



CMI

Institutional Effectiveness Committee

College of the Marshall Islands

Accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC)

P.O. Box 1258

Uliga Campus

Tel: (692) 625-3394/3291/4931

Fax: (692) 625-7203

Email: iec@cmi.edu

Institutional Effectiveness Committee

11:10 a.m., July 9, 2025

BoR Conference Room

MINUTES

Members:

Dr. Elizabeth Switaj

Stevenson Kotton*

Dr. Adedayo Ogunmokun

Jemimah Razalan

John Zedkaia

Meyar M. Laukon

Dr. Rosalie Bojos

Nering Redmond Henos

Anaseini Talei*

Vacant

Desmond Doulatram

Daniel Hitchfield*

Tembo Langbata*

Chairperson/Vice President of Academic & Student

Affairs (VPASA)/Accreditation Liaison Officer

Vice President of Business and Administrative Affairs

Vice President for Land Grant

for Dean of Academic Affairs

Acting Dean of WAVES

Dean of Student Success

Director of Institutional Research and Assessment (IRA)

for Director of Human Resources

for Grant Coordinator

Student Government Association Representative

Faculty Senate/Chairperson, Curriculum Committee

Staff Senate Representative I

Staff Senate Representative II

Attendees via ZOOM

Gade Maitokana

Faculty Senate Representative

* Not Present

The Institutional Effectiveness Committee's *first* meeting for July 2025, was called to order by the Chairperson at approximately 11:12 a.m.

Before convening with the meeting, the Acting Dean of WAVES recited the mission statement for the members of the committee.

I. Review of the Previous Meeting Minutes

A. June 25, 2025 (Draft)

1. After being carefully reviewed, the Curriculum Committee Chairperson made a motion to approve the meeting minutes of [June 25, 2025 \(Draft\)](#). The motion was seconded by the Institutional Research and Assessment (IRA) Director and successfully passed, by the majority, with no abstentions.



CMI

Institutional Effectiveness Committee

College of the Marshall Islands

Accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC)

P.O. Box 1258

Uliga Campus

Tel: (692) 625-3394/3291/4931

Fax: (692) 625-7203

Email: iec@cmi.edu

a) DECISION

- (1) Having no corrections, the minutes for the meeting held on [June 25, 2025 \(Draft\)](#), were approved, as presented.

B. Matters Arising from the Meeting Minutes

1. Mission Review

a) [Second Survey Results](#)

- (1) The Chairperson shared the [Second Survey Results](#) with the members of the committee.
- (2) Some of the details shared were:
 - (a) There were currently 30 responses obtained from the survey.
 - (i) 19 Male
 - (ii) 11 Female
- (3) As agreed by the majority members of the committee, the survey was, once again, to be disseminated to the respective senate groups and the departments.
 - (a) The results were to be shared in the next meeting that had been scheduled for July 23, 2025.

II. Participatory Governance Updates

A. Report from IEC Chair

1. As per the Chairperson, the Executive Council had approved the following:
 - a) [Program Review Appendix 1: Programs](#)
 - (1) The [Program Review Appendix 1: Programs](#) had been approved by the Executive Council in its meeting on June 30, 2025.
2. The following was in the process of being reviewed by the Executive Council:
 - a) [Revision of Integrated Planning Manual](#)
3. Although it had been approved by the committee, the Chairperson informed the members that the [Mentoring Program \(for KPI #1\)](#), had been submitted per the Budget Committee's review and consideration.

B. Secretariat Officer Report

1. As per the Secretariat Officer, the committee's web page on the college's website, was still in the process of being updated.



CMI

Institutional Effectiveness Committee

College of the Marshall Islands

Accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC)

P.O. Box 1258

Uliga Campus

Tel: (692) 625-3394/3291/4931

Fax: (692) 625-7203

Email: iec@cmi.edu

- a) This process was in progress by the Secretariat Officer and the IT department and was to be completed by the start of the new academic year.

C. Faculty Senate

1. Having no Faculty Senate present at the meeting, there was no report from the Faculty Senate.

D. Student Government Association (SGA)

1. There was no Student Government Association (SGA) representative present in the meeting.

E. Staff Senate

1. With no Staff Senate present at the meeting, there was no report from the Staff Senate.

III. Updates from Subcommittees, Working Groups, and Regular Functions

A. Data Governance (IEC Role 7)

1. The Institutional Research and Assessment Director shared with the committee the following:
 - a) The Data Governance had not met, but an onboarding training for the new members was in progress and had been scheduled to be conducted in July 2025.

