

College of Micronesia-FSM

Supplemental Report



Submitted by:

College of Micronesia - FSM
P.O. Box 159, Pohnpei FM 96941

To:

Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges

May 15, 2012

Supplemental Report - Certification Page

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This Supplemental Report is submitted to the ACCJC for the purpose of assisting in the determination of the institution's accreditation status.

We certify that there was broad participation by the campus community and believe that this report accurately reflects that nature and substance of this institution.

Signed



Joseph M. Daisy, EdD, President, College of Micronesia-FSM



Kasio E. Mida, Chair, Board of Regents



Frankie L. Harriss, Accreditation Liaison Officer

Executive Summary

In the last several months the College of Micronesia – FSM (COM-FSM) has come to better understand the meaning and value of accreditation. Administration, faculty and staff are increasingly engaged in a continual process which supports broad based participation and purposeful dialogue. Within this relatively narrow time frame since submission of the March 15, Follow-Up Report, the college can point to a number of substantial and culture changing activities that address the outstanding ACCJC Recommendations on Improving Institutional Effectiveness and Leadership and Governance, Improving Institutional Effectiveness, Physical Resources and Financial Resources.

To map the work ahead, on April 20th President Joseph Daisy presented a detailed white paper, *COM-FSM Quality, Sustainability, and Success: A Framework For Planning and Action*. That document delineated the steps the college must take and the processes in which it must be engaged to ensure that it addresses its problems and meets the spirit of accreditation. The college completed several of the steps articulated in the white paper, specifically related to the assessment of existing plans.

- The college has assessed its communication plan, its relatively new governance structure, and the Strategic Plan 2006-2011. The results of these assessments and the related recommendations will guide the college in changes to improve in these areas.
- The college has undertaken the complex task of integrating its major individual plans into an Educational Master Plan, a first for the institution.
- The college has integrated its Facilities Master Plan into the Educational Master Plan.
- The college has developed a Five-Year Financial Plan that includes revenue projections and contingencies, financial status, expenditure projections, including the effort of integrating these projections and analysis with the Educational Master Plan.

Despite the short time frame, the college has achieved greater involvement and meaningful participation among all college stakeholders and across all campuses in the critical conversations and decisions that continue to improve all areas of the college. While at various stages of implementation, it is evident that an ongoing cycle of planning, implementation, assessment, and revision now exists in all areas of the college and is being strengthened by these practices becoming part of the institution's culture.

Work Completed and Accomplishments Subsequent to the March 15, 2012, Follow Up Report .

Recommendation 1. Improving Institutional Effectiveness and Leadership and Governance.
To fully meet this standard, the team recommends the college evolve its communication efforts to ensure broad-based participation and encourage purposeful dialogue in which all stakeholders participate in the exchange of different points of view and reflections that lead to genuine communication and participatory governance (I.B.4, IV.A.3).

In addressing Recommendation 1, since early April the college has completed the evaluation of its existing Communications Plan, held a college-wide review of that evaluation, and assessed its new governance and committee structures. In addition, the President has published an overarching document, *COM-FSM Quality, Sustainability, and Success: A Framework for Planning and Action* ([Doc. 1](#)), which will define the college's path in the years ahead. President Daisy asserts, "we must assess and continuously improve our institution's quality and work to achieve greater success of our students."

Communication Plan Evaluation Completed

The college has improved both communication efforts and governance structure by ensuring broad-based participation and purposeful dialogue across the institution. The piece remaining was to close the assessment loop by evaluating the existing communications plan and effectiveness of changes made to college governance. The levels of participation in these activities validate that effort as being genuinely participatory and inclusive. Data collected and analyzed, as well as campus-wide input, will result in development of a revised communications plan and further improvements to governance structure to be implemented August 2012.

