The College of the Marshall Islands
Bujen Kōllejar
Strategic Plan 2019 – 2023

Updated March 2022

Bujen Kōllejar

Strategic Plan

2019 – 2023

Updated MAY 2022

Contents

List of Acronyms

AA……… Associate of Arts (When referring to the Degree)

AA……… Academic Affairs (When referring to the Department)

ALO…… Accreditation Liaison Office

AS……… Associate of Science

BE……… Adult Basic Education

ACE……. Adult and Continuing Education

BAEE…. Bachelor of Arts in Elementary Education

CLLC….. Customary Law and Language Commission

CTE……. Continuing and Technical Education

CRPD…. Convention on the Rights of People with Disabilities

EC……… Executive Council

IEC…….. Institutional Effectiveness Committee

LA……… Liberal Arts

LMS…… Learning Management System

MLA…… Marshallese Language and Arts

MOU…. Memorandum of Agreement

NGO….. Non-Governmental Organization

NSP……. National Strategic Plan

NTC……. National Training Council

PLO……. Program Learning Outcome

PMS…… Performance Management System

PPlant… Physical Plant

PSS…….. Public School System

SIS……… Student Information System

SLO……. Student Learning Outcome

SS……… Student Services

TVET….. Technical and Vocational Education Training

VPASA.. Vice President for Academic and Student Affairs

VPBAA.. Vice President for Business and Administrative Affairs

USP……. University of the South Pacific

WASC… Western Association of Schools and College

1.0 Foreword by the President

Iokwe aolep!

The College of the Marshall Islands (CMI) first comprehensive four-year Strategic Plan, *Bujen Kōllejar* was published in 2019. Planning was a participatory endeavor, with all sections of the CMI community involved over a span of several months as part of an intense period of integrated planning that began with the CMI Mission. The Strategic Plan set the goals, outcomes and activities for continuous improvement in learning and teaching stated in the broader *METO or Master Plan 2019 – 2029*, and supported CMI's commitment to student-centered learning and teaching for student achievement and success, that is articulated in the CMI *Learning and Teaching Rebbelib*.

Complementing these academic-focused plans, were five CMI Medium Term Plans, known as *Wapepe,* which targeted improvement in the non-teaching areas of the College, but which non-the-less directly impacted teaching quality and student success.

The Strategic Plan, like the College of the Marshall Islands itself, has adapted to change and challenges. This includes those presented by the uncertainties and concerns of the global events such as the Coronavirus Pandemic, which confirmed the wisdom of the Plan's focus on online learning. The change of CMI leadership mid-2020, together with the review and restatement of the CMI Mission, and the March 2021 Accreditation Peer Review, clarified terms and sharpened the College's focus on outstanding areas of strategic importance. This included the need to add a sixth *Wapepe* to address Finance. This *Wapepe,* in turn, required additional activities to be included in the *Kōllejar.* These were activities that would ensure the structural development of CMI for improved long-range financial planning and services, ensuring enhanced financial planning systems and processes, and building capacity across the campuses with respect to critical finance functions.

Anchoring the life of the CMI community in general, and specifically student learning, in an appreciation of the values and knowledge of the Marshallese people resulted in a fresh perspective on CMI values and programs. The newly articulated values are presented in this revised edition of the *Bujen Kōllejar*. Curriculum, designed to ensure resilience and purpose, has been likewise prioritized to more closely realize the CMI Mission. New Certificates and AS degrees have been developed in response to the needs of the nation: Certificates in

Automotive Service Technology, and Construction Trades will commence in Fall 2022 and programs Agricultural Education for Health and Sustainable Livelihoods, Maritime Deck Technology and Maritime Engineering are planned for implementation before the end of the Plan.

The robust objectives and detailed activities of the original Strategic Plan has received periodic assessment and adjustment by those charged with implementation. Now, looking forward, a review of the *Meto (CMI* Master Plan) is scheduled for late 2022, followed by an identification of the 'last mile activities' to ensure we achieve the key goals set in 2019, by 2023. By Fall Semester 2023 we should be ready to finalize activities before the necessary reflection on our learning and evaluation of achievement of key performance indicators prior to the envisioning and development of the second Strategic Plan.

Opportunities, we hope, will continue to be available to the College of the Marshall Islands, as it continues to establish partnerships that collaborate and assist navigate its way forward as the national Community College of the Marshall Islands.

 Kommool tata,

Irene J. Taafaki (Ed.D)

President.

2

2.0 Mission, Vision, Philosophy & Values

Mission

The College of the Marshall Islands will provide our community with access to quality, higher and further educational services, prioritize student success through engagement in relevant Academic, Career and Technical Education, and be a center for the study of Marshallese Culture. It will also provide intellectual resources and facilitate research specific to the needs of the nation.

(BOR approved Dec 1, 2020)

Vision

The College of the Marshall Islands will become a model educational center for the nation.

(BOR approved Dec 1, 2020)

Philosophy

We believe that quality education is essential to the well-being of individuals and to the wellbeing of the Marshallese people as a whole, now and in the future. We are therefore committed to the creation of an educational environment where individual differences of gift, potential, and belief are recognized; where personal choice, responsibility, and growth are encouraged; and where educational content addresses the general and specific needs of the students, the local community, and the nation. We further believe that integration of theoretical knowledge and practical experience is a fundamental value of successful education in our rapidly changing society. Achieving this integration of the theoretical and the practical requires a blend of flexibility and consistent evaluation.

(BOR Approved Dec 1, 2020)

Our Values

· **Iakwe (Love/Caring):**

Love and the ethic of care are core values in Marshallese culture and create a positive and enabling learning and work environment.

· **Jela Manit (Knowing/Understanding the culture):**

We value our local culture and expect students and employees to seek out, understand and respect the cultural contexts within which we operate

· **Jitok Kapeel (Passing down of local knowledge):** We value local knowledge systems and encourage contextualized learning experiences that use traditional and Pacific ways of learning.
· **Tomak im Kojatdrikdrik (Faith and Hope/Trust):** We value fidelity to a cause, and through honest, hard work, the building of trust within our community.
· **Jouj (Kindness/ Kind-hearted):** At the heart of Marshallese culture is Jouj or kindness. Kindness in interactions and communications, and acting in the best interests of others is expected throughout our community.
· **Kautiej (Respect):** We value respect as we are a multicultural institution. Respect creates a culture of trust, safety and wellbeing which is essential for collaborative working and learning.
· **Ļoļe (Skillful & Knowledgeable):** We value continuous learning and improvement, and strive to develop our community to ever higher levels of skill, knowledge and expertise.
· **Jeļāļọkjeṇ; Mālōtlōt; Loļọkjeṇ (Wisdom)**: We value wealth and depth of knowledge throughout the institution, especially for those accountable to others for delivering knowledge and making decisions.
· **Jitdraṃ Kapeel (Seeking Knowledge/inquisitive):** We value the pursuit of knowledge and truth, as learning is the foundation of our institution and is a hallmark of continuous improvement.
· **Jerbal ippān doon (collaboration):** We value collaboration and teamwork, of the sharing of responsibility for the development of our community.

