



**The College of the Marshall Islands Retreat
April 10 & 11
2015
Arrak Campus Majuro**



Acknowledgements

I wish to thank all of the participants at the College of the Marshall Islands Retreat for their dedication to enhancing the quality of education at the College of the Marshall Islands. Working through the two-day retreat into the weekend was not an easy task. Each participant's singular commitment was testament to the conviction that we can become much more recognizable as the exemplar in higher and vocational education, nationally, regionally and globally.

Acknowledgement and gratitude are also due to the Retreat Planning Committee who worked solidly for almost three weeks before the event to ensure that the retreat participants had a pleasant and inspiring space in which to work. They also made sure that everyone was well-fed and that there was enough water, tea, coffee and coconut juice to keep everyone well-hydrated.

Kommool tata aolep!

Retreat Facilitator & President, CMI

Theresa Koroivulaono (PhD)



Introduction

In response to the Chairman of the Board of Regents' request for a retreat, the incoming President, Dr. Theresa Koroivulaono organized and facilitated the first 2015 College of the Marshall Islands (CMI) Retreat at the Arrak campus. The retreat program focused on articulating the relationship between the Board of Regents (BOR), CMI administration, Faculty and overall activity and reporting processes. The major outcomes were designed as follows:

- to clarify the roles of the BOR based on the relevant statutes and procedure;;
- clearly identify the channels for the movement of information from the BOR to CMI and vice versa;
- discuss the WASC accreditation process; and
- map the way forward for the development and completion of the first CMI Strategic Plan.

The Retreat was planned to take place over for two days.

Retreat reading materials that were sent out two days before the retreat did not reach the participants in time. Following an investigation after the retreat, it was discovered that the video file that was included in the email message to the participants was far too large and prevented successful delivery. IN future, links to videos rather than downloads will be sent.

The Retreat Program (see Appendix 4)

The program activities were based around discussion groups or teams made up of a combination of BOR members, CMI Administration and Faculty representation. The President of the Student Body Association participated in her capacity as President and BOR member. The retreat activities were based on the outcomes listed in the program. Each team was assigned an activity and provided with a flash net to record power point presentations and other documents that emanated in the discussions. The results of each team discussion are summarized below and the full texts are provided as links.

The ice-breaker activity at the start of the retreat contributed to paving the way for open and honest discussions between BOR members and CMI employees. As this was the first time that this number of BOR members and CMI employees were meeting together, it was critically important to ensure that informed and respectful discussions could take place.

DAY 1

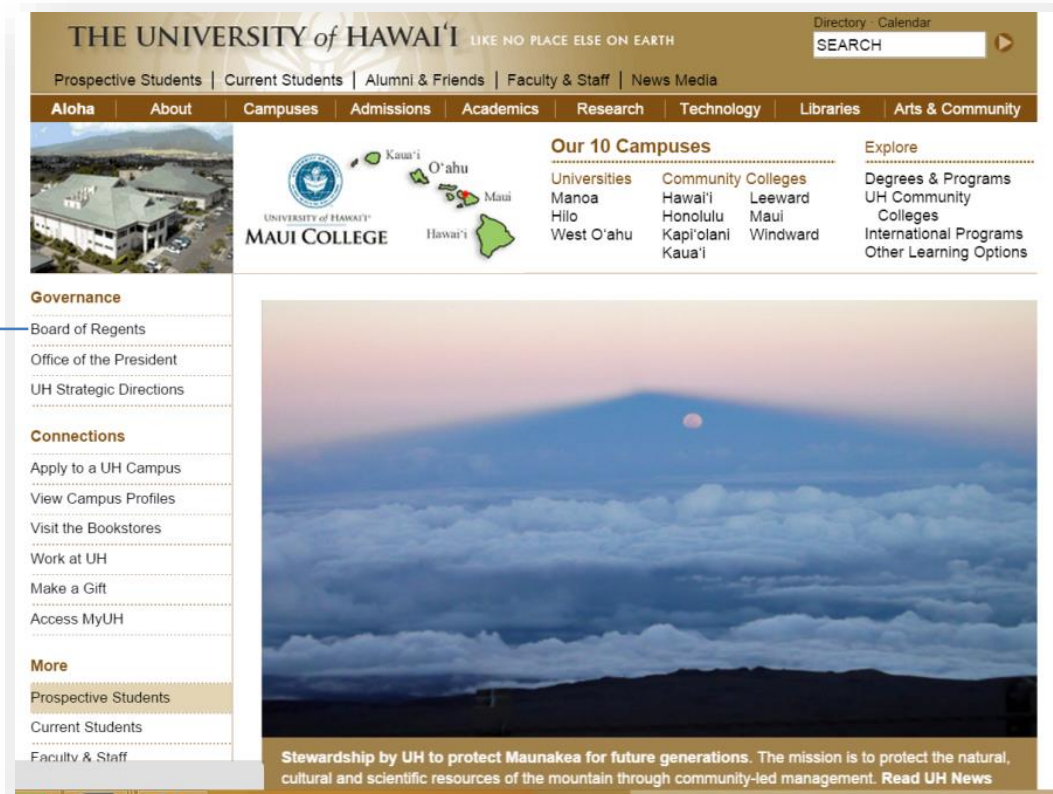
Team discussions and presentations

In the first half of the first day, the following outcomes were handed out to the teams and each team made presentations following rigorous discussions. Several questions to guide the discussions were also included (see Appendix 5). Teams 1 presented their findings by linking to a website, Team 2 provided a flow chart and Teams 3 and 4 recorded their findings as power-point presentations (see Appendix 6).

Team 1: To identify, locate and easily access the relevant policies and procedures under which the BOR is constituted, operates, makes binding decisions and interacts with the CMI President, senior Faculty and administrative staff members.

