services, sports facilities, learning labs, food options, and more. Some students enjoy better resources, while others face limitations, impacting their overall college experience. Addressing these disparities is essential for creating an equitable and enriching educational environment.

WEAKNESSES

- The college exhibits a weakness in its existing Office for Institutional Effectiveness, as it lacks qualified and experienced personnel to fulfill research and strategic functions, data support, and other vital roles. Addressing this gap is crucial to enable the office to effectively provide valuable insights, informed decision-making, and comprehensive support, thus enhancing the college's overall effectiveness and success.
- The college faces a substantial weakness due to a noticeable imbalance in technological resources and access among its various campuses. This concern underscores an uneven distribution of technology tools and internet connectivity. It is imperative to address this issue promptly to ensure equal access to essential technological resources for all members of the college community, cultivating an inclusive and effective learning environment that empowers every individual to excel.
- The college struggles with under-qualified administrative and support staff, leading to issues like inefficient task handling, technological implementation challenges, and others. Addressing this weakness demands a focus on recruitment, training, and ongoing professional development to ensure effective operations and enhanced student support. The college faces the challenge of insufficient resources for staff development. Addressing this requires increased investment in training, workshops, and professional growth to elevate teaching quality and foster innovation.
- Many of them wearing more than two hats as Deans and ICs
- New people in leadership positions and not familiar with the decision-making processes
- Lack of communication or no communication between state campuses and from national campus to state campuses
- Salary not attractive
- Too many vacant positions
- Hiring process takes too long. Interested applicants change their minds after waiting too long
- Internet connection issues at some campuses
- Not enough funding for staff development
- Transportation need for Chuuk and Yap campus
- Experiencing challenges in Microix: need more training. Account balance does reflect transactions made.
- Recruitment of students into programs with low enrollment
- Quality of teaching is affected if burdened with course overload
- Need assessment office or committee to review assessment and close the loop on assessment recommendations

WEAKNESSES

- Government funding plays a crucial role in sustaining educational institutions, including colleges. A reduction in government funding or any declining government funding can lead to various negative consequences. These may include a shortage of resources for maintaining facilities, hiring quality faculty, offering competitive salaries, providing scholarships, updating curriculum and technology, and supporting research initiatives. The college might struggle to offer a well-rounded education and might have to cut back on various programs and services, impacting the overall quality of education and student experience.
- Outmigration can lead to a decline in the pool of potential students. Changing demographic trends, such as a shrinking youth population or a shift in population composition, can also impact enrollment. This could result in decreased student applications, which in turn affects the college's revenue and overall sustainability.
- The presence of numerous other colleges and educational institutions in the region can create a competitive environment for attracting students. If the college fails to stand out among its competitors, it might struggle to attract and retain students, affecting enrollment numbers and its reputation. The college needs to differentiate itself through unique offerings, strong academic programs, extracurricular activities, and a positive campus culture.
- A clear limitation of the college is the issue of inadequate enrollment, occasionally failing to meet the set targets, particularly in some state campuses. This vulnerability presents a challenge with diverse repercussions for the overall functioning and sustainability of the college. These effects encompass financial strain, resource allocation, impacts on academic programs, and even considerations of perception and reputation, among other factors.
- The absence of a permanent site for the campus in Chuuk presents challenges related to stability, limited infrastructure, accessibility, community integration, growth opportunities, perceptions of quality, and campus identity.
- Having inadequate faculty members and support staff, the college faces: (a) strain on administrative and support functions; (b) limited specialization and expertise, i.e., the lack of faculty members limits the campus' ability to offer a diverse range of courses and programs; (c) difficulty in faculty and support staff recruitment and retention; (d) reduced student support, e.g., students may experience delays in receiving assistance, limited access to resources, and challenges in navigating administrative processes, which can hinder their overall academic experience, personal development, and timely progression towards their educational goals; and (e) others.

OPPORTUNITIES

- Staff development
- Incentives
- Cross-training of deans. Have campus deans rotate around each campus to become familiar with the different operations and program specialities.

THREATS

- Miscommunication
- Loss of faculty and staff
- Vacancies affect quality of work
- Quality of teaching
- Competition over qualified staff to better-paying offices

WEAKNESSES

- Accessibility of extension services on main island but not in the outer islands
- Manpower or limited human resources – not enough extension agents
- Limited technology adoption for staff and clients
- Data collections on a regular basis/annual basis
- Have not been able to show impacts to see changes overtime/program evaluations