(BOR Approved March 18, 2022)

The CMI Values are represented by the Obong, a Marshallese handicraft (amimono) that is circular in design, representing the interconnected, holistic, and non-hierarchical nature of this values system.
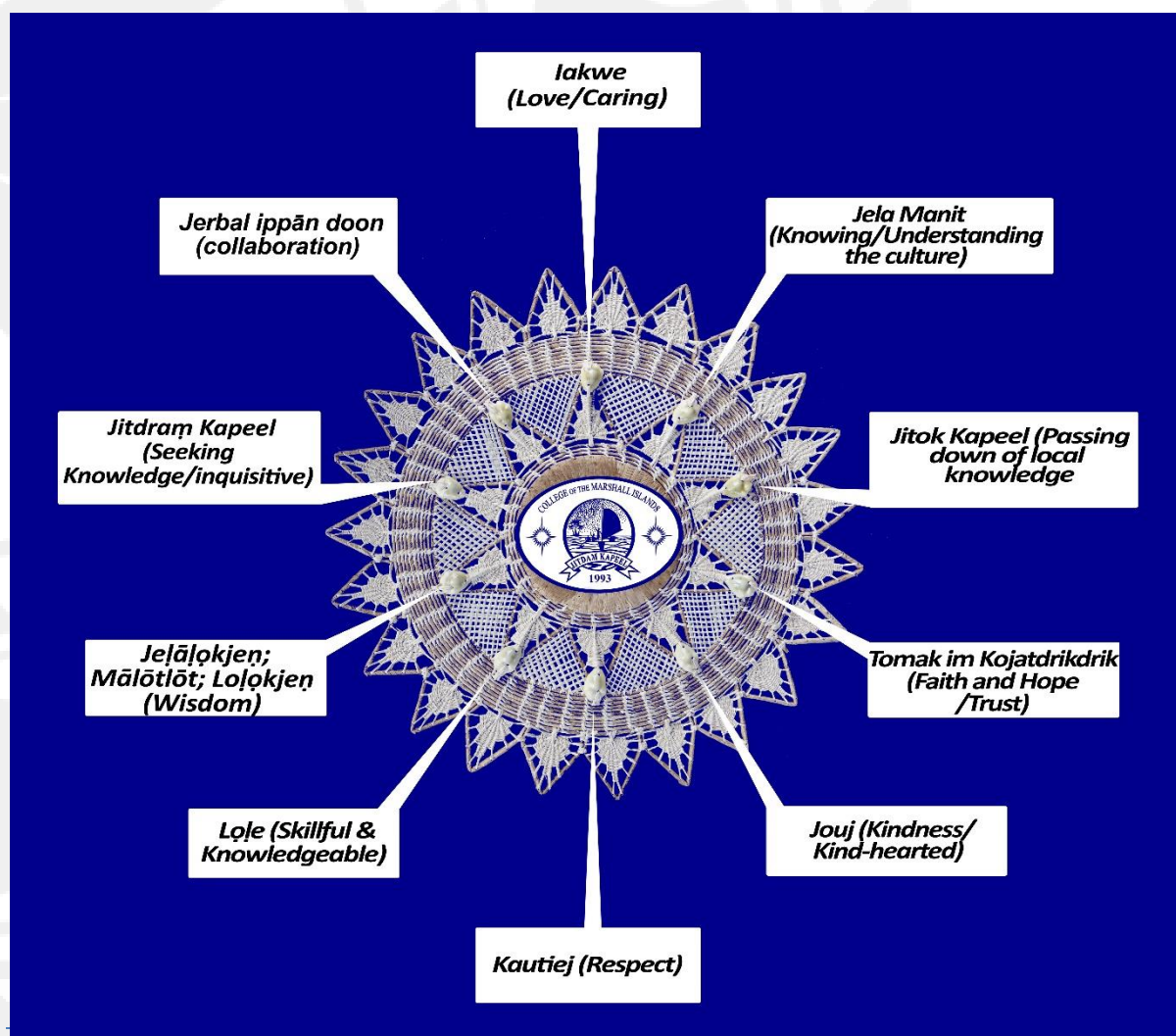
(BOR Approved March 18, 2022)

3.0 The Integrated Planning Process

The integrated planning process at CMI is shown in Figure 1 below. For any plan to achieve its desired outcomes, the institution has to have clear, scheduled planning processes. The Integrated planning manual [1] documents the stages of the planning process and along with the planning calendar which is also within the Integrated planning manual. Each planning procedure and activity is clearly documented and scheduled.

---

[1] Integrated Planning manual link:
https://drive.google.com/file/d/1qYztIOTcR74IaAK
O-2J60rP1VwhMM_mW/view
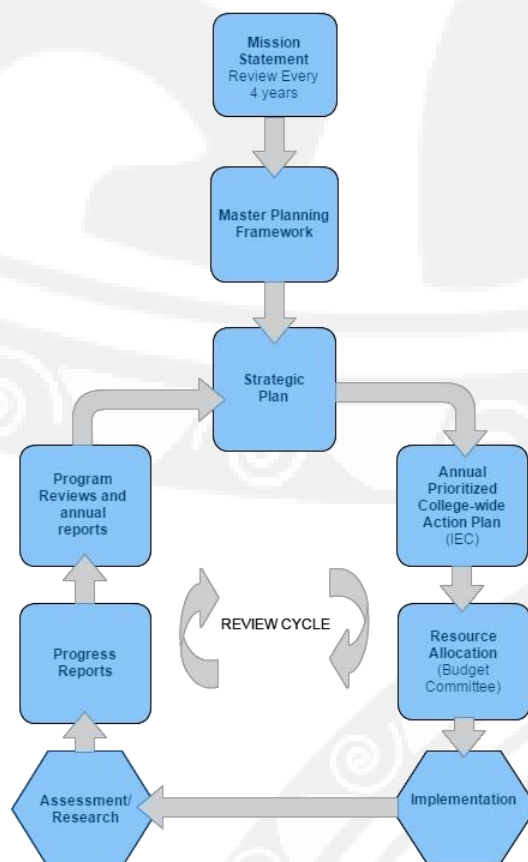
Integrated Planning Cycle

Figure 1: The Integrated Planning Cycle (adopted 2016)

3.1 Master Planning Framework

The Master Planning Framework was revised and finalized in 2019. In Figure 1 above, it is located between the Mission and the Strategic Plan. The actual framework comprises a 3-tiered planning structure (depicted by the blue boxes in Figure 2) and derives its nomenclature from the Marshallese traditional stick charts that were once used as navigation aids to chart ocean voyages: the Meto, Rebbelip and Wapepe. The model ensures that all levels of planning are driven by the student-centered Mission. The 10-year *Meto* is the College's long-term Educational Master Plan and it sets the five broad, high-level Institutional Goals. The second tier, the *Learning & Teaching Rebbelip* is a mid-term plan based on the Guided Pathways model. Whereas the Meto is broad, the Rebbelip narrows the focus of all lower level plans towards Student Achievement and Success. The *Wapepes* are the supporting mid-term plans that identify core strategies that will align all CMI's administrative units towards the strategic education direction set forth by the Meto and the Rebbelip. The Governance Wapepe outlines the broad strategic directions for the CMI Board of Regents and provides oversight and monitoring of the Strategic Plan implementation and its outcomes. The strategic activities from the higher levels of the planning model flow down into the strategic plan which becomes the driver of the cyclical integrated planning process.

The CMI Master Planning Framework

Mission — Sets the direction and purpose of the Institution.

METO Educational Master Plan — 1st tier of Master Planning Framework. Long Term 10-year Educational Plan setting High Level Institutional Goals.

Learning & Teaching Rebbelip — 2nd tier of Master Planning Framework. Focus on Institutional Learning & Teaching using the Guided pathways model for Student Achievement and Success.

Governance Wapepe, Enrollment Management Wapepe, Human Capital Wapepe, IT Wapepe, Facilities & Security Wapepe, Finance Wapepe — 3rd tier of Master Planning Framework. Mid-term 5-year Support Programs Plans setting Mid-level Objectives to achieve Goals.