B. MAPS

1. The Institutional Research and Assessment Director shared the recommendations regarding the assessment plan for group 2.
 - a) Recommendations:
 - (1) Dates to align with the changes in the new cycle.
 - (a) Group 1
 - (i) April 15th (Make Plans)
 - (ii) October 15th (Plan's Outcome Report)
 - (2) The importance of "making a plan, the implementation of the plan, and assessing the outcomes of the plan" was discussed thoroughly by the committee.
 - (a) The Institutional Research and Assessment Director was to contact the instructional department Chairs regarding their course scheduling.
 - (i) The following recommendations were to be shared with the Faculty Senate Representative.



CMI

Institutional Effectiveness Committee

College of the Marshall Islands

Accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC)

P.O. Box 1258

Uliga Campus

Tel: (692) 625-3394/3291/4931

Fax: (692) 625-7203

Email: iec@cmi.edu

C. Program Reviews

1. The following were shared by the Institutional Research and Assessment Director:

a) Group 1

(1) Completed

- (a) Business Studies
- (b) Liberal Arts
- (c) Education

(2) Incompleted

- (a) Nursing

b) Group 2 (16 Tasks)

(1) Completed

- (a) Health Center Department
- (b) Counseling Department
- (c) Tilmaake Resources and Career Center (TRACC) Department
- (d) Registrar Department
- (e) Academic Support Department
- (f) Nuclear Institution Department
- (g) Student Success and Equity

(2) Incompleted

- (a) Learning Designer
 - (i) 10 Tasks Completed
 - (ii) 6 Tasks Incompleted
- (b) Admissions Department
 - (i) 12 Tasks Completed
 - (ii) 4 Tasks Incompleted
- (c) Residential Life Department
 - (i) 8 Tasks Completed
 - (ii) 8 Tasks Incompleted

c) Group 3 (16 Tasks)

(1) Completed

- (a) Developmental Education Department
- (b) Science Technology Engineering and Mathematics (STEM) Department.

(2) Incompleted



CMI

Institutional Effectiveness Committee

College of the Marshall Islands

Accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC)

P.O. Box 1258

Uliga Campus

Tel: (692) 625-3394/3291/4931

Fax: (692) 625-7203

Email: iec@cmi.edu

- (a) Youth Corp Department
 - (i) 5 Tasks Completed
 - (ii) 11 Tasks Incomplete
 - (b) ABE
 - (i) 4 Tasks Completed
 - (ii) 12 Tasks Incompleted
- d) Group 4 (11 Tasks)**
 - (1) Completed
 - (a) Arrak Campus
 - (b) Jaluit Center
 - (2) Incompleted
 - (a) General Education Department
 - (i) 4 Tasks Completed
 - (ii) 7 Tasks Incompleted
 - (b) Kwajalein Campus
 - (i) 3 Tasks Completed
 - (ii) 8 Tasks Incompleted
 - (c) Wotje Center
 - (i) 5 Tasks Completed
 - (ii) 6 Tasks Incompleted
 - (d) Grants Office
 - (i) 11 Tasks Incompleted
 - (e) Upward Bound
 - (i) 6 Tasks Completed
 - (ii) 5 Tasks Incompleted
 - (f) Translations/Communications/Community Liaison and Protocol Logistics Office
 - (i) 11 Tasks Incompleted
- e) Group 5 (8 Tasks)**
 - (1) Completed
 - (2) Incompleted
 - (a) Accounting Clerkship
 - (i) 8 Tasks Incompleted
 - (b) Special Education's Department
 - (i) 8 Tasks Incompleted
 - (c) Certificate in Teaching



CMI

Institutional Effectiveness Committee

College of the Marshall Islands

Accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC)