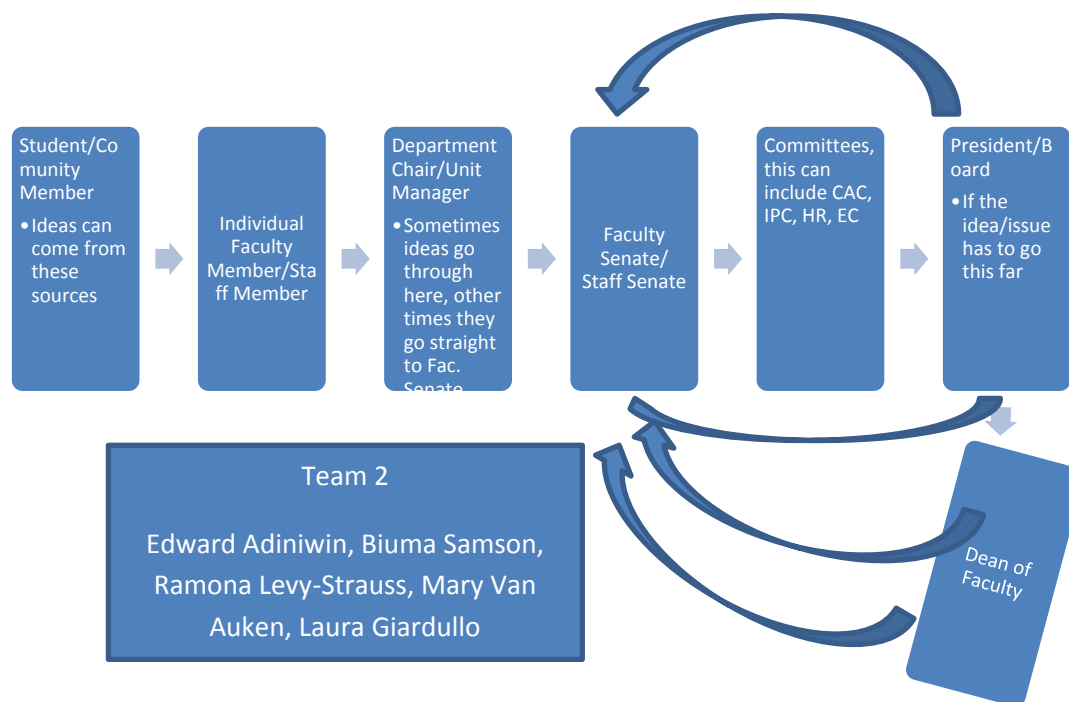
After extensive discussions, Team 1 showcased the University of Hawaii website that specifically developed a web page for their Board of Regents. The major recommendation submitted by Team 1 is summarized as follows: rather than 'reinvent the wheel', CMI can develop a similar model that will meet our needs very effectively.

Board of Regents



Team 2: To identify and propose solutions to close the gaps and remove the obstacles which prevent easy access to information at CMI.

This team provided the following flow chart to illustrate their recommendations.



Team 3: To create and consolidate the protocols, for CMI to regularly update and provide reports to the BOR on CMI operations, and develop the relevant templates.

The following recommendation was submitted by Team 3 after an examination of current systems and processes:

College-wide report to the BOR (summary report) provided two weeks before a Board meeting

- Template reports provided by the EC to the BOR
 - Reports from all departments in CMI
 - Will include supporting documents
- For new Board members (Orientation)
- Reports/Minutes for Board are currently well-presented (no need for additional assistant)
- Centralized online repository for all reports given to the Board.

Team 4: To evaluate the performance management system at CMI, and make the appropriate recommendations.

After considerable discussion (refer to Appendix 6), Team 4 submitted the following recommendation

- We need ONE performance management system that is structured with the capacity to incorporate performance measures that are unique to each category of employee, supported by evidence and capable of being enhanced, adapted and added to, based on the changes that need to be made.

The second half of the program on the first day focused on the first CMI Strategic Plan. The following tasks were handed to each of the four teams for discussion and summary reports.

- Identify the process for reviewing the mission and vision;
- Review the Vision;
- Review the Mission; and
- Identify the best way to complete the CMI Strategic Plan by June 2015.

Team 1

The team recommended clear guidelines and timelines for clarity and a standardized methodology for updates of information (see Appendix 7).

Team 2

Tasked with reviewing the Vision, Team 2 evaluated the current statement and recommended a revised vision that is succinctly captures the spirit of the lengthy version (see Appendix 8).

Existing Vision statement

The College of the Marshall Islands will be a model community college for the Pacific Island region.

The four major components of the Vision are that the College of the Marshall Islands will:

1. be a source of national hope and pride;
2. provide tailored, quality, educational opportunities;
3. provide a window on the global community;
4. serve as a center for research and inquiry for national advancement.

(Adopted 2007)

Revision of the VISION

The College of the Marshall Islands will be a model post-secondary institution for the Pacific Islands region. Our proud vision includes providing quality learning opportunities, serving as a center for research and inquiry, and opening doors to the global community.

Team 3

Taking a very similar approach to Team 2, this team (3) revised the lengthy Mission statement as follows:

Existing Mission statement

The mission of the College of the Marshall Islands is to provide quality, student-centered educational services to Marshallese people who desire access to a postsecondary education.

1. As a community college we provide access to students from a wide variety of educational backgrounds and help them acquire the skills necessary to succeed in higher education, work, and in life.
2. As part of the larger Pacific community we provide selective higher education programming to regional audiences.
3. As the national college of the Republic of the Marshall Islands, the College serves as a research and intellectual resource to the nation and prepares students in our island nation to succeed in a global community.

(Adopted 2009)

Revision of the Mission

The College of the Marshall Islands provides quality, student-centered educational services and intellectual resources to the community and those who desire access to a post-secondary education to succeed in higher education, work, life, and the global community.