Strategic Plan — Mid-term 5-year Implementation plan for setting Annual Strategic Activities and targets/KPIs to achieve Objectives. Starts off the yearly integrated planning cycle.
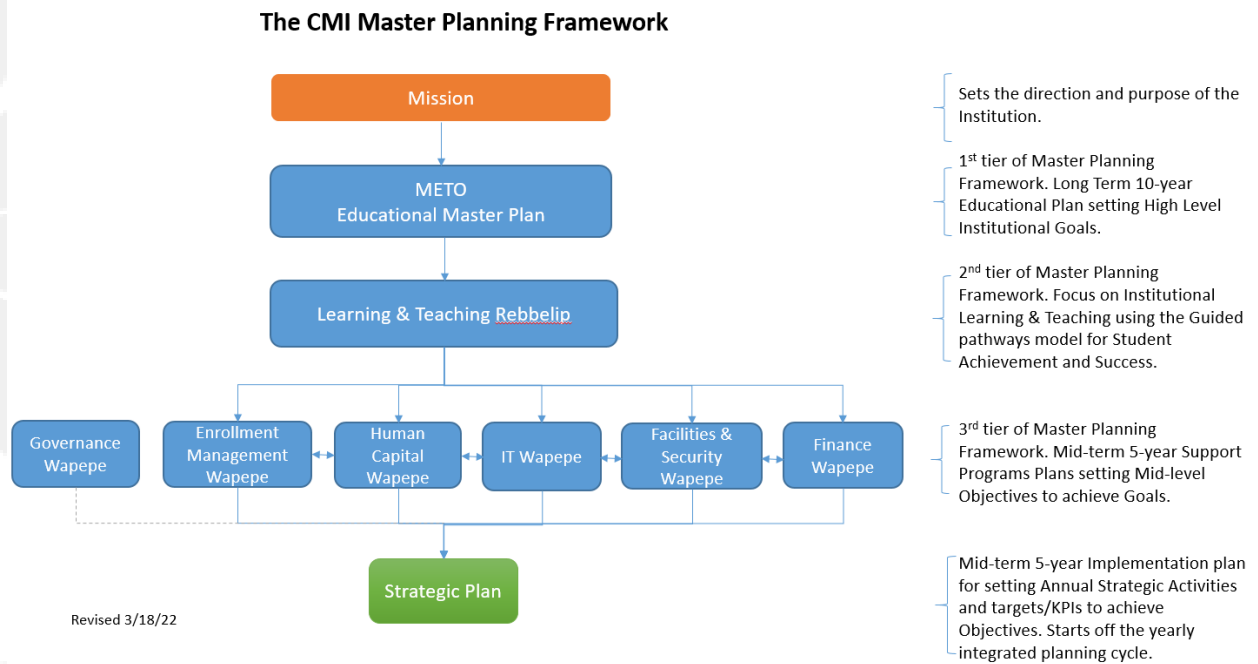
Revised 3/18/22

Figure 2: Master Planning Framework (Updated March 18, 2022)

4.0 The Strategic Planning Process

Strategic Planning at the College is a consultative and collaborative process. The development of the Meto involved comprehensive internal and external stakeholder consultation and dialogue to set the direction of the long-term institutional plan. The development of the mid-term Rebbelip, Wapepes and the Strategic Plan were more internally focused and involved extensive consultation and collaboration with students, faculty and staff groups.

As a learning institution, CMI incorporated lessons learnt from the previous strategic planning process into the development of the new plan. Whereas the previous plan mostly addressed challenges that needed improvement, the development of the new plan has focused on CMI's strengths through a process of Appreciative Inquiry shown in Figure 3 below. Through Appreciative Inquiry, meetings at all levels at the College were held to identify individual, departmental or sectional strengths and innovative best-practices – to focus the conversations on the positive aspects of what works at the College, and what the College should become through positive change. As part of this positive transformational process, strategic activities were developed to formalize and institutionalize these strengths and practices throughout the College.
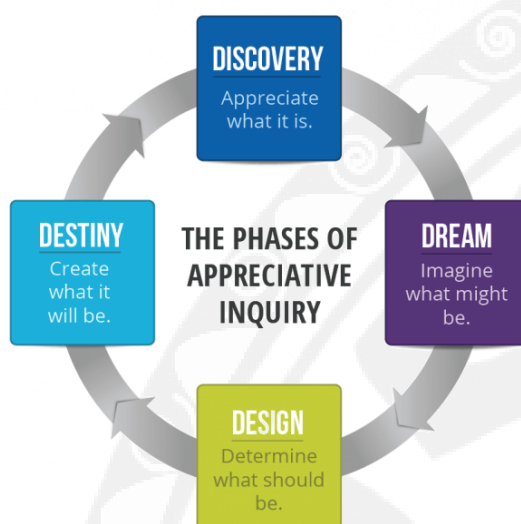
Figure 3: Appreciative Inquiry process

(Image Source: https://www.systemsbusinesscoach.com/)

The results of the Appreciative Inquiry process highlighted College-wide implementation of the following best practices that were currently employed and found to be successful in some areas of the College:

1) Documentation and streamlining of processes contributing to student achievement.

2) Development of online systems essential for student achievement and success.
3) Development of policies and procedures to support student-related systems.
4) Development of human capital to better support student achievement and success.
5) Creation of ideal learning environments.
6) Focusing on results/outcomes rather than activities.

5.0 Goals, Outcomes & Activities

The 5 goals in this plan are the institutional goals that are described in the Meto. The outcomes cascade from the Meto, Rebbelip and the Wapepes. The activities were taken out of these three levels of the Master Planning framework and consolidated into the strategic plan list of activities. Each activity has one or more responsible positions for its implementation. The first position that appears in the responsible positions column is the team leader for that particular activity.

5.1 Goal 1: Student Achievement and Success

Create, support and improve student-centered support programs, resources, initiatives and activities that champion student achievement.

	Responsible Positions
Outcome 1.1: Clarify Student Pathways.	
Activity 1.1.1: Map all programs to transfer and career and include these features: ● Detailed information on target career and transfer outcomes ● Course sequences, program gateway courses, embedded credentials, and progress milestones ● Math and other core coursework aligned to each program of study.	VPASA, Dean AA, Dean SS
Activity 1.1.2: Develop meta-majors and transfer majors.	VPASA, Dean AA
Outcome 1.2: Students get on a path.	
Activity 1.2.1: Use of multi dimensional assessment of students' needs.	VPASA, Dean AA, Dean SS
Activity 1.2.2: Develop first-year curricular experiences to help students explore the field and choose a major.	VPASA, Dean AA
Activity 1.2.3: Develop first-year co-curricular experiences to help students explore the field and choose a major.	Dean SS
Activity 1.2.4: Develop full program plans based on required career/transfer exploration.	VPASA, Dean AA, Dean SS
Activity 1.2.5: Contextualize and integrate academic support to help students pass program gateway courses.	VPASA, Dean AA, Dean SS
Activity 1.2.6: Develop K-12 partnerships focused on career/college program exploration.	VPASA, Dean AA, Dean SS
Outcome 1.3: Students stay on their path.	

