



COLLEGE OF MICRONESIA –FSM

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Office of the President

April 10, 2013

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

RE: President's Report FY 2013 Second Quarter Performance Report

Since the submission of the FY 2013 1st Quarter Performance Report, the important work of the college, particularly to address accreditation related issues continues. As president, I want to update you on my ongoing assessment of the status of the college and its progress.

Be assured that we continue to make progress. The faculty and staff continue to support internal efforts to improve the programs and services provided to students. They have demonstrated continued support and a willingness to participate in any way to assist in the improvement of the college.

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;

Regarding accreditation, we continue to make significant progress, yet continue to face significant challenges, especially related to the anticipated impact of the

JEMCO decrement. Frankie Harriss has continued to provide extraordinary leadership as ALO and as Vice President for Institutional Effectiveness and Quality Assurance (VPIEQA) in directing the college's focus, energy and efforts to document the progress to address accreditation related concerns.

On March 15, 2013, the college submitted its Follow-Up and Midterm Report to the Accrediting Commission for Community and Junior Colleges (ACCJC). The submission of that report was followed by a visit of commission representatives from March 26-28. I am cautiously optimistic that, by the submission of our combined Midterm Report and Follow-Up Report, we will be able to satisfactorily address all areas related to the threat to our accreditation.

However, although FSM Congress appropriated \$700,000 for FY 2013, should FSM Congress not re-instate the rest of the decrement resulting from the JEMCO resolution, the college would find it extraordinarily challenged to continue to meet the standards for accreditation.

The college will need to assess the impact of the loss of the \$700,000 per year up to \$2.8 million and then reduce the college's academic programs, faculty, staff and services accordingly to address the funding loss and report this to the Commission.

The college will need to present scenarios to the Board of Regents for consideration regarding next steps to ensure a balanced budget. However, as you are aware if the funding gap is not closed, the scenarios will be painful for the college to endure.

The college also submitted to the Commission a status report on Student Learning Outcomes Implementation, Annual Report to the Commission and Financial Report as required.

2. Cultivate a culture of genuine communication, inclusiveness, participatory governance and respect for all;

The college continues to work with Wilson Hess (former president at CMI) and his team from Sandy Pond Associates, to assist in the process to fully address all of the college's accreditation issues, and more importantly to build internal capacity. His group helped both CMI and CNM to successfully address their serious accreditation issues. I am confident that with their continued engagement through June 2013 they will successfully support us in our efforts to do the same.

The college continues to hold monthly all campus meetings at each campus to facilitate continued purposeful dialogue of stakeholders.

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 suggested that "broad-based participation in college governance is the new normal at the college." Purposeful dialogue is being integrated throughout the college and evident in the strategic plan.

Finally, bi-meetings with the Cabinet continue to ensure the effective and efficient operations and needs of all areas of the college are being met in a timely manner. It also provides a forum for sharing of expectations, plans, ideas, concerns, and information. Additionally, a one on one bi-weekly meeting between the president and each vice president has been instituted to provide opportunities to discuss areas of strength and improvement in respective areas.

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;

In progress. Future steps depend upon the action taken by the FSM Congress to restore the decrement resulting from the JEMCO resolutions. Should such action not be taken, entire COM-FSM community will need to consider the existing and previously proposed scenarios, and the development of several new scenarios.

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.

IPIC has approved funding to contract BECA Consultancy for a space utilization study to creatively address the college's energy needs, and to assess its space utilization needs. This firm was responsible for the physical transformation of the College of the Marshall Islands.

Unfortunately, other program initiatives and opportunities will need to wait until the college has successfully addressed the accreditation issues for which it is on sanction.

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

The president has met with the Chinese, American and Japanese Ambassadors during which the challenges and success, as well as the vision for the college's future were shared.

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

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;

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

In progress. Through the work of academic and now non-academic program prioritization process, the planning and resources committee is in concert with ongoing efforts to address related accreditation concerns. Most importantly, the college has completed and is refining the Five-Year Integrated Educational Master Plan which links, instructional, technology, human resources, facilities, and financial plans. This plan serves the college well as it looks forward to “confronting challenges and creating its future.” The college and BECA’s completion of the facilities space utilization plan will significantly strengthen the intergraded 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;

Following an assessment of the existing organization structure, a two sided organizational structure was adopted – a participatory governance organization which is charged with decisions and recommendations and the administrative organization which is charged with action and implementation. On the administrative side, the Management Team (MT), comprised of the 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 functions to improve communication between 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 EC is reviewing the draft mission statement, and working on a preliminary draft of the strategic plan. The committee is the final link in the participatory governance process.

As well, some additional position changes, shifts in responsibilities, and reassignment of reporting responsibilities will need to be made in the near future.

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;

In progress. 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 to strengthen it moving forward.

2. Ensure campus action and policies are in accord 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;

In progress. A slate of draft policies and revised policies is presented at BOR meetings for consideration and approval. Barbara M. Fienman, Ph.D., a consultant, assisted with the review and assessment of student services and has submitted recommendations on building and developing a student affairs program.

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

In progress. 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*, provided an assessment of our progress and remaining work.

Presently, a working group of the Executive Committee representing all college constituents is finalizing the draft strategic plan.

5. Build and maintain a cohesive and highly functional senior administrative team, delegate responsibility appropriately and hold individuals accountable;

In progress. 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);

Planned for the future.

7. Maintain the college's accreditation;

In progress. *(See response to Challenges and Opportunities #1 above.)*

8. Promote excellence by sustaining the cycle of continuous quality improvement;

In progress. Included among accreditation related activities and cabinet meetings is an ongoing review of the ways in which the college is cultivating a culture of assessment, reviewing current strategies and determining new and additional ways in which to measure progress. The college has purchased 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.

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

In progress. The Five Year Integrated Educational Master Plan will inform the development of the budget for 2014, 2015, 2016, and 2017. The college's proposed FY 2014 budgets were timely submitted to the FSM government.

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;

On-going. 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;

In Progress. The college has contracted Thomas Roha who has extensive experience with the requirements associated with the establishment of a foundation and worked for the College of the Marshall Islands to establish their foundation. Five foundation board members have been identified . It will take approximately one year to complete the process to establish the foundation "The Friends of the College of Micronesia-FSM."

12. Develop and maintain channels of communication with and among employees regarding all aspects of college operations;

In progress. *(See response to Challenges and Opportunities #2 above.)*

13. Maintain a highly visible leadership role in the communities served and develop and maintain strategic partnerships;

In progress. *(See response to Challenges and Opportunities #4 above.)*

14. Seek funding for the master infrastructure development plan and maintenance program;

In progress. The college's application for a technical assistance grant to support a college-wide space utilization study as part of the development of a college facilities master plan has been approved.

The college has also been informed that the former dormitory at Pohnpei Campus has been identified as a renovation project that would be supported by IDP funds. Such a renovation would resolve the several space needs at Pohnpei Campus and National Campus.

15. Recruit, develop, support and retain quality faculty and staff;

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

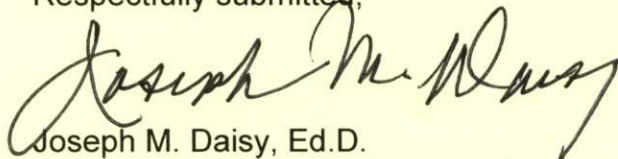
16. Promote appreciation of cultural diversity;

On going. In everything we are doing and 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, states and college flags. Additionally, at commencement students serve as flag bearers for flags from all of the countries which comprise the college community. 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, Ed.D.
President and Chief Executive Officer