- In April 2012, the college conducted a secure, valid communications plan survey to evaluate the existing communication plan and college-wide perceptions of efforts towards resolving ACCJC recommendation 1. Across the college, 63% of employees completed an electronic survey and 30% of students completed a paper survey. Survey data were supplemented with interviews, focus groups, and meetings. An analysis of these data was conducted and recommendations put forward in a report on *Purposeful Dialogue at COM-FSM: An Analysis of the COM-FSM Communications Plan and ACCJC Recommendation One* ([Doc. 2](#)). Results indicate, "a shared feeling that broad-based participation in college governance is the new normal at the college" (p. 9).
- On May 10th for Yap and Kosrae campuses and May 11th for all other campuses, a session was conducted with 191 employees to review and discuss the results, analysis, and recommendations of the report on purposeful dialogue. The Institutional Research and Planning Office compiled input from those sessions ([Doc. 3](#), [Doc. 4](#), [Doc. 5](#), [Doc. 22](#)). That input will further inform the effort to revise the communications plan. This initial effort in sharing these data represents a commitment to engage stakeholders in a continuing cycle of dialogue. A college-wide visioning summit will be conducted during the President's Retreat in August, 2012.
- A revised governance policy was completed by Council of Chairs on May 10, 2012 ([Doc. 6](#)). Both the President's Cabinet and the Council of Chairs agree there is a need to facilitate broader and more purposeful communications and to bridge a gap that has emerged between the administration and the standing committees. To that end, the governance policy will undergo further revisions for approval and implementation by August 2012.
- To assess perceptions on the changes in committee structure effective since August 2011, an electronic survey on participatory governance was conducted May 7-9, 2012. Across the college 58% of employees completed the survey ([Doc. 7](#)). Results of the

communication plan survey, the participatory governance survey, dialogue in the Council of Chairs, dialogue in all committees, and recommendations in the revised governance policy are being used to inform continued changes/improvements to the revised governance policy for the upcoming academic year. The Council of Chairs will make recommendations to the President's Cabinet by August 2012, and the President's Cabinet will put forward their recommendations to the BOR at the August/September 2012 meeting for adoption.

- Previously, the college had not collected data on website visitor traffic and consequently was unable to assess the level of use and reach of the site. Beginning April 10, 2012, the college installed Google Analytics to the site's back-end as an industry standard tool capable of measuring key metrics for website traffic and an initial assessment has been conducted ([Doc. 10](#)). The college will continue to use these data for on-going improvements in communications and website effectiveness. This is especially important as 84% of college employees indicated, in the Communication Plan survey that the "website is their primary way of learning about news at the college" ([Doc. 2](#), p. 7).
- Dr. Joseph M. Daisy completed his tour of all campuses with a visit to Kosrae campus May, 4-8, 2012. Dr. Daisy met with all internal stakeholders, local and Federal government leaders, and held an open forum with the public ([Doc. 8](#)).
- The college continues to improve upon engagement of external stakeholders in dialogue, and is conducting another community meeting with the Board of Regents and the college administration in Pohnpei on May 24, 2012 ([Doc. 9](#), p. 16).

Recommendation 2. Improving Institutional Effectiveness

To fully meet this standard, the team recommends that the various plans of the college be integrated into the development of a comprehensive long-range educational master plan that is linked to and includes a long-range budget plan (I.B.4, III.D).

The college has built greater appreciation and capacity for planning such that the processes and products are valued equally. Over the last six weeks the college has completed an assessment of its Strategic Plan: 2006-2011, with numerous follow-on activities, including capacity building exercises in sharing data and information. The college has integrated existing plans into an Educational Master Plan and begun to assemble data to determine COM-FSM's status in terms of the ACCJC Rubrics.

- The college has closed the assessment loop on the 2006-2011 Strategic Plan by completing an evaluation of the existing Strategic Plan, including an assessment of progress towards resolving Commission recommendations on planning ([Doc. 11](#)). The findings indicate a need to develop formal methods of regular plan assessment, improved methods of tracking actual annual expenses, annual discussions on institutional effectiveness relating to the nine strategic goals, and a need to break down silos for shared communications and responsibilities. Utilizing the results of this assessment, a new Strategic Plan will be developed next fall, beginning with the visioning summit conducted during the August 2012 President's Retreat as outlined in the President's "White Paper," *COM-FSM Quality, Sustainability, and Success: A Framework for Planning and Action* ([Doc. 1](#)). The existing Strategic Plan was utilized towards development of the