Team 4

In articulating the best way to complete the first CMI Strategic Plan by June, 2015, Team 4 presented the following findings (see Appendix 9):

- Go back to the purpose of CMI in the CMI Act 1993;
 - Is the CMI Strategic Plan (SP) aligned with “our purpose?”
 - 5 goals, 5 team leaders
- Are there guidelines and timelines to guide the team discussions (to develop the activities)? These should be done before the submissions on 22nd April to the IPC;
- Develop the relevant activities to “flesh out” the SP;
- How will we measure how successful the activities are?
- Relationship of CMI and the National Board of Education: How strong is this relationship and how much contribution do we have in formulating national education policy and practices?
 - If we are the regional model institution, what ELSE do we need to do to extend, expand and capture all of the relevant information and collaborative partners?
 - Are our students competitive enough after CMI to survive “the real world?” Some examples are when our graduates continue into other higher institutions, find a job and life-long learning.
 - Do we have the right programs, e. g. can we sustain our current programs in the future?

Records for the first day

The minutes for the first day's proceedings have been provided in Appendix 10.

The videos for the first day can be accessed at:

Part 1: [https://youtu.be/ FDPmU8fGFE](https://youtu.be/FDPmU8fGFE)

Part 2: https://youtu.be/Rz_9ByaqQw0

Part 3: https://youtu.be/MbsxfFvh_Ok

DAY 2

The second and last day of the retreat was focused on the WASC accreditation process at CMI. The four teams from the day before were combined to form two large discussion groups and the following scenarios were handed out as activity tasks.

Team 1 (see Appendix 11)

1. A new Regent has been appointed and wants to find out about the WASC accreditation process at CMI.

Team 2 (see Appendix 12)

2. You have been handed all of the information on WASC accreditation at CMI which includes the following: [institutional documents, ACCJC links and other online resources].

Drawing on your own knowledge and experience, add any more documents and sources of information that need to be included.

Design the CMI online storage facility for the WASC information.

Discussions by both teams were extensive and robust centering on all areas of the WASC process at CMI and the flow of that information within CMI.

The following summary of the discussions were provided in the team reports at the end of the discussion sessions.

Team 1

Recommendations

In order to facilitate much better communication between the BOR and CMI, improvements to the current system would be facilitated by:

1. The creation or re-establishment of the following new position:
 - Secretary to the BOR.

A list of areas to scope the Secretary to the BOR's position was also provided (see Appendix 13).

A second position, 'Chief Communications Officer', modelled on an existing one at CMI which is currently vacant, was also suggested to assist in ensuring a much more comprehensive flow of information throughout the institution.

Team 2

Recommendations

Drawing on their knowledge of the documents and other types of information on accreditation that are currently available at CMI, Team 2 provided a draft copy of a comprehensive accreditation processes' web page on the CMI website. The team's power-point presentation has been provided as Appendix 14.

Records for the second day

The video for the second day can be accessed at: Part 4: <http://youtu.be/-JdgvVJp2EQ>

Going forward

There had been widespread concern expressed before the retreat that outcomes from a similar retreat held a few years previously were not implemented. Consequently, the last activity on the last day focused on compiling the Action Plan (provided in Appendix 1) from the Retreat outcomes. Each of the nine outcomes that resulted from the team discussions over the two days was listed. Alongside each outcome the people who needed to be consulted were identified. While a timeline column was also added, reference to the results of the specific team discussions would provide a more realistic time-frame for completion of the required tasks (in each outcome). Furthermore, assigning specific CMI team members to be responsible for following through and completing each outcome, would be decided at a later time as some of the tasks were already in progress and others needed to be further developed for meaningful outcomes.

Progress reports by the facilitator, on the implementation of the outcomes, have been scheduled to begin at the end of June, 2015 and be available at least once every three months thereafter.

Evaluation

At the end of the retreat an evaluation form with three questions was handed out to all of the participants. The questions are as follows:

- What is the one aspect of the retreat that you found most helpful?
- What is the one aspect of the retreat that you found least helpful?
- Do you have any other comments?

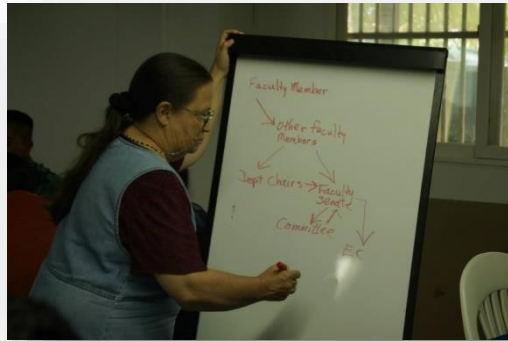
Overall, the results of the evaluation indicate that the retreat was very well received. The majority of the participants found the team discussions, particularly between BOR members and CMI employees as the

most useful and beneficial activity for moving the College forward. With regard to areas of the program that could be improved, a diversity of opinions was submitted including the following comments:

- none;
- presentations were hard to read;
- reducing the travel time by having a venue other than Arrak;
- staying in the dormitories;
- shortening the retreat program to one day; and
- not having the reading materials in advance.

Many participants suggested that retreats of this nature should become an annual event. The results of the evaluation will inform future committees of this nature to ensure the continuous improvement of standards in event management. (For direct access to the evaluation results, refer to the scanned copies at the end of this report).

The overall participation by BOR members, CMI employees and the Student Body Association President sent out a very strong message to the CMI and RMI communities. Team commitment as a whole remains steadfast and engagement with pertinent issues was direct and determined. While there are always areas for improvement, as indicated by the evaluation, strong and visionary leadership and dedicated team support will be critical to the achievement of the retreat outcomes.