P.O. Box 1258

Uliga Campus

Tel: (692) 625-3394/3291/4931

Fax: (692) 625-7203

Email: iec@cmi.edu

- (i) 2 Tasks Completed
 - (ii) 6 Tasks Incompleted
 - (d) Marshallese Language Arts
 - (i) 8 Tasks Incompleted
 - (e) Marshallese Social Studies
 - (i) 8 Tasks Incompleted
 - (f) Basic Fisheries Certificate
 - (i) 8 Tasks Incompleted
 - (g) Standards of Training, Certification, and Watchkeeping for Seafarers (STCW)
 - (i) 8 Tasks Incompleted
 - (h) Public Health Certificate
 - (i) 8 Tasks Incompleted
 - (i) Carpentry
 - (i) 8 Tasks Incompleted
 - (j) Marine Science
- f) Group 6
 - (1) Completed
 - (a) Institutional Research and Assessment Department
 - (2) Incompleted
 - (a) Budget
 - (i) Had Not Started
 - (b) Translations/Communications/Community Liaison and Protocol Logistics Office
 - (i) Had Not Started
 - (c) Auxiliary Commercial Services
 - (i) Had Not Started
 - (d) Physical Plant Department- Grounds and Maintenance
 - (i) Had Not Started
 - (e) Physical Plant Department - Mechanical and Electrical
 - (i) Had Not Started
 - (f) Procurement
 - (i) Had Not Started
 - (g) Accounting Department
 - (i) Had Not Started
 - (h) Information Technology Department



CMI

Institutional Effectiveness Committee

College of the Marshall Islands

Accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC)

P.O. Box 1258

Uliga Campus

Tel: (692) 625-3394/3291/4931

Fax: (692) 625-7203

Email: iec@cmi.edu

- (i) Had Not Started
 - (i) Financial Aids Office
 - (i) 1 Task Completed
 - (ii) 4 Tasks Incompleted
 - (j) Human Resources
 - (i) Had Not Started
- 2. Program Review Deadline
 - a) The committee discussed that the following incompleted program reviews be completed before the Fall Semester 2025.
 - (1) A communication regarding the deadline was to be shared with the department chairpersons and supervisors.
- 3. [Summary of degree program PLO assessments from cycle 2](#)
 - a) The [Summary of degree program PLO assessments from cycle 2](#) was not discussed in the meeting.
- 4. Preparing for ADAPTS
 - a) The Chairperson reminded the members in terms of the start of the [ADAPTS - The Next Evolution of CMI's Program Review Cycle](#).

D. [KPIs](#)

- 1. The Institutional Research and Assessment (IRA) Director shared and explained the [Summary of KPIs](#) to the members of the committee.
- 2. As per the IRA Director, the following KPIs were to be updated after the Summer Semester 2025.

IV. Accreditation

A. Accreditation Standard 1.5: The institution regularly communicates progress toward achieving its mission and goals with internal and external stakeholders in order to promote understanding of institutional strengths, priorities, and areas for continued improvement.

- 1. **Review Criterion:** Institutional evaluation reports and program reviews can be accessed by constituencies.

B. Follow-Up: Reviving the Hall of Fame

- 1. Nominating committee
- 2. Logistics

C. 2024 CCSSE and CCFSSSE

- 1. Reports
 - a) [CCSSE Executive Summary](#)
 - b) [First-Generation Breakout](#)



CMI

Institutional Effectiveness Committee

College of the Marshall Islands

Accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC)

P.O. Box 1258

Uliga Campus

Tel: (692) 625-3394/3291/4931

Fax: (692) 625-7203

Email: iec@cmi.edu

- c) [Gender Breakout](#)
 - d) [Age Breakout](#)
 - e) [Enrollment Status Breakout](#)
 - f) [Means Report](#)
 - g) [CCFSSE: Faculty and Student Items](#)
 - h) [CCFSSE: Faculty-Only Items](#)
2. Based on the last meeting's discussion, what results would we like to hold focus groups to understand better?
 3. Are there any other actions we should take based on these reports?
- D. [Effective Institutional Outcome Transparency and Student Achievement for the ACCJC Annual Report](#)**
1. The Chairperson encouraged the members to review the [Effective Institutional Outcome Transparency and Student Achievement for the ACCJC Annual Report](#).

V. New Business

- A. There were no new matters arising from the meeting.

VI. Follow Up Items

- A. Student Needs Survey (for KPI #1)
 1. The development of a Student Needs Survey was tasked to the Dean of Student Success.