- integrated Educational Master Plan as per recommendation #1a of the Strategic Plan Assessment ([Doc. 11](#), p. 6).
- Strategic Plan indicator trends have been identified and will be utilized in future planning efforts ([Doc. 12](#)). Specifically, these help the college address recommendation #1c in the Strategic Plan Assessment, where it was suggested these indicators trends might prove useful towards setting targets for each Strategic Plan goal ([Doc. 11](#), p. 6).
 - Following recommendation #3a of the Strategic Plan Assessment, to facilitate meaningful planning dialogue, free from silos, the various, separate college plans were placed in a common template, or clearinghouse, on Googledocs ([Doc. 11](#), p. 7). All constituents simultaneously reviewed the various parts of the plan, linkages were readily made, and redundancies located and eliminated in creating an integrated Educational Master Plan ([Doc. 13](#)).
 - In this initial framework, linkages have been established and estimated expenses are under expected revenues ([Doc. 13](#), [Doc. 16](#), [Doc. 19](#)). The framework and linkages were developed by a working group consisting of the President's Cabinet, Director of Human Resources, Director of Information Technology, Director of Academic Programs, Director of Career and Technical Education, Director of Admissions, Records, and Retention, Director of Learning Resources Center, and the Comptroller, with guidance from consultant James Mulik.
 - The Googledocs link was shared with the Planning and Resources Committee and Curriculum and Assessment Committee to increase broad-based dialogue efforts. Broad-based dialogue will continue and be considered in the further development of the integrated plan/ongoing integration. This action also facilitates Strategic Plan Assessment recommendation #3d where the Planning and Resources Committee should be charged with "annually assessing the strategic plan and the various plans of the college" ([Doc. 11](#), p. 7). The ongoing dialogue and review of the integrated Educational Master Plan in preparation for approval and subsequent implementation includes the following questions: Do the goals/objectives enhance student learning, do the goals/objectives advance the effectiveness of the institution, is the goal really a priority for the college, does the goal advance the 9 strategic goals of the college, does the estimated cost of accomplishing the goal justify pursuing the goal, does the goal have a solid assessment plan, can any goals and/or objectives of the various plans be combined so that work is not done in silos, and is the goal and/or objective data informed?
 - May 10-11, following recommendation #1d of the Strategic Plan Assessment, the college conducted a survey with 124 respondents to obtain baseline data in order to gauge where the institution currently resides on the ACCJC Rubrics for Evaluating Institutional Effectiveness. COM-FSM will ensure it moves to and remains at "sustainable continuous quality improvement" ([Doc. 14](#)). This survey will be repeated fall 2012, spring 2013, and annually thereafter.
 - As of May 15, 2012, a total of 84 college employees have completed the ACCJC Online Accreditation Basics Course ([Doc. 17](#)). Participation in this course has been voluntary, but towards the larger goal of instilling the use of standards in daily decision-making by all college employees.
 - As part of his President's Report to the Board of Regents, Dr. Daisy has submitted, for approval, a proposal to elevate the position of ALO to that of Vice President for Institutional

Effectiveness and Quality Assurance (VPIEQA). Rationale offered was, “to advance the integration and adherence to the Standards for Accreditation...to ensure the college stays the course to address the issues for which the college is on sanction, and to guarantee long-term compliance and quality assurance” ([Doc. 18](#)).

- On May 10 for Yap and Kosrae campuses and May 11, 2012, for all other campuses, 80 faculty participated in a workshop on the ACCJC SLO rubric, continued training in program assessment, and engaged in discussions on program assessments ([Doc. 3](#), [Doc. 15](#)). The training facilitated completion of another cycle of assessment for all programs. These data will be used to inform the assessment of the integrated Educational Master Plan.

Recommendation 6. Physical Resources

To fully meet this standard, the college must develop a facilities master plan that reflects the institution's long term educational goals and plans and is linked to an identified, reliable, and ongoing funding source that supports the total cost of facilities ownership (IIB.2.a).

The college has identified an ongoing funding source and developed a Contingency Fund Policy, approved by the Board of Regents in September of 2011, supporting total cost of ownership. The college presented a total cost of ownership document to the visiting team in April 2012. The college had not shown a facilities master plan with linkages to long-term educational goals and the necessary supporting finances.

- The Facilities Master Plan has been integrated such that linkages with the Educational Master Plan and supporting financial resources have been established. ([Doc. 13](#)). Work was conducted as part of the same integrated planning process described under Recommendation 2, and will include similar ongoing dialogue by the described working group, the Planning and Resources Committee, and the Facilities and Campus Environment Committee.
- The college has begun efforts to address future facilities costs by engaging Beca International Consulting Group to develop a proposal for an energy audit, energy plan, solar energy projects, and a space utilization study. President Daisy held an initial meeting on May 2, 2012, where it was determined all work would be completed in three phases. Phase one will include the energy audit and energy plan. Phase two will involve the solar energy project, and phase three the space utilization study. The college will seek external funds to support phase two. The college anticipates a proposal from Beca International Consulting Group by June 30, 2012, and will generate a scope of work once the proposal is accepted.