Appendix 1

Outcomes	BOR/Admin/Faculty/Staff/Students/?	Timeline for the first progress report
1. To identify, locate and easily access the relevant policies and procedures under which CMI and the BOR are constituted, operates, makes binding decisions and interacts with the CMI President, senior Faculty and administrative staff members.	Everyone but the students	First Inventory progress report on all of the CMI policies: Ask Ben for “the box” - Compliance Officer
2. To identify and propose solutions to close the gaps and remove the obstacles which prevent easy access to information at CMI.	Admin, Faculty, Staff	• Work from Team 2’s findings - Communication flow chart and recommendations for improvement • Communication Director/Officer (not a Team 2 but a general recommendation)
3. To create and consolidate the protocols, for CMI to regularly update and provide reports to the BOR on CMI operations, and develop the relevant templates.	BOR, Admin, Faculty	Work from Team 3’s findings - Template provided as well and a possible reporting mechanism - Executive secretary
4. To evaluate the performance management system at CMI, and make the appropriate recommendations.	Everyone	Work from Team 4’s findings - General agreement for ONE performance management/development system for CMI - Refer to the President’s KPIs that are currently under consideration with the BOR

5. Articulate the process for reviewing the vision and mission of CMI.	BOR, IPC	Work from team 1's findings
6. Review the Mission of the CMI.	Everyone including non-CMI stakeholders	Work from Team 3's findings
7. Review the Vision of CMI.	Everyone including non-CMI stakeholders	Work from Team 2's findings
8. Identify the best way to complete the CMI Strategic Plan by June 2015	BOR, IPC + teams for the 5 goals	Work from Team 4's findings
9. "WASC @ CMI.MH"	Everyone including non-CMI stakeholders	Work from teams 1's & 2's (Day 2) findings

Appendix 2

Retreat teams

Day 1

TEAM 1

1. Ben Chutaro (Chairman, BOR)
2. Marie Maddison (BOR)
3. Don Hess (Vice-President, Academic and Student Affairs)
4. Cheryl Vila (Director, Institutional Research)
5. Jennifer Seru (Chair, Developmental Education)
6. Ernest C (Chair, STEM)
7. William Reiher (Vice-President, Administration)

TEAM 2

1. Ramona Levy-Strauss (BOR)
2. Biuma Samson (Dean, Land Grant)
3. Mary Van Auken (Dean, Faculty)
4. Laura Giardullo (Chair, Liberal Arts)
5. Edward Adiniwin

TEAM 3

1. Jelton Anjain (BOR)
2. Patrick Chen (BOR)
3. Ruth Abbot (Dean, Academic Affairs)
4. Florence Peter (Chair, Nursing)
5. Meitaka Kendall-Lekka (Chair, Business Studies)
6. Sana Anien (President, Student Body Association)

TEAM 4

1. Gerald Zackios (BOR)
2. Evelyn Konou (BOR)
3. Rachel Solomon (Dean, Student Services)
4. Bob Willson (Director, Human Resources)
5. David deBrum (Director, Safety and Security)
6. Va Savu (Chair, Education)
7. Boni Sanchez (Director, Information Technology)
8. Theresa Koroivulaono (President and Facilitator)

Day 2

Team 1

- Ben Chutaro (Chairman, BOR)
 - Marie Maddison (BOR)
 - Don Hess (Vice-President, Academic and Student Affairs)
 - Cheryl Vila (Director, Institutional Research)
 - Jennifer Seru (Chair, Developmental Education)
 - Ernest Canonigo (Chair, STEM)
 - William Reiher (Vice-President, Administration)
 - Joseph Bigler (Vice Chair, BOR)
 - Ramona Levy-Strauss (BOR)
 - Biuma Samson (Dean, Land Grant)
 - Mary Van Auken (Dean, Faculty)
 - Laura Pureyear (Chair, Liberal Arts)
 - Edward Adiniwin

Team 2

- Jelton Anjain (BOR)
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- David deBrum (Director, Safety and Security)
- Va Savu (Chair, Education)
- Boni Sanchez (Director, Information Technology)
- Theresa Koroivulaono (President and Facilitator)

Appendix 3

Organization

A Retreat Planning Committee (hereafter called the Committee) was formed in early March, 2015 made up of Arrak and Uliga-based Administrative and staff members led by Vice-President Administration, Mr. William Reiher. Extensive clean-up and 'makeover activities, were carried out by the Committee at the Arrak campus cafeteria and grounds.

The Committee members

William Reiher (Vice President Administration)

Before



Figure 1:
need of repair
at the entrance to the cafeteria.



Figure 2: Cleaning and painting the front
entrance way. in

After



Figure 3: The roof after the repairs



Figure 4: The freshly painted entrance to Arrak Campus and
the new banner

Appendix 4

**‘Clearing pathways and strengthening relationships’
Board of Regents & the CMI Executive Committee Retreat
Friday 10th and Saturday 11th April, 2015**

DAY 1: FRIDAY 10TH APRIL

DATE & TIME	EVENT	RESOURCES REQUIRED	OUTCOMES
9.00 – 9.15am	Opening Prayer, Welcome & Overview	Power-point, Program handout	Workshop Orientation
9.15 – 10.00am	Ice-breaker & Workshop Objectives	Writing materials	Team-building
10.00 – 10.30am	Q & A for clarification of workshop objectives	Notes	Clear instructions
10.30 – 11.00am: MORNING TEA			
11.00 – 11.30am	Group the 4 workshop teams; select team leaders; Assign the first four retreat objectives; one per team; Explain Activity 1.	Writing materials, laptops, 1 objective per team	- To identify, locate and easily access the relevant policies and procedures under which the BOR is constituted, operates, makes binding decisions and interacts with the CMI President, senior Faculty and administrative staff members. - To identify and propose solutions to close the gaps and remove the obstacles

11.30am – 1.00pm	which prevent easy access to information at CMI. - To create and consolidate the protocols for CMI to regularly update and provide reports to the BOR on CMI operations and develop the relevant templates. - To evaluate the performance management system at CMI and make the appropriate recommendations.		
	<u>Activity 1: Meeting our outcomes I</u> Team discussions that will result in articulating the outcomes	Writing materials, laptops	To team-build To create team reports
	1.00 – 2.00pm: LUNCH		
2.00 – 3.00pm	<u>Team reports</u>	Writing materials, laptops	To provide feedback on the team reports
3.00 – 3.30pm	<u>Activity 2: The CMI Strategic Plan I</u>	Notes	To review the Vision and Mission; and To identify the best way to complete the CMI Strategic Plan by June 2015
3.30 – 4.00pm: Health break			
4.00 – 4.30pm	Day 1 summary		

