



COLLEGE OF MICRONESIA - FSM

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Office of the President

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

RE: President's Report FY 2012 4th Quarter Performance Report

Since the submission of the FY 2012 3rd 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.

We received notification of the Commission's action on our Follow-up Report, Supplemental Report and presentation before the Commission in early July and shared it publicly. The Commission was impressed with the significant progress made and believed that the college is in the right direction toward meeting all standards. More importantly, the Commission extended our timeline beyond the two year limit imposed by the U.S. DOE.

From my perspective as president, there is so much more we need to do, and while we may have made important progress in these areas, it was not enough to resolve the probationary status. I also remain confident that, by the submission of our combined Midterm Report and Follow-Up Report in March, 2013, we will be able to satisfactorily address all areas related to the threat to our accreditation save one, financial support.

The Commission has indicated that there will be a team visit after the submission of the combined reports, most likely in April. The team will generate an Evaluation Team Report, and the college will have an opportunity to submit a supplemental report in May, as well as appear before the Commission again for five minutes when it meets in June of 2013.

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, reduce the college's academic programs, faculty, staff and services, accordingly to address the funding loss, and to 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.

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

College wide meetings were held in early July to present the action taken by the ACCJC regarding the college's accreditation. Additionally, the action letter, and the team's evaluation report were posted on the college's website. The action letter was

sent to President Mori, and an accreditation related article was published in the The Kaselehlie Press to ensure widespread dissemination.

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.

At the Visioning Summit on August 8-9, 2012, the results of the in-service work by the faculty and staff were shared, as well as the recommendations from the Assessment of the 2006-2011 Strategic Plan, and both were linked to the "Visioning Summit/Part 1." In addition, Visioning Summits/Part 2 will be held in each of the other states and the results from the Visioning Summits will be linked to initial planning for the new strategic plan: *Wasahn Kamarain: 2013-2017*.

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."

These accomplishments went a long way in demonstrating to the visiting team and the Commission that we have completed one more step in closing the assessment loop on at least the first area of concern.

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.

The college has met with McREL to discuss several grant funded initiatives supporting early childhood education, and the establishment of college sponsored “pilot” charter schools in collaboration with interested state departments of education.

We have met with representatives from BECA International Consultants, LTD. engineering and architects, to explore the college’s need to creatively address its energy needs, and to assess its space utilization needs. A proposal for a space utilization study which will need to be completed as part of the college’s facility plan and linked to the integrated educational master plan has been developed. The IRPO is preparing an application for a technical assistance grant to fund this study. (Should we include the OIA support per Joe’s meeting with Savage?) 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;

Further discussions on additional areas for collaboration are expected.

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;

In progress. Through the work of standing committees, and the program prioritization process, and through the work of the professional development committee. The college has completed its first round of academic program prioritization, and will now begin a similar process for non-academic program prioritization. In an effort to attract and retain quality faculty and staff, an internal proposal to address the current salary freeze is being analyzed to determine its feasibility and its associated costs. Should it be determined to be feasible given the college’s current and projected financial position, it will be reviewed by the college’s relevant participatory governance committees, and then it will be brought to the Board of Regents for its consideration.

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 the 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 its first five-year integrated master plan which links, instructional, IT, Human Resources, facilities, and financial plans. This plan will serve the college well as it looks forward to “confronting challenges and creating its future.” This plan was reported to ACCJC Commission at its June meeting, and represented the resolution of an area of significant concern to the Commission.

7. Implement and assess the recently approved organizational structure and reporting procedures and make changes for an efficient, effective, and sustainable institution;

The Management Team, comprised of the Deans, and Directors, is now functioning 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.

A more extensive assessment of the college’s organizational structure resulted in the establishment of an Executive Committee, comprised of representatives from the council of chairs, faculty and staff senate, management, students and cabinet. 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. (What about combining Yap Campus and FMI?)

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. The President has continued to meet with Steve Finnen, who provides legal counsel to the college, and Rencelly Nelson, Director of Human Resources for ongoing review of policies for the purpose of a full policy review and assessment process for all of the policies, procedures and organizational structure of the college.

A slate of draft policies and revised policies will be presented at the next meeting of the Board of Regents for consideration and approval.

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 Assessment of the 2006-2011 Strategic Plan Report effectively closes the assessment loop on the last strategic plan. The report contains three major findings and recommendations to address the findings which were used as one of the core documents for the Visioning Summits.

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.

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 Master Plan will inform the development of the budget for 2014, 2015, 2016, and 2017.

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.

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. It will take approximately one year to complete the process to establish the foundation "The Friends of the College of Micronesia-FSM."

The president is working to develop a fundraising plan and to that end has established a team dedicated to those related activities. The first event was a raffle held on the first day of the Visioning Summit. Other events including Board of regents sponsored dinners, and a 20th Anniversary Celebration are under consideration.

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 Institutional Research and Planning Office (IRPO) is preparing an 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.

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 recent commencement exercises, students in traditional dress served as flag bearers for the national, states and college flags. Additionally, at this year's commencement students served as flag bearers for flags from all of the countries which comprise the college community. These flags are permanently displayed in the Library Resource Center (LRC).

17. Perform such other additional duties as the Board may require.

Planned for the future!

Respectfully submitted,

Joe

Joseph M. Daisy, Ed.D.
President and Chief Executive Officer
COM-FSM