Recommendation 8. Financial Resources

To fully meet this standard, the team recommends that the college systematically integrate financial resources planning with the various college plans into a comprehensive master plan that is directly linked to the budget planning and allocation process (III.D.1.a).

An integrated financial plan was completed following the same planning process as described in Recommendation 2 above ([Doc. 13](#)). Reconciliations were conducted within the template to ensure all estimated expenses were under expected revenues ([Doc. 13](#), [Doc. 16](#), [Doc. 19](#)). The integrated financial plan includes:

- a 5-year overview (FY 2007-FY2011) of statement of net assets showing a trend of positive growth of unrestricted net assets.
- 5-year revenue projections (FY 2013-2017) and contingencies using projections based upon a thorough review of enrollment trends, tuition and fee charges, external support, and auxiliary income.
 - predictive models "best fit" projections show modest growth and have a very high level of statistical confidence.
 - budget projections are predicated on modest tuition increases to achieve its goals. Increases are well within tolerance levels of current Pell Grant funding.
- 5-year expenditure projections (FY 2013-2017) using functional categories expenditures derived from IPRO planning documents ([Doc. 20](#), [Doc. 21](#), [Doc. 23](#)).
- These analyses will be reviewed by the Board of Regents during the May 23-24, 2012 Meeting. Following Board of Regents approval, a Financial Plan will be provided to ACCJC.

References

Evidence for Recommendations

- Doc. 1 Daisy, J. M. (2012, April). *COM-FSM Quality, Sustainability, and Success: A Framework for Planning and Action*. Retrieved from <http://www.comfsm.fm/myShark/news/item=193/mod=20:24:23>
- Doc. 2 Adams, D, & Mulik, J. (2012, April 21). *Purposeful Dialogue at COM-FSM: An Analysis of the COM-FSM Communications Plan and ACCJC Recommendation One*. Retrieved from <http://www.comfsm.fm/accreditation/files/5-15/Purposeful-Dialogue-at-COM.pdf>
- Doc. 3 COM-FSM. (2012, May 11). *Spring Semester Faculty Workshop*. Retrieved from <http://www.comfsm.fm/accreditation/files/5-16/Faculty%20training%2011MAY12.pdf>
- Doc. 4 IRPO. (2012, May). *Improving Communications at the College of Micronesia-FSM: Summary of Campus Workshops Held May 10 & 11, 2012*. Retrieved from <http://www.comfsm.fm/accreditation/files/5-16/Improving-Communications-at-COM-FSM-SUMMARY.pdf>
- Doc. 5 Yap Campus. (2012, May 10). *Improving Communication at the College of Micronesia-FSM: Yap Campus Responses to Communication Plan Evaluation*. Retrieved from http://www.comfsm.fm/accreditation/files/5-16/Communication%20Plan%20Goal_Complete_Yap.pdf
- Doc. 6 Council of Chairs. (2012, May). *Participatory Governance Policy*. Retrieved from <http://www.comfsm.fm/accreditation/files/5-15/Participatory-Governance-Policy.pdf>
- Doc. 7 PRC. (2012, May). *Committee Governance Structure Survey Assessment Results*. Retrieved from <http://www.comfsm.fm/accreditation/files/5-16/Committee%20Governance%20Structure%20Survey.pdf>
- Doc. 8 Daisy, J. M. (2012, May). *Kosrae Visit: May 4-8, 2012, Agenda*. Retrieved from <http://www.comfsm.fm/accreditation/files/5-16/Kosrae-State-Campus-Visit-Itinerary-President.pdf>
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- Doc. 10 DCR. (2012, May 10). *Google Analytics Data Report to the Board of Regents*. Retrieved from http://www.comfsm.fm/accreditation/files/5-16/Analytics_AprMay.pdf
- Doc. 11 Mulik, J. (2012, May 13). *Assessment of the 2006-2011 College of Micronesia Strategic Plan*. Retrieved from [http://www.comfsm.fm/accreditation/files/5-16/Assessment%20of%20the%202006-2011%20College%20of%20Micronesia%20Strategic%20Plan%20\(May%202012\)%20\(COM-FSM%20version\).pdf](http://www.comfsm.fm/accreditation/files/5-16/Assessment%20of%20the%202006-2011%20College%20of%20Micronesia%20Strategic%20Plan%20(May%202012)%20(COM-FSM%20version).pdf)
- Doc. 12 IRPO. *Strategic Plan Indicator Trends*. Retrieved from [http://www.comfsm.fm/accreditation/files/5-16/Strategic-Plan-Indicator-Trends\(May-2012-Update\).xlsx](http://www.comfsm.fm/accreditation/files/5-16/Strategic-Plan-Indicator-Trends(May-2012-Update).xlsx)