DAY 2: SATURDAY 11TH APRIL, 2015

DATE & TIME	EVENT	RESOURCES REQUIRED	OUTCOMES
9.00 – 9.15am	- Combine teams 1 & 2 and 3 & 4 - Assign the remaining retreat objectives; one per team. Team discussions that will result in articulating the outcomes	Writing materials, laptops, 1 objective per team	- To update and easily access within the College, the information on all aspects of WASC accreditation as it applies to CMI.
9.15 – 10.30am	<u>Activity 3: Meeting our Outcomes II</u> Team discussions that will result in articulating the outcomes	Writing materials, laptops	To team-build To create team reports
10.30 – 11.00am: MORNING TEA			
11.00 – 12.00pm	<u>Team reports</u>	Writing materials, laptops	To provide feedback on the team reports
12.00 – 1.00pm	<u>Activity 4: The CMI Strategic Plan II</u>	Notes	To create the implementation plan for completing the Strategic Plan
1.00 – 2.00pm: LUNCH			
2.00 – 3pm	<u>Team presentations for completing the Strategic Plan</u>		
3.00 – 3.30pm	<u>Discussion: Action Plan for the workshop outcomes</u>		
3.30 – 4.00pm	<u>Final word from the Chairman of the BOR</u>		
	<u>RETREAT ENDS</u>		

Appendix 5

RETREAT DAY 1: TEAM 1

To identify, locate and easily access the relevant policies and procedures under which the BOR is constituted, operates, makes binding decisions and interacts with the CMI President, senior Faculty and administrative staff members.

The following questions are provided to initiate discussion and are not exhaustive.

- What is the statute under which the Board of Regents is constituted?
- Where is the statute located at CMI (offline and online)?
- What other policy and other documents are relevant to provide information to the BOR and all stakeholders on the roles and responsibilities of the BOR?
- Where are these policy and other documents located at CMI (offline and online)?
- Have these policies been appropriately endorsed?
- Is there an induction program or system for new Regents, new Presidents, new Faculty and senior administrators on BOR policies and procedures?
- If there should be such an induction, how will it look? Provide an outline or example. What about an online module or modules?
- How does the BOR share CMI information and reports with the government, other relevant stakeholders and the RMI community?

Present your findings as a PPT presentation and include any relevant references, links and other sources. You may also want to provide diagrammatic representations as well. Save all of this information on the flash drive provided. Kommool tata.

RETREAT DAY 1: TEAM 2

To identify and propose solutions to close the gaps and remove the obstacles which prevent easy access to information at CMI.

The following questions are provided to initiate discussion and are not exhaustive.

- How is the required information communicated from team leaders to team members? E. g. from the Board to the President to faculty and senior administrators, to Faculty chairs and directors, to supervisors and managers and to academics and staff in general?
- How is feedback circulated? Is there a feedback loop within CMI, so that final decisions are as informed as possible?
- How does information travel within a department or section?
- How does information travel between departments and sections?
- What are some of the barriers to the flow of information and effective communication?
- How can we improve information flow and communication channels at CMI?

Present your findings as a PPT presentation and include any relevant references, links and other sources. You may also want to provide diagrammatic representations as well. Save all of this information on the flash drive provided. Kommool tata.

RETREAT DAY 1: TEAM 3

To create and consolidate the protocols, for CMI to regularly update and provide reports to the BOR on CMI operations, and develop the relevant templates.

The following questions are provided to initiate discussion and are not exhaustive.

- How does the CMI Executive Council currently provide the relevant reports to the BOR?
- Where are the reports kept?
- Are there minutes taken at the meetings where the reports are presented?
- Who takes the minutes and is the person adequately trained?
- Should there be an assistant/officer/secretary appointed to record all BOR proceedings and facilitate and build the relationship between the BOR and the CMI Executive Council and CMI in general?
- Do we need to improve the way that the reports are presented?
- If so, what are the improvements to be made, for example, should there be templates designed for summaries of information (e.g. budget information, student services, staff issues and so on)?
- Should the whole report or a summary be presented with Appendices?

Present your findings as a PPT presentation and include any relevant references, links and other sources. You may also want to provide diagrammatic representations as well. Save all of this information on the flash drive provided. Kommool tata.

RETREAT DAY 1: TEAM 4

To evaluate the performance management system at CMI, and make the appropriate recommendations.

The following questions are provided to initiate discussion and are not exhaustive.

- What is the current performance management system at CMI?
- Is there one system for ALL College employees?
- If not, what are they?
- How do they work?
- Do they need to be improved?
- How can we improve them?
- How often are employees reviewed?
- Are there standard staff review or performance evaluation forms?
- If not, do we need to design a form or forms?
- Is there training carried out in this area?
- If so, when was the latest one?
- If not, do you remember when the last training session was conducted?

Present your findings as a PPT presentation and include any relevant references, links and other sources. You may also want to provide diagrammatic representations as well. Save all of this information on the flash drive provided. Kommool tata.