Activity 1.3.1: Develop systems, including appropriate professional development, for ongoing, intrusive advising.	Dean AA, Dean ACE, Dean SS, Dept. Chairs, Counsellors
Activity 1.3.2: Develop systems for students to easily track their progress toward completion.	Dean AA, Dean SS, Dir. IT
Activity 1.3.3: Develop systems and procedures to identify students at risk and provide the required support.	Dean AA, Dean SS, Dir. IT
Activity 1.3.4: Develop a support structure to redirect students who are not progressing in a program to a more viable path.	Dean AA, Dean ACE, Dean SS
Outcome 1.4: Students are learning.	
Activity 1.4.1: Develop learning outcomes for all new programs and review and assess all program specific learning outcomes as per the review cycle.	VPASA, Dean AA, Dept. Chairs
Activity 1.4.2: Practice project-based, collaborative learning.	Dean AA, Dept. Chairs
Activity 1.4.3: Utilize applied learning experiences.	Dept. Chairs
Activity 1.4.4: Practice inescapable student engagement.	Dept. Chairs
Activity 1.4.5: Faculty to lead improvement of teaching practices.	Faculty Senate
Activity 1.4.6: Develop systems/procedures for the college and students to track mastery of learning outcomes that lead to credentials, transfer, and/or employment.	Dean AA, Dean SS, Dir. IT
Activity 1.4.7: Standardize classroom observations of faculty across departments.	Dean AA, Dept Chairs
Activity 1.4.8: Engage in a sustained, substantive and collegial dialog about student learning outcomes.	VPASA
Activity 1.4.9: Create and assess student learning outcomes for all work study positions.	Dean AA, VPBAA
Activity 1.4.10: Develop and support the Academic Support Program (ASP) by: 1. selecting students who meet criteria to become student tutors, 2. mentoring and coaching of these student tutors by select Faculty to improve their tutoring skills, 3. assessing and evaluating student tutors for effectiveness.	Dean AA, Dept. Chairs, Director of ASP
Outcome 1.5: New and full-time students are retained	
Activity 1.5.1: Review the registration process and other student support services using Business Process Reengineering to develop more efficient, student-centered approaches.	Dean SS

9

Activity 1.5.2: Implement a program to help students identify, develop and apply their talents through comprehensive advising.	Dean SS, Counsellors
Activity 1.5.3: Offer systematic professional development to support improved faculty advising.	Dean AA, Dir. HR
Activity 1.5.4: Increase collaboration between the Academic Support Program and departments by offering co-hosted tutorials and workshops.	Dean AA, Dept Chairs
Activity 1.5.5: Develop and implement a tutorial series aimed at first-year students, hosted by the CMI Library.	Librarian, Dean AA, Dean SS
Activity 1.5.6: Facilitate a First-Year Success Workshop Series targeting key competencies for student success (time management, planning, study skills, etc.) and including a social component.	Dean SS
Activity 1.5.7: Identify "at-risk" students based on academic performance at agreed-upon critical evaluation points and develop a Plan of Improvement in an advisor/advisee session.	Dean AA, Dir. IR
Activity 1.5.8: Facilitate faculty and advisor connections to students during New Student Orientation and Welcome Week activities.	Dean AA, Dean SS
Activity 1.5.9: Assist new students with their transition into the college experience with Peer Advising Leaders (PALS) in each academic department.	Dean AA, Dept. Chairs
Activity 1.5.10: Implement a standardized formative student assessment of faculty to be given around the midterm of each semester to allow faculty to address student concerns.	Dean AA, Dept Chairs
Activity 1.5.11: Increase participation in student clubs and organizations to promote a sense of belonging.	Dean SS
Activity 1.5.12: Increase accelerated pathways for college readiness and workforce training.	Dean AA
Activity 1.5.13: Collaborate with PSS to implement the math bridge course to enable high school students who pass the course to enter directly into credit-level mathematics.	VPASA, Dean AA
Activity 1.5.14: Collaborate with PSS to develop an English bridge course.	VPASA, Dean AA
Activity 1.5.15: Develop honors pathways to encourage academically advanced students to complete their degrees at CMI.	Dean AA, Dept. Chairs
Outcome 1.6: *Part-time students are retained*	

Activity 1.6.1: Offer weekend and evening courses, especially in general education and business, based on the needs of working adult students.	Dean AA, Dept. Chairs
Activity 1.6.2: Ensure the availability of student and learning support services during weekend and evening hours as needed.	Dean SS, Librarian
Activity 1.6.3: Increase the number and modalities of open learning courses scheduled to allow more flexibility in scheduling.	Dean AA, Dir. IT, Dept. Chairs
Activity 1.6.4: Ensure equitable services are offered at distance education centers.	Dean SS
Activity 1.6.5: Develop prior learning assessment policies, procedures, and processes.	Dean AA, Dept Chairs
Outcome 1.7: *Student completion and transfer rates are increased*	
Activity 1.7.1: Inform students of career opportunities, apprenticeships, and para-professional internships through the Tilmaake Resource and Career Center (TRACC).	Dean SS
Activity 1.7.2: Ensure that advisors work with students to develop and implement a "career plan of action" for each sophomore.	Dir. ASP
Activity 1.7.3: Increase the number of articulation (transfer-agreements) with four-year colleges and universities.	President, VPASA
Activity 1.7.4: Establish reverse articulation agreements.	President, VPASA
Activity 1.7.5: Develop transfer majors for students in A.A. degree programs.	Dean AA
Activity 1.7.6: Establish community advisory boards for A.S. degree programs to ensure alignment of curriculum to employer needs.	VPASA
Activity 1.7.7: Develop program sheets for each Major to show core courses, Gen Ed courses and Electives for each Major by semester. These are to be given to every student once they select their pathway at the College.	VPASA, Dean AA
Activity 1.7.8: Conduct a study to find leading reasons to why students are failing to complete in 2 or 3 years at CMI. Develop a plan to address these challenges and increase student completion rates.	VPASA, Dean AA

Outcome 1.8: *Student achievement and success improves with sustained innovative best practices*	
Activity 1.8.1: Create a data model including but not limited to the following databases: placement, student information, registration, student grades, graduate outcomes, degree programs, and courses; ABE student and registration; student services and academic support users and usage.	Dean SS, Dean AA, Dir. IT
Activity 1.8.2: Establish systematic tracking of student enrollment in short, non-credit CTE courses.	Dean ACE
Activity 1.8.3: Create a data dashboard using data visualization and data-based programs to track student progress.	Dean AA, Dir. IT
Activity 1.8.4: Create a data dashboard using data visualization and data-based programs to track progress in the implementation of the enrollment management plan.	Dean SS, Dir. IT
Activity 1.8.5: Educate the campus community in the use of data visualization applications to extract data reports and visualizations.	Dir. IR, Dir. IT
Activity 1.8.6: Establish a data governance committee to approve data definitions and reports across campus, recommend data-related policies and procedures, and champion best practices in data use.	Dir. IR
Activity 1.8.7: Identify key academic milestones for students at CMI, support the achievement of these milestones, and celebrate their completion.	Dean AA,
Activity 1.8.8: Conduct annual exit surveys of graduates.	Dean SS
Activity 1.8.9: Conduct feedback surveys of students, faculty, and staff on the identified activities of the enrollment management plan.	Dean SS
Activity 1.8.10: Implement new outcomes assessment cycles including regular institutional level analysis of outcomes assessment.	CC Chair, IEC Chair
Activity 1.8.11: Schedule an outcomes assessment workshop every semester for faculty.	VPASA, Dean AA
Activity 1.8.12: Review institutional student learning outcomes and align clearly with general education.	CC Chair, Dept. Chairs
Activity 1.8.13: Hold an annual data summit for internal stakeholders to understand and discuss institutional data.	Dir. IR

Activity 1.8.14: Review administrative unit outcomes for learning and student support units to determine which may qualify as student development outcomes.	Chair IEC
Activity 1.8.15: Develop or revise student development outcomes for all learning and student support units.	Dept. Chairs, Dir. ASP
Activity 1.8.16: Ensure that every work study position has at least one student learning outcome.	Dean AA, Unit Directors
Activity 1.8.17: Link student development outcomes for learning support units to academic program learning outcomes, primarily for general education.	Unit Directors, Gen Ed Chair
Activity 1.8.18: Develop student learning outcomes for workshops and tutorials that link to the unit's student development outcomes.	Dept. Chairs
Activity 1.8.19: Assess a minimum of one student learning outcome for each workshop or tutorial held.	Dept. Chairs
Activity 1.8.20: Use the program review and outcomes assessment process to generate innovative practices and highlight successful ones.	IEC Chair, CC Chair
Outcome 1.9: Student opportunities and selection increase by offering more career and technical education courses and programs	
Activity 1.9.1: Collaborate with public and private sectors to develop CTE offerings that fulfill the human resources development needs in each respective workforce.	President, Dean ACE
Activity 1.9.2: Improve the marketing of adult and continuing education programs.	Dean ACE
Activity 1.9.3: Develop professional learning opportunities for staff.	Dir. HR
Activity 1.9.4: Integrate the College into the community through activities such as adult education classes, evening/weekend workshops, summer camps for children, etc. to exemplify that we are a resource for this nation.	Dean ACE
Activity 1.9.5: Collaborate with industries in the Pacific to train Marshallese women and men to contribute to increasing employment rates.	President, Dean ACE
Activity 1.9.6: Engage current students in community and service learning projects.	Dean ACE, Dean AA
Activity 1.9.7: Implement the NCRC Work Keys certification across campus.	Dean ACE