*****In the interest of time, the agenda items from IV.A to VI.A., were deferred*****

VII. Adjournment

- A. The Institutional Effectiveness Committee's *first* meeting for July 2025, was adjourned at 12:01 p.m.

Submitted By:

DocuSigned by:

D04F36FDFE82B468...
Meria N. Bollong
Secretariat Officer, IEC

Concurred By:

DocuSigned by:

89BE83BD0C23455...
Dr. Elizabeth Switaj, VPASA
Chairperson, IEC

Approval Date:

July 25, 2025

Certificate Of Completion

Envelope Id: D1537B08-0260-4427-B0DF-7515DD2565B8

Status: Completed

Subject: Complete with Docusign: IEC Minutes 07/09/25 (Approved)

Source Envelope:

Document Pages: 8

Signatures: 2

Envelope Originator:

Certificate Pages: 5

Initials: 0

Meria Bollong

AutoNav: Enabled

1258

Envelopeld Stamping: Enabled

Majuro, MH 96960

Time Zone: (UTC+12:00) Fiji

mbollong@cmi.edu

IP Address: 117.103.91.226

Record Tracking

Status: Original

Holder: Meria Bollong

Location: DocuSign

7/25/2025 3:03:08 PM

mbollong@cmi.edu

Signer Events

Dr. Elizabeth Switaj

eswitaj@cmi.edu

Vice President for Academic and Student Affairs

College of the Marshall Islands

Security Level: Email, Account Authentication
(None)

Signature

DocuSigned by:

89BE38BDDC23455...

Signature Adoption: Drawn on Device
Using IP Address: 117.103.90.103
Signed using mobile

Timestamp

Sent: 7/25/2025 3:06:01 PM

Viewed: 7/25/2025 3:06:28 PM

Signed: 7/25/2025 3:14:24 PM

Electronic Record and Signature Disclosure:

Not Offered via Docusign

Meria Bollong

mbollong@cmi.edu

College of the Marshall Islands

Security Level: Email, Account Authentication
(None)

DocuSigned by:

D04F36FDE82B468...

Signature Adoption: Uploaded Signature Image
Using IP Address: 117.103.91.226

Sent: 7/25/2025 3:06:01 PM

Viewed: 7/25/2025 3:06:18 PM

Signed: 7/25/2025 3:06:27 PM

Electronic Record and Signature Disclosure:

Accepted: 4/12/2022 3:22:50 PM

ID: df73e34a-c18a-4c7e-b371-e7636d0046a3

In Person Signer Events

Signature

Timestamp

Editor Delivery Events

Status

Timestamp

Agent Delivery Events

Status

Timestamp

Intermediary Delivery Events

Status

Timestamp

Certified Delivery Events

Status

Timestamp

Carbon Copy Events

Status

Timestamp

Witness Events

Signature

Timestamp

Notary Events

Signature

Timestamp

Envelope Summary Events

Status

Timestamps

Envelope Sent

Hashed/Encrypted

7/25/2025 3:06:01 PM

Certified Delivered

Security Checked

7/25/2025 3:06:18 PM

Signing Complete

Security Checked

7/25/2025 3:06:27 PM

Envelope Summary Events	Status	Timestamps
Completed	Security Checked	7/25/2025 3:14:24 PM
Payment Events	Status	Timestamps
Electronic Record and Signature Disclosure		

ELECTRONIC RECORD AND SIGNATURE DISCLOSURE

From time to time, College of the Marshall Islands (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

Getting paper copies

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

Withdrawing your consent

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

Consequences of changing your mind

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

All notices and disclosures will be sent to you electronically

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

How to contact College of the Marshall Islands:

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: bsanchez@cmi.edu

To advise College of the Marshall Islands of your new email address

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at bsanchez@cmi.edu and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

To request paper copies from College of the Marshall Islands

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to bsanchez@cmi.edu and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

To withdraw your consent with College of the Marshall Islands

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to bsanchez@cmi.edu and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

Required hardware and software

The minimum system requirements for using the DocuSign system may change over time. The current system requirements are found here: <https://support.docusign.com/guides/signer-guide-signing-system-requirements>.

Acknowledging your access and consent to receive and sign documents electronically

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

By selecting the check-box next to 'I agree to use electronic records and signatures', you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify College of the Marshall Islands as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by College of the Marshall Islands during the course of your relationship with College of the Marshall Islands.