- Doc. 13 COM-FSM. (2012, May). *Integrated Educational Master Plan Template*. Retrieved from http://www.comfsm.fm/accreditation/files/5-16/COM-FSM%20Education%20Master%20Plan%20Template%202013-2017%20%202012_05_14.pdf
- Doc. 14 COM-FSM. (2012, May). *ACCJC Rubric Benchmarking Survey*. Retrieved from <http://www.comfsm.fm/accreditation/files/5-16/ACCJC-Rubrics-as-Surveys-by-campus.xlsx>
- Doc. 15 Harriss, F. L. (2012, May). *SLO Rubric Presentation with Agreement Circle Formative Assessment Activity*. Retrieved from <http://www.comfsm.fm/accreditation/files/5-16/ACCJC%20SLO%20Rubric%20Presentation.pdf>
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Summary of Recent COM-FSM Actions in ACCJC Supplemental Report—May 15, 2012

ACCJC Recommendation	Major COM-FSM Actions	Documentary Evidence
<p>Recommendation 1. Improving Institutional Effectiveness and Leadership and Governance. <i>To fully meet this standard, the team recommends the college evolve its communication efforts to ensure broad-based participation and encourage purposeful dialogue in which all stakeholders participate in the exchange of different points of view and reflections that lead to genuine communication and participatory governance (I.B.4, IV.A.3).</i></p>	<ul style="list-style-type: none"> • President publishes White Paper (April 2012) • College evaluates existing communications plan and current communication practices and generates recommendations. (April 2012) • College assesses new governance structure and standing committee structure. (May 2012) • College conducted initial Web site assessment. 	<p>COM-FSM Quality, Sustainability, and Success: A Framework for Planning and Action Purposeful Dialogue at COM-FSM Committee Governance Structure Survey Assessment Initial Web Site Assessment</p>
<p>Recommendation 2. Improving Institutional Effectiveness <i>To fully meet this standard, the team recommends that the various plans of the college be integrated into the development of a comprehensive long-range educational master plan that is linked to and includes a long-range budget plan (I.B.4, III.D).</i></p>	<ul style="list-style-type: none"> • President publishes White Paper (April 2012) and schedules August, 2012 Visioning Summit. • College completes assessment of 2006-2011 Strategic Plan. (May 2012) • College develops integrated Educational Master Plan. May 2012) • College develops Five-Year Financial Plan integrated with Educational Master Plan. (May 2012) • College conducts survey to assess status on ACCJC Rubric on Planning. 	<p>COM-FSM Quality, Sustainability, and Success: A Framework for Planning and Action Assessment of COM-FSM 2006-2011 Strategic Plan Integrated Educational Master Plan COM-FSM Five-Year Financial Plan Survey of COM-FSM status on ACCJC Rubric on Planning</p>
<p>Recommendation 6. Physical Resources <i>To fully meet this standard, the college must develop a facilities master plan that reflects the institution's long term educational goals and plans and is linked to an identified, reliable, and ongoing funding source that supports the total cost of facilities ownership (IIIB.2.a).</i></p>	<ul style="list-style-type: none"> • College integrates Facilities Master Plan with Educational Master Plan. 	<p>Integrated Educational Master Plan</p>
<p>Recommendation 8. Financial Resources <i>To fully meet this standard, the team recommends that the college systematically integrate financial resources planning with the various college plans into a comprehensive master plan that is directly linked to the budget planning and allocation process (III.D.1.a).</i></p>	<ul style="list-style-type: none"> • College completes integrated Five-Year Financial Plan. (May 2012) • College develops integrated Educational Master Plan. (May 2012) 	<p>Five-Year Financial Plan Integrated Educational Master Plan</p>