13

Activity 1.9.8: Develop an adult high school model for Adult Basic Education that links directly with CTE opportunities.	Dean ACE
Activity 1.9.9: Maintain institutional membership in the Chamber of Commerce.	Dean ACE
Activity 1.9.10: Collaborate with PSS to offer early middle college opportunities.	Dean ACE, Dean AA
Activity 1.9.11: Establish community advisory boards for CTE certificate programs to ensure alignment of curriculum to employer needs.	Dean ACE
Outcome 1.10: Students develop through development, incorporation & implementation of student development theory into cross-divisional practice	
Activity 1.10.1: Develop, in-house or through consultants, student-development theory workshops for staff development and capacity building.	VPASA, Dir. HR
Activity 1.10.2: Purchase online training module for student services divisional employees through NASPA's Online Learning Community Hub.	Dean SS
Activity 1.10.3: Integrate "Wellness Wheel" (or similar) programming model into residence halls programming.	Dean SS
Activity 1.10.4: Expand Student Orientation to offer activities that align with the *Association of Orientation Transition and Retention in Higher Education* Core Competencies.	Dean ACE, RH Coordinator
Activity 1.10.5: Establish more robust student leadership, civic engagement, and service learning through the integration of *Campus Compact* (or similar organization) principles.	Dean AA, Dean SS
Activity 1.10.6: Expand library resources including online resources based on student needs as indicated by student development theory.	Dir. Library

5.2 Goal 2: Online and Open Learning

Establish and continue to improve innovative, relevant and sustainable open and online learning programs, systems and networks for enhancing student learning.

	Responsible Positions
Outcome 2.1: Student opportunities and selection increase by expanding into open and online learning	

Activity 2.1.1: Strengthen the institutional capacity to improve student preparation, transitions, continuing education, training and successful course completion in open learning which include face to face classes at the different CMI sites, distance education, and elearning.	VPASA, Dean AA
Activity 2.1.2: Adopt a comprehensive Open Learning model that serves all of the atolls and islands of the RMI.	VPASA, Dean AA
Activity 2.1.3: Ensure consistently high quality of the administration, resources and support services for students and faculty involved in Open learning.	VPASA, Dean AA, Dean SS
Outcome 2.2: Student achievement improve with open and online learning	
Activity 2.2.1: Ensure that faculty who teach hybrid courses have appropriate qualifications, such as a Professional Certificate in Online Education.	Dean AA, Dept. Chairs
Activity 2.2.2: Embed open learning resources into coursework when feasible.	Dean AA, Dept. Chairs
Activity 2.2.3: Offer professional development workshops on open learning for interested faculty.	VPASA, Dean AA
Activity 2.2.4: Revise curricular procedures to include designation of courses that may be taught through hybrid modalities.	Chair CC
Activity 2.2.5: Ensure user-friendly e-learning environments for students.	Dept. Chairs, Dir. IT
Activity 2.2.6: Develop co-curricular online modules to enhance both open learning and traditional courses.	VPASA, Chair CC, Dept. Chairs
Activity 2.2.7: Establish an online academic tutoring center integrated into each course in the College's LMS.	Dean AA, Dept. Chairs, Dir. IT

15

Activity 2.2.8: Create a system to track students who have taken an open learning course and assess its impact on their next class, achievements, and transfer or employment outcomes.	Dean AA, Dir. AA, Dir. IR
Activity 2.2.9: Host an annual open learning summit to share best practices, initially as an internal event and then a regional one.	VPASA
Activity 2.2.10: Track percentage of each program being offered via open learning and complete the substantive change process when appropriate.	VPASA, ALO
Outcome 2.3: Student achievement improves with enhanced educational technology	
Activity 2.3.1: Implement an up-to-date learning management system for faculty that can be used to enhance student learning.	Dir IT, Dept. Chairs
Activity 2.3.2: Collaborate with Academic Affairs in the development and the delivery of elearning Moodle Courses. Offer assistance to academics about best practices for hybrid/online teaching and technology integration in e-Learning (Moodle).	Dir. IT
Activity 2.3.3: Implement equipment upgrades for all classrooms and computer labs.	Dir. IT
Activity 2.3.4: Implement kiosk self-service printing stations for all students.	Dir. IT
Activity 2.3.5: Create a comprehensive Information Technology Training program focused on enhancing the technology skills of CMI end-users.	Dir. IT
Activity 2.3.6: Develop Policies and Procedures that will guide Moodle end-users.	Dir. IT
Activity 2.3.7: Enhance the use of video conferencing tools to replace the old teleconferencing equipment and to sustain reliable distance education facility services.	Dir. IT
Activity 2.3.8: Build a campus-wide Media Server to support student entertainment and school activities.	Dir. IT
Outcome 2.4: Student achievement improves with robust, reliable and secure systems' infrastructure	
Activity 2.4.1: Conduct IT orientation about IT services whenever new employees are hired.	Dir. IT
Activity 2.4.2: Create campus-wide access for employees and students to explore, evaluate and test new technologies to enhance learning, teaching and student research.	Dir. IT, Dean SS
Activity 2.4.3: Establish a good working relationship with the provider of the school information system.	VPBAA, Dir. IT
Activity 2.4.4: Identify and evaluate reported issues and create tools that can quickly determine the sources of problems.	Dir. IT
Activity 2.4.5: Create a regular training schedule based on how to use the College document management system (DMS) which is Power Tools at CMI.	Dir. IT
Activity 2.4.6: Coordinate with the Institutional Research & Assessment Department for the creation of workspace and institutional documents to be stored in the DMS.	Dir. IT, Dir. IR

Activity 2.4.7: Develop and survey the community for the creation of the new CMI website with Marshallese translations.	Dir. IT
Activity 2.4.8: Assist the IT Department by providing data needed for institutional reporting and strategic decision-making.	Dean AA, Dept Chairs, Dir. IR
Activity 2.4.9: Enhance and improve the In-house IT Training program to continue to develop any potential students in the field of Information Technology.	Dir. IT
Activity 2.4.10: Implementation of the centralized Helpdesk Ticketing System.	Dir. IT
Activity 2.4.11: Database integration between the School Information Systems and financial systems and other related school database systems.	Dir. IT
Activity 2.4.12: Implement regular data backup for all systems and databases.	Dir. IT
Activity 2.4.13: Implement continuous subscription of the campus-wide firewall systems using Untangle NG.	Dir. IT

5.3 Goal 3: Economic & Community Development

Develop collaborative partnerships which focus on increased graduate employability for a highly qualified and skilled workforce that promotes economic growth.