Appendix 6

Create and consolidate protocols to BOR on CMI operations

By Team 3

Patrick Chen, Jelton Anjain, Sana
Anien, Stevenson Kotton, Ruth Abbott,
Florence Peter, Meitaka Kendall-Lekka

Reports given to BOR

COLLEGE WIDE REPORT TO THE BOR (SUMMARY REPORT)
PROVIDED 2 WEEKS BEFORE BOARD MEETING

- TEMPLATE REPORTS PROVIDED BY EC TO BOR
 - REPORTS FROM ALL DEPARTMENTS IN CMI
 - WILL INCLUDE SUPPORTING DOCUMENTS
- FOR NEW BOARD MEMBERS (ORIENTATION)
- REPORTS/MINUTES FOR BOARD ARE CURRENTLY WELL PRESENTED (NO NEED FOR ADDITIONAL ASSISTANT)
- CENTRALIZED ONLINE REPOSITORY FOR ALL REPORTS GIVEN TO THE BOARD

REPORTS INCLUDE

- IMPROVEMENTS PROPOSED/ MADE
- CHALLENGES IN EACH AREA
- CHANGES PROPOSED/MADE
- POLICY CHANGES

TEMPLATE FOR AREA REPORTS

- WHAT IMPROVEMENTS HAVE BEEN MADE IN YOUR AREA?
- WHAT CHALLENGES IS YOUR AREA FACING IN MEETING ITS GOALS?
- WHAT CHANGES ARE BEING PROPOSED TO MEET THESE CHALLENGES?
- IS ANY POLICY IN YOUR AREA CHANGING IN ANY WAY? (REVISION, DELETION, ADDITION)

Performance Management at CMI

Team 4



To evaluate the performance management system at CMI
and make the appropriate recommendations

WHAT WE ARE DOING?

- Inconsistent
- Non-existent
- Reactionary
- Not objective
- No linkage across or up the organization
- English only

WHAT DO WE NEED TO DO?

- Not what you do but what you think you can do; this is what I have done, what else do I need to do? Meet/not meet/exceed expectations
- Need one integrated system from the custodian to the President and the Board
- Agreed KPIs and benchmarks
- Need one orientation system for introducing the one standard throughout CMI
- Need to be consistent and have an improvement cycle
- Need to introduce the BOR to CMI staff and students and have more opportunities for interaction
- Assess organizational performance/audit

Culture and performance management systems

- How do we integrate cultural practices and 'norms' for example, how to critique performance respectfully and still get the message across that we need to improve?
- How do we reward staff who exceed expectations?
- Consistency of contractual terms need to be decided
- Awareness and Training sessions need to accompany the PMS
- What about review systems? Peer, staff-supervisor?
 - objective/subjective
 - feedback systems
 - objective data
 - do different roles require different levels of reviewers?

Recommendations

Recommendations

- Need ONE performance management system that is structured with the capacity to incorporate performance measures that are unique to each category of employee, supported by evidence and capable of being enhanced, adapted and added to based on the changes that need to be made

Appendix 7

CMI Mission Statement

Current Process

Current Process

- IPC is in the process in gathering stakeholder input on what the mission statement should be.
- After which, final recommendations will go to BOR Planning Committee and if approved, go to the whole BOR to approve or disapprove the mission statement

Need to revise our review processes?

Need to revise our review processes?

- The processes should be updated with clear methodology on how we conduct any review processes.
- Develop a time line or action plan for BOR, CMI and other responsible persons along with other actionable issues

Appendix 8

Vision

The College of the Marshall Islands will be a model community college for the Pacific Island region.

The four major components of the Vision are that the College of the Marshall Islands will:

1. be a source of national hope and pride;
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3. provide a window on the global community;
4. serve as a center for research and inquiry for national advancement.

(Adopted 2007)

Revision of the VISION

The College of the Marshall Islands will be a model post-secondary institution for the Pacific Islands region. Our proud vision includes providing quality learning opportunities, serving as a center for research and inquiry, and opening doors to the global community.

Team 2: Biuma Samson, Mona Levy-Strauss, Edward Adiniwin, Mary Van Auken, and Laura Giardullo

Appendix 9

To identify the best way to complete the
CMI Strategic Plan by June 2015

Team 4



To identify the best way to complete the CMI Strategic
Plan by June 2015

Go back to the purpose of CMI in the CMI Act 1993

- Is the CMI Strategic Plan (SP) aligned with “our purpose”
- 5 goals, 5 team leaders
- Are there guidelines and timelines to guide the team discussions (to develop the activities); these should be done before the submissions on 22nd April to the IPC;
- Develop the relevant activities to “flesh out” the SP;
- How will we measure how successful the activities are?

Cont’d

- Relationship of CMI and the National Board of Education: How strong is this relationship and how much contribution do we have in formulating national education policy and practices?
- If we are the regional model institution, what ELSE do we need to do to extend, expand and capture all of the relevant information and collaborative partners?
- Are our students competitive enough after CMI to survive “the real world?” Some examples are when our graduates continue into other higher institutions, find a job and life-long learning.
- Do we have the right programs, e. g. can we sustain our current programs in the future?

Appendix 10

DRAFT MINUTES THE BOR AND CMI LEADERSHIP STAFF RETREAT

Friday and Saturday - April 10th -11th, 2015
ARRAK CAFETERIA

FRIDAY (DAY 1)

Present:

BOR: Chairman Ben Chutaro, Regent Joseph Bigler, Regent Gerald M. Zackios, Regent Jelton Anjain, Regent Ramona Levy-Strauss, Regent Patrick Chen and Regent Sana Grace Anien.

Staff: Dr. Theresa Koroivulaono, Don Hess, William Reiher, Stevenson Kotton, Biuma Samson, Edward Adiniwin, Ruth Abbott, Rachel Salomon, David deBrum, Cheryl Vila, Wanda Graham, Bob Willson and Boni Sanchez.

Faculty: Mary Van Auken, Meitaka Kendall-Lekka, Florence Peter, Laura G., Va Savu and Jennifer Seru.

Marilyn Harry recording minutes.

I. Call to Order

Dr. Theresa Koroivulaono called the meeting to order at 10:49 a.m.

Opening prayer

Mary Van Auken opened the meeting with a prayer.

PRESIDENT REMARKS

Dr. Theresa welcomed and thanked everyone for attending the retreat/workshop and further summarized the necessary retreat materials. The Changing Education Paradigm; Ch 2 – College of the Marshall Islands; CMI BOR Bylaws rev 5, 2009; CMI Strategic Plan; and the Moral Purpose Writ Large, the pressing goal is to infuse spiritual force into all educators. All materials were emailed to the participants on Wednesday April 8.

a) Power-point “Cleaning the Pathways and Strengthening Relationships”

The video shown at the Retreat was a discussion on reforming public education in the 21st century. As Dr. Theresa mentioned during her introduction of the video, the video is also about the challenges educators are facing in today’s changing educational landscape.