	Responsible Positions
Outcome 3.1: Graduate employment and transfer rates increases with academic quality and selection.	
Activity 3.1.1: Provide for postsecondary and continuing education instruction in the Marshall Islands including non-formal teacher training, adult basic education, and college preparatory instruction.	President
Activity 3.1.2: Maintain accreditation without sanctions by the Accrediting Commission for Community & Junior Colleges of the Western Association of Schools and Colleges.	President, ALO
Activity 3.1.3: Develop and offer certificate and degree programs to include but not limited to Teacher Education, Special Education, Nursing, Business, Liberal Arts, and other occupational and technical career fields.	President, EC
Activity 3.1.4: Coordinate training and education programs and services currently being provided to adults and out-of-school youth of the Republic of the Marshall Islands by various public and private agencies.	President, VPASA, Dean AA, Dean ACE
Activity 3.1.5: Serve as the coordinating agency for all higher and continuing education activities conducted within the Republic of the Marshall Islands.	President
Activity 3.1.6: Develop a STEM pathway for Science, Technology, Engineering and Math related fields (degrees and certificates) separate from the Liberal Arts path.	Dean AA
Outcome 3.2: Graduate employment increase through improving community engagement and workforce development	

Activity 3.2.1: Develop leadership programs for private and public sectors.	VPASA, Dean AA, Dean ACE
Activity 3.2.2: Develop and implement a collaborative strategy to meet workforce training needs of the community.	Dean ACE
Activity 3.2.3: Develop strong partnerships between CTE programs and local business and industry.	Dean ACE
Activity 3.2.4: Organize community supporters to be a strong voice in communicating college needs to elected leaders.	President
Activity 3.2.5: Collaborate with community development organizations and government agencies to meet social, educational, and health care needs of community members.	President, Dean ACE
Activity 3.2.6: Conduct an annual Career Fair/ Open Day event to showcase CMI pathways and offerings. The aim of this will be to increase awareness and market CMI to potential students as well as to raise public awareness of what CMI does.	VPASA, Dean AA, Dean ACE

Outcome 3.3: Graduate employment increase with career and technical education	
Activity 3.3.1: Collaborate with public and private sectors on the human resource development needs in each respective workforce.	Dean ACE
Activity 3.3.2: Improve the marketing of adult and continuing education programs.	Dean ACE
Activity 3.3.3: Develop professional learning opportunities for staff.	Dean ACE, VPBAA
Activity 3.3.4: Increase financial resources to support programs and ensure that ACE remains a self-supporting and sustainable operating unit.	VPBAA, Dean ACE
Activity 3.3.5: Integrate the College into the community through activities such as adult education classes, evening/weekend workshops, summer camps for children, etc. to exemplify that we are a resource for this nation.	Dean ACE
Activity 3.3.6: Collaborate with industries in the Pacific to train Marshallese women and men to contribute to increasing the employment rates.	Dean ACE
Activity 3.3.7: Engage current students in community projects and service learning.	Dean SS
Activity 3.3.8: Collaborate with international service providers on ways to educate young Marshallese.	Dean AA, ACE, Dean SS
Activity 3.3.9: Cultivate positive relationships with stakeholders using processes and resources that are efficient, sustainable, and scalable.	President
Activity 3.3.10: Train instructors to fully utilize TracDat and the SIS.	Dean AA
Activity 3.3.11: Deliver functional life skills workshops in areas such as basic math, budgeting, etc. to eventually become a workforce and life skills certificate curriculum.	Dean ACE

18

5.4 Goal 4: Sustainability of Human, Fiscal & Physical Resources

Identify and implement informed and relevant best practice initiatives that secure the sustainability of all student support services and resources.

	Responsible Positions
Outcome 4.1: Student success centered in improved strategic planning and institutional effectiveness processes.	
Activity 4.1.1: Review national priorities to ensure alignment with the CMI Mission.	President, EC
Activity 4.1.2: Coordinate with the Ministry of Education/Public School System for the effective use of resources including facilities, equipment, personnel and educational support services including but not limited to career and academic counseling, library services, educational delivery systems, audio visual, and other study resources.	President, VPASA
Activity 4.1.3: Insure the institutional autonomy of the College.	President
Activity 4.1.4: Communicate the mission and goals of the College to the community.	President
Activity 4.1.5: Ensure the well-being of students, faculty and staff through the approval of appropriate policies and procedures.	President, EC
Activity 4.1.6: Adopt, amend, and repeal as required, by-laws governing the conduct of College business and the performance of the powers and duties granted to the Board of Regents or imposed upon it by the CMI Act.	President
Activity 4.1.7: Develop, approve and implement CMI's Policy of all policies.	President
Activity 4.1.8 Establish a standing committee for accreditation	President, EC, ALO
Outcome 4.2: Student opportunities sustained through financial integrity	
Activity 4.2.1: Review audit findings to create and implement ways forward.	President, VPBAA, CFO
Activity 4.2.2: Ensure adequate financial resources.	President, VPBAA, CFO
Activity 4.2.3: Ensure strong financial management.	President, VPBAA, CFO
Activity 4.2.4: Ensure the mitigation of all financial risks.	President, VPBAA, CFO
Outcome 4.3: Student success supported by the attraction and retention of the right employees.	
Activity 4.3.1: Target recruitment of qualified Marshallese for key positions.	Dir. HR
Activity 4.3.2: Step up recruitment efforts in the South Pacific and within Micronesia.	Dir. HR

19

Activity 4.3.3: Enhance use of online banner advertisements.	Dir. HR
Activity 4.3.4: Offer high-caliber professional development opportunities that empower full-time faculty to participate in the culture of inquiry and evidence at the college (build their data collection/analysis capacities).	Dean AA, Dept. Chairs
Activity 4.3.5: Promote opportunities for Faculty led improvement of teaching practices.	Dean AA, Dept. Chairs
Activity 4.3.6: Promote Project-based collaborative learning opportunities for faculty.	Dean AA
Activity 4.3.7: Empower faculty to lead by providing opportunities to lead beyond the curriculum.	Dept. Chairs
Activity 4.3.8: Extend departmental resources such as space, professional development opportunities, and classroom research awards to adjunct faculty who may not be as closely connected to the institution as their full-time counterparts and make special efforts to recognize adjunct faculty achievements.	Dean AA, Dept. Chairs
Activity 4.3.9: Establish channels of communication so that faculty can regularly advise IR personnel and college leaders on performance measurement indicators based on their first-hand interactions with and knowledge of their students.	VPASA, Dean AA, Dir. IR
Activity 4.3.10: Increase the capacity and opportunities for the President and Administrators to act as communicators of data on key performance indicators showing improvements and downturns.	President, VPASA
Activity 4.3.11: Provide professional development opportunities such as workshops for full-time and adjunct faculty to learn how to use or apply institutional data.	Dir. HR, Dean AA
Activity 4.3.12: Implement Job Evaluation for non-faculty positions as per personnel audit recommendation.	Dir. HR
Activity 4.3.13: Provide a competitive employee benefits package.	Dir. HR
Activity 4.3.14: Review employee salary schedules to determine that they continue to be competitive and affordable for the college.	Dir. HR
Activity 4.3.15: Create employee recreation space.	VPBAA, Dir. PPlant
Activity 4.3.16: Identify and implement relevant and sustainable employee assistance support programs.	VPBAA, Dir. HR
Outcome 4.4: Student needs met through the development of a student-centered service culture	
Activity 4.4.1: Identify and implement Faculty training in L&T Rebbelip areas of priority: -Academic Advising -Using multiple measures of assessment -Classroom Management	Dean AA, Dept. Chairs, Dir. HR

Activity 4.4.2: Provide Customer Service training based on 'the Student' as the customer.	Dir. HR
Activity 4.4.3: Review and re-engineer all student related business processes, policies and procedures to achieve student –centered services.	Dean SS, Dean AA, Dean ACE, Dir. HR, CFO
Outcome 4.5: Student success supported by a performance culture that supports learning, encourages feedback and builds on employee strengths.	
Activity 4.5.1: Provide priority funding for cross-discipline/cross functional projects that enhance employee engagement.	EC, IEC, VPBAA, CFO
Activity 4.5.2: Establish a President's Award for innovation: Learning and Teaching Award, Business Process improvement.	President, EC, IEC, LEAP
Activity 4.5.3: Create opportunities for innovation.	President, EC, LEAP
Activity 4.5.4: Monitor and evaluate implementation and achievements of L&T KPIs at faculty and departmental levels.	Dir. IR, Dir HR
Activity 4.5.5: Develop a competency framework for Faculty to meet Learning and Teaching Goals and Outcomes and integrate this framework into performance evaluations.	VPASA, Dean AA, Dean ACE
Activity 4.5.6: Cultivate collaboration amongst faculty.	VPASA, Dean AA, Dean ACE
Outcome 4.6: Student success supported by a diverse and sustainable workforce	
Activity 4.6.1: Enhance FFT Program by increasing intake.	Dean AA, Dir. HR
Activity 4.6.2: Institutionalize the *'Jerbal in Tol Academy.'*	Dir. HR
Activity 4.6.3: Implement a Leadership Training Program for Department Chairs.	Dir. HR
Activity 4.6.4: Strengthen and enhance the 'Manager in Training program' instituting a mentoring program for participants, monitoring and evaluation system to track success and identifying a feeder group for program continuation.	Dir. HR
Activity 4.6.5: Build leadership capacity in academic departments by nominating faculty to 'shadow department chairs.	Dean AA, Dean ACE, Dept. Chairs
Activity 4.6.6: Develop and implement a 'Succession Plan' for key positions at CMI.	Dir. HR
Outcome 4.7: Student needs met through the development of the learning and teaching environment and spaces	
Activity 4.7.1: Develop standard operating procedures and operation manuals for all technical areas.	VPBAA, Dir. IT, Dir. PPlant, Dir S&S, CFO

21

Activity 4.7.2: Develop and implement land and infrastructure space usage and/or utilization guidelines/manual.	VPBAA, Dir. PPlant
Activity 4.7.3: Develop a space utilization policy wherein classrooms and space can be better utilized.	Dir. PPlant
Activity 4.7.4: Develop a building inventory system using the Hippo system.	Dir. PPlant
Activity 4.7.5: Rent out excess facilities space.	VPBAA, CFO, Dir. PPlant
Activity 4.7.6: Develop electronic systems and database integration tools for facilities and security at all CMI campuses and centers.	Dir. PPlant, Dir. S&S, Dir. IT
Activity 4.7.7: Assess and inspect facilities and equipment on a monthly basis.	Dir. PPlant
Activity 4.7.8: Develop a preventative maintenance schedule for all facilities.	Dir. PPlant
Activity 4.7.9: Develop a preventative maintenance schedule for the CMI vehicles fleet (for example, the school buses).	Dir. PPlant
Activity 4.7.10: Increase utilization of the Hippo Maintenance Software system.	Dir. PPlant
Activity 4.7.11: Conduct semi-annual (May 31st & December 31st) health and safety audits.	Dir. S&S
Activity 4.7.12: Revise the 20 year maintenance plan to include all CMI facilities.	Dir. PPlant
Activity 4.7.13: Develop a schedule for reviewing the 20 year maintenance plan.	Dir. PPlant
Activity 4.7.14: Conduct an assessment on the existing old facilities at CMI.	Dir. PPlant
Activity 4.7.15: Conduct an assessment study on CMI's current fire protection capabilities.	Dir. PPlant, Dir. S&S
Activity 4.7.16: Construct and maintain an emergency operations center (EOC) with a secured storage.	Dir. PPlant, Dir S&S
Activity 4.7.17: CMI Campuses fencing and gate security improvements.	Dir. PPlant, Dir S&S
Activity 4.7.18: Conduct a needs assessment for new facilities including more learning spaces, dormitory space and cafeteria for Uliga campus.	VPASA, VPBAA, Dir. PPlant
Activity 4.7.19: Strengthening the existing sea-wall protection for all physical property.	Dir. PPlant
Activity 4.7.20: Improve CCTV security monitoring and capabilities.	Dir. S&S
Activity 4.7.21: Develop and maintain building access policy and key control systems.	Dir. PPlant, Dir S&S
Activity 4.7.22: Review and re-affirm all safety and emergency-related policies and procedures.	P&F Chair, Dir. S&S
Activity 4.7.23: Conduct semi-annual fire drills.	Dir. S&S
Activity 4.7.24: Create a maintenance investment plan.	VPBAA, Dir. PPlant
Activity 4.7.25: Conduct a study on cost effectiveness of the existing A/C system.	Dir. PPlant

22

Activity 4.7.26: Increase renewable energy capacity- solar panels, lighting, A/C units, etc.	Dir. PPlant
Activity 4.7.27: Ensure compliance with CRPD requirements for accessibility.	Dir. PPlant
Activity 4.7.28: Conduct a feasibility study, design and construct a Learning Commons Center at the Uliga Campus.	Dir. PPlant
Activity 4.7.29: Ensure that all classrooms and offices have working and accurate clocks. Clocks should also be visible in strategic locations on Campus.	Dir. PPlant
Activity 4.7.30: Assess residence halls and ensure that all residential spaces are safe, clean, free of pests, comfortable for living and conducive to learning	Dir. PPlant
Activity 4.7.31: Grant SBA student access to the CMI Maintenance software to allow SBA officers to submit maintenance work orders on behalf of the student body.	Dir. PPlant
Outcome 4.8: Student needs met through structural development of CMI for improved long-range Financial planning	
Activity 4.8.1: Review and update 5 year rolling budget	VPBAA, Dir. FABS
Activity 4.8.2: Review and revise budget template	Dir. FABS
Activity 4.8.3: Develop Annual scenario plans for Instructional programs	VPBAA, Dir. FABS
Activity 4.8.4: Develop Instructional Chair Financial responsibility (HR manual pg. 13) to include 5 year financial and budget planning.	Dean AA, Dean ACE
Activity 4.8.5: Establish team membership and stakeholders for Business Intelligence	VPBAA, Dir. FABS
Activity 4.8.6: Develop TOR for Business Intelligence Teams to gather, analyze, and report on long-term financial data	VPBAA, Dir. FABS
Outcome 4.9: Student needs met through enhanced Financial Planning Systems and Processes	
Activity 4.9.1: Develop online Instructional Financial dashboards	Dir. IR
Activity 4.9.2: Provide semi-annual financial & budget training for Instructional Department Chairs	Dir. FABS
Activity 4.9.3: Develop a user manual for financial & budget planning and implementation	Dir. FABS
Activity 4.9.4: Conduct annual Instructional program data analysis with department chairs	Dir. FABS
Activity 4.9.5: Review and assess effectiveness of Financial dashboards	Dir. IR
Activity 4.9.6: Establish guidelines to integrate Instructional program analysis outcomes into annual budget process	Dean AA, Dean ACE
Activity 4.9.7: Integrate long-term planning into Instructional program review and development	Dean AA, Dean ACE
Activity 4.9.8: Ensure annual internal audit process	Internal Auditor
Activity 4.9.9: Acquire user friendly business systems that integrate with existing financial systems	VPBAA, Dir. IT

23

Activity 4.9.10: Pilot a FABS helpdesk system and position	VPBAA, Dir. IT
Activity 4.9.11: Effectively utilize the tools within the existing ABILA Financial reporting system (Drillpoint Module)	VPBAA, Dir. FABS
Activity 4.9.12: Establish guidelines for timely and accurate financial reporting	VPBAA, Dir. FABS
Activity 4.9.13: Conduct annual financial scenario analysis and presentation	Dir. FABS
Outcome 4.10: Student needs met through building Personnel Capacity for Finance Functions	
Activity 4.10.1: Enrolment in online strategic finance courses for Key strategic finance staff	VPBAA
Activity 4.10.2: Financial training orientation and refreshers for all Budget managers	Dir. FABS
Activity 4.10.3: Develop a mentorship program for CMI essential staff/faculties	Dir. HR
Activity 4.10.4: Contracts developed for mentorship of Key strategic finance staff	Dir. HR

5.5 Goal 5: Entrepreneurship

Continue to develop, strengthen and showcase entrepreneurship programs and activities to increase student and graduate entrepreneurs.