II. REMARKS BY CHAIRMAN

The Chair greets and thanked everyone for the hard worked done the previous years. Acknowledgments went to previous Chair, Regent Zackios for his leadership and to outgoing President, Carl Hacker for stabilizing the finances and his leadership. Chairman hoped that Friday and Saturday’s discussions will focus on the next step; through group effort in looking at ways to improve the organization and in so doing address some of the things Dr. Theresa had discussed. “We want to go beyond what happened and lost in the past and to focus on the future, transforming CMI to be the Marshall Islands’ uppermost educational institution. There are still challenges and issues with the WASC Accreditation, there still are some instructional issues within the instructional organization within the College and in general all the discussions of issues will be opened and frank”. In closing his remarks he pointed out that Dr. Theresa will give more details on what the issues are.

Dr. Theresa acknowledged and thanked the Retreat working team for their help in getting the Retreat venue ready and presentable for the occasion.

Retreat Planning Committee

1. William Reiher 2. Biuma Samson 3. Edward Adiniwin
4. Wanda Graham 5. Marilyn Harry

III. ICE Breaker

Team building - Individuals took turn introducing one another; tell of his/her favorite food and how he/she sees CMI in the next 5 years. The activity was 5 minutes long.

IV. ACTIVITY 1: CLEARING PATHWAYS (1.50 hrs.)

The participants were combined into 4 groups – 1 to 4. A group will choose a discussion leader. Each group was given a laptop, flash drive and discussion and writing materials as presented. The groups were to present their findings, identify relevant documents and sources of information and present a summary of discussion recommendation.

OUTCOMES I & TEAM REPORTS

1. *Team #1 (Chairman Ben Chutaro, Don Hess, Cheryl Vila, Jennifer Seru, William Reiher and Wanda Graham).*

Chair Ben: reported on behalf of the team. The following are some of the team's findings and recommendation:

- The BOR business and constitution -policies are developed and how does the BOR inform the government of activities and etc. There are questions on where the statue located, what policies and other documents are relevant with the right information for the responsibilities of the Regents. How these policies have been properly endorsed, induction programs for new regents, if yes, how it happens. The answer for these is NO. The BOR does not have a set of processes and procedures and so forth.
- The UH Website which explains a lot compared to CMI Website. UH has everything on the portable e.g. their bylaws, policies, Board of Regents Evaluation, Administrative rules and Board reference guide and many others such as policies, procedures and responsibilities of the Board of Regents. There are a lot of gaps at CMI so the next question is what do we do? And as a Regent of CMI and talking about policies in general and differentiate between policies and rules. Back to the UH Administrative rules and they codify. Most of the BOR documents are not on the website, what was on the website during the WASC visit and on file are not the same and it further create confusion. Policies are BOR and rules are the administrative offices.
- The RMI CMI Act is not being followed but needs to in order for the College to be part of the Government shareholders.
- CMI needs a form of a compliance person that will to look at compliance risk issues and be part of the College auditing. The person would facilitate and organizing the policies. The BOR has already approved the Audit Risk Committee.

2. *Team #3 (Regent Jelton Anjain, Regent Patrick Chen, Ruth Abbott, Stevenson Kotton, Meitaka Kendall-Lekka and Sana Grace Anien)*

Stevenson Kotton:

Team's Topic: **Create and Consolidate Protocols to the Board on CMI Operations** because the group believed there is some disconnection between the Board of Regents and College of the Marshall Islands.

- Recommendation –
 - CMI to provide to the BOR College wide departmental reports with supporting documents. With the report are the meeting agenda and the discussion items to the BOR prior a meeting (2 weeks in advance).
 - Ongoing process of the New BOR Orientation of the new BOR members so that they know all about the College and its Mission, Vision, Structures and the Policies.
 - A centralized online place for all the BOR information to be documented and upload.
 - 3 suggested Headings to be used when writing the College wide reporting:
 1. Improvement and Proposed/Make,
 2. The Challenges in Each Area, Changes Proposed/Make, and

3. Policy Changes

QUESTIONS/OBSERVATIONS –

Chairman Ben Chutaro and Regents Zackios stated there is existent of communication issues and the BOR conduction process needs to be better organized better structure.

3. Team #4 (Regent Gerald M. Zackios, David deBrum, Rachel Salomon, Boni Sanchez, Va Savu, Dr. Theresa and Bob Willson).

Regent Zackios: Team's Topic: **Performance Management at the College of the Marshall islands (CMI)**. Evaluate the performance management system at CMI and makes the appropriate recommendation.

- Evaluate
 - A. There should be a fixed term of the evaluation process for the *BOR Evaluate the President* and the *Staff/Faculty Evaluation*
 - B. There should be a performance development – “What are we doing”?
 - 1. Findings – Top to bottom (all across) looking at things that we are not doing/we do. “Performance Development System.”
 - 2. What do we need to do? –5 steps within the (2 categories)

The team focuses mainly on CMI Community and many of the discussion have common themes. Some of the discussions on create and performance management system

 - 1. How do we integrate?
 - 2. How do we reward staff?
 - 3. Consistency
 - 4. Awareness and Training
- Recommendations
 - A. CMI need to include a Performance Management System (1 year)

4. Team #2 (Regent Joseph Bigler, Regent Ramona Levy-Strauss, Biuma Samson, Edward Adiniwin, Laura G. and Mary Van Auken)

Laura G: Team's Topic: **CMI Communication Flow Chart – Students, Faculty and Staff Members**. Concern brought up on the travel of information and some of the barriers in the College.