	Responsible Positions
Outcome 5.1: Students from across the College learn to be entrepreneurs	
Activity 5.1.1: Integrate and embed entrepreneurship training and activities in learning and teaching at CMI.	VPASA, Bus Studies Dept. Chair, Dean ACE
Activity 5.1.2: Explore and initiate activities to house national entrepreneurial centers for business incubation at the College.	President, EC
Activity 5.1.3: Develop recognition system for entrepreneurial innovation at the College.	President, EC, Bus. Studies Chair
Activity 5.1.4: Support entrepreneurial start-ups by students.	President, EC, Bus. Studies Chair
Activity 5.1.5: Develop student scholarship system for exposing promising entrepreneurial students to best practices in their areas of interest.	President, EC, Bus. Studies Chair
Activity 5.1.6: Develop internship and apprenticeship programs to support local business development.	President, EC, Bus. Studies Chair
Activity 5.1.7: Develop a dedicated space with resources for entrepreneurship activity, learning and practice.	Bus. Studies Chair, Dir. PPlant
Activity 5.1.8: Collaborate with and integrate the small business development center (SBDC) into the CMI learning experience.	President, Bus Studies Chair
Activity 5.1.9: Develop regional partnerships with entrepreneurial education training providers to connect CMI students with regional entrepreneur experts.	President, VPASA, Dean ACE

Activity 5.1.10: Study, support and showcase/spotlight local entrepreneur success stories on multiple platforms including the CMI website, newsletters and social media.	Dir. Media Center, Dir. IT, Bus. Studies Chair
Outcome 5.2: Student entrepreneurship opportunities are improved	
Activity 5.2.1: Strengthen existing entrepreneurial programs.	Bus. Studies Chair, Dean ACE
Activity 5.2.2: Develop and promote relationships with the public and private sectors to support entrepreneurial activities and initiatives.	Bus. Studies Chair, Dean ACE
Activity 5.2.3: Showcase entrepreneurial initiatives and products through institutionally supported events.	Bus. Studies Chair, Dean ACE
Activity 5.2.4: Participate as a member of the RMI Chamber of Commerce.	Dean ACE, Bus Studies Chair
Activity 5.2.5: Provide the appropriate courses or programs for small business support.	Bus. Studies Chair
Activity 5.2.6: Develop and implement marketing strategy for business and entrepreneurship programs.	Bus. Studies Chair, Dean ACE

6.0 Monitoring Process

6.1 Online based Monitoring

The Strategic Plan Activities and KPIs are maintained and updated by the IT department through data support from the IR department and the individual Goal leaders. At the end of each semester, IR and each goal leader will send their progress updates for each activity along with evidence files to be uploaded by IT as a reflection of the progress made on each activity. IT updates the progress as well as the status of each of the activities and KPIs.

The online monitoring system is updated at the end of each semester and is available for public view via the CMI website or via the following link: https://www.cmi.edu/strategic_plan/monitoring.html.

7.0 Key Performance Indicators

7.1 Goal KPIs

Goal I: Student Achievement and Success

KPI	Institution Set Standard	Stretch Goal
150% Completion Rate	15%	+10% each year
Number of students entering employment within 6 months of completing a CTE course	10/year	+10 each year

Goal II: Online and Open Learning

KPI	Institution Set Standard	Stretch Goal
Percentage of students who successfully complete an open learning course	40% (by year 5)	50% (by year 5)
Number of distance education centers that have successfully completed the substantive change process and can offer full programs	1 (by year 5)	2 (by year 5)

Goal III: Economic and Community Development

KPI	Institution Set Standard	Stretch Goal
Number of formal community partnerships for College programs	2 per year	+2 per year
Percentage of graduates that place in gainful employment within 12 months	30%	50%

Goal IV: Sustainability of Human, Fiscal and Physical Resources

KPI	Institution Set Standard	Stretch Goal
Number of Marshallese Faculty in credit academic programs	2 per academic year	+2 per year
By September 30, 2022, CMI will have an Unrestricted Fund Balance of $500,000.00	$200,000 per fiscal year	$1,000,000 by 2023
By September 30, 2023, all three CMI Investment Portfolios will have a market value of $4,000,000.00 each.	$1,200,000 per fiscal year	Endowment Fund market value - $6,000,000.00 by 2023.

		Contingency Fund value - $6,000,000.00 by 2023. Maintenance Fund book value - $6,000,000.00 by 2023.
By Year 2023, CMI instructional and non-instructional systems will be in digital mode.	60%	By 2023, 100%

Goal V: Entrepreneurship

KPI	Institution Set Standard	Stretch Goal
Number of entrepreneurial activities	2-3 activities annually	4-5 activities annually
Number of Certificate, Diploma and Degree programs with a course that has a SLO related to entrepreneurship.	70 – 75%	100%

7.2 Learning & Teaching KPIs

These KPIs listed below will be tracked for each student by the Dean of Academic Affairs and the Dean of Student Services:

1. Number of College credits earned in the first term
2. Number of college credits earned in the first year
3. Completion of gateway Math and English courses in the student's first year
4. Number of college credits earned in the program of study in the first year
5. Persistence from term 1 to term 2
6. Rates of college-level course completion in students' first academic year
7. Equity in outcomes

7.3 Governance KPIs

These KPIs listed below will be tracked by the Board of Regents:

1. Fall-to-Fall Retention rate.
2. Yearly program(s) retention rate.
3. Program(s) completion rate.
4. Percent % of individuals (adults and out-of-school youths) registering for training and other technical and continuing educational programs.
5. Number of meetings between CMI and national Education providers for dialogue on CMI's responsibilities and outcomes.
6. Reviewed and updated CMI Act and Board of Regents' By-Laws.
7. BOR member training and retraining sessions.
8. Number of policies reviewed and approved for implementation.
9. Liquidity ratio.
10. Annual % growth of endowment fund.

11. Number of completed grant applications submitted per academic year and % of grant applications accepted.

8.0 Risk Factors & Mitigation

The risks identified below pose the biggest threats to the successful attainment and sustainability of the Strategic Plan goals. The Risk mitigation strategies identified will minimize the effects of these risks on the plan.

Risk Area	Risk Factors	Mitigation Strategies
Political	National priorities change	● Develop flexibility in operations to adapt to changing priorities ● Annually review strategies to ensure alignment with national priorities
Human Resources	● Lack of professional and behavioral competence by CMI employees. ● High turnover of CMI employees.	● Conduct college-wide assessment of professional and behavioral competence levels, and create and monitor personalized development plans ● Enhanced recruitment and retention strategies outlined in Human Capital Wapepe
Planning	● Lack of planning in all aspects including budgets to provide adequate and sustainable levels of support. ● Insufficient communication protocols, understanding and clarity.	● Ensure that Integrated planning is implemented per the annual planning calendar of scheduled events ● Enhance communications of planning development, implementation and assessment results College-wide
Sustainable Funding	● Weak economy and infrastructure. ● Reduction in CMI's annual funding ● Instability of funding resources to the College.	● Ensure highly trained grant writer is focused on CMI's strategic grant initiatives ● Leverage Entrepreneurship as a means to develop local private sector ● Develop career and technical pathways catered towards local business development ● Develop internship and apprenticeship programs to support local businesses
Natural Disasters	● Effects of climate change and sea level rise on Facilities.	● Build resiliency through available climate change funding

28

	● Tidal surges	● Partner with national and regional climate and disaster agencies to leverage funding for climate change mitigation
		● Develop and enforce emergency response plan