- Team Ideas:
 - Improve implement to improve the flow of communication,
 - There need to be more transparent information,
 - Create a daily bulletin,
 - Encourage to read emails, and
 - Creating sites for every Committee (CAC and IPC have sites).
- The team question: are we taking advantage of the flow communication?

Comments from others:

In regard of the question from the team, some comments were raised on the need to improve the meeting minutes of various committees and the availability of electronic minutes. There was a Communication Audit Repot and that some barrier may possibly because the official language is not English but Marshallese.

V. Activity 2: The CMI Strategic Plan I (30 minutes)

1. To review the Mission and Vision Process for changes;
2. To review the Vision;
3. To review the Mission and
4. To identify the best way to complete the CMI Strategic Plan by June 2015.

(6 copies of the CMI Strategic Plan were provided to Team #4.)

THE TEAMS PRESENTATION

Team #1 (Chairman Ben, Don Hess, Cheryl Vila, Jennifer Seru, William Reiher and Wanda Graham)

Chair Ben presenting for the team's discussions:

Presenter: Chairman Ben Chutaro in identifying the team's recommendations.

1. CMI MISSION STATEMENT – adopted in 2009 based on Meeting Minutes.

The current process

- The Institutional Planning Committee in the process in gathering stakeholders' inputs on what the Mission Statements should be,
- The development time was not a good process review and it is a require to work more on the SP superfluous time in the future, developing a timeline is a must,
- The BOR needs to affirm one revise.

Team #2 (Regent Joseph Bigler, Regent Ramona Levy-Strauss, Biuma Samson, Edward Adiniwin, Laura G. and Mary Van Auken)

1. VISION

- 4 Major Component
 - To be a source of national hope and pride,
 - Provide tailored quality education opportunity and
 - From window to door opportunity.

2. Revision of the VISION

- For CMI to accomplish quality learning, opportunities, serving as a center for research and information or opening doors to the global community.

Team #3 (Meitaka Kendall-Lekka, Sana Grace Anien, Stevenson Kotton, Florence Peter, Ruth Abbott, Regent Jelton Anjain and Regent Patrick Chen)

Presenter: Sana Grace and Meitaka Kendall-Lekka

1. MISSION STATEMENT

- CMI Community must memorize the College Mission Statement.

Team #4 (Regent Gerald M. Zackios, David deBrum, Rachel Salomon, Boni Sanchez, Va Savu, Dr. Theresa and Bob Willson).

Presenter: Bob Willson provided feedback from the teammates

1. TO IDENTIFY THE BEST WAY TO COMPLETE THE CMI STRATEGIC PLAN BY JUNE 2015

Question/Concern: Is CMI SP aligning with our purpose?

- The team came up with 5 goals, (5 team leaders)
 - Guideline and timeline to guide the team
 - Relationship w/NBE?
 - Collaboration partners

WRAP UP/Day Summary

Dr. Theresa greeted and welcomed Regent Joseph Bigler to the workshop, next thanked all for a good retreat discussions and teamwork. Dr. Theresa further summarizes activities and discussions and told the group that there's lot to be done.

Workshop adjourned at 4:30 p.m.

Respectfully Submitted by:

Marilyn Harry

Appendix 11

RETREAT DAY 2: TEAM 1

Scenario

A new Regent has been appointed and wants to find out about the WASC accreditation process at CMI.

The questions below have been provided to initiate discussion and are not exhaustive.

- How do we advise her, that is, where will we direct her to go and find the information she needs to know?
- How is this information currently stored? (Offline, online or both?)
- How is this information managed?
- Does this system of information storage and management need improvement?
- If so, how?
- Do we have the right structures in place to allow maximum information flow, feedback and improvements to take place so that CMI enjoys full accreditation status?
- Given the critical importance of WASC accreditation for CMI, is one ALO and a deputy ALO sufficient? Do we need to have a team of more than two that is trained in all aspects of accreditation and who can then guide the institution in compiling the required information each year? (Note: This could mean that an annual process is in place to gather information for the self-review as part of a consistent system).
- Should all CMI employees complete the free online basics in ACCJC orientation?

Present a summary of your findings and include any relevant references, links and other sources. You may also want to provide diagrammatic representations as well. Save all of this information on the flash drive provided. Kommool tata.

Appendix 12

RETREAT DAY 2: TEAM 2

Scenario

You have been handed all of the information on WASC accreditation at CMI which includes the following:

- History of WASC accreditation at CMI;
- Self-study reports;
- Reports, recommendations and decisions from ACCJC;
- Email copies of communication between ACCJC and the ALO;
- Institutional support documents for the self-study reports;
- Videos and photographs;
- Information on the preparation for the accreditation team visits, e.g. programs and so on;
- Reports on ACCJC training over the years; and
- The ACCJC website URL.

1. **Drawing on your own knowledge and experience, add any more documents and sources of information that need to be included.**
2. **Design the CMI online storage facility for the WASC information.**
3. **Present a summary of your findings and include any relevant references, links and other sources. You may also want to provide diagrammatic representations as well. Save all of this information on the flash drive provided. Kommool tata.**

Appendix 13

1. How do we advise her, that is, where will we direct her to go and find the information she needs to know? We need to have a site online or offline where he/she can access this information and get inform. A good example would be the UH BOR site.
2. How is this information currently stored? (offline, online or both?) Both, a filing system and on the CMI intranet and website.
3. How is this information managed? We recommend hiring a Communication Officer because the Institutional Officer is currently handling the work and can't carry the load. The Communication Officer can do the work and manage.
4. Does this system of information storage and management need improvement?

Yes. Improve communications, storage of information and how information is submitted to the BOR and shared with the outside community.
5. If so, how?
Recommendation to hire Communications/Information Officer and Compliance Office
6. Do we have the right structures in place to allow maximum information flow, feedback and improvements to take place so that CMI enjoys full accreditation status?
7. Given the critical importance of WASC accreditation for CMI, is one ALO and a deputy ALO sufficient? Do we need to have a team of more than two that is trained in all aspects of accreditation and who can then guide the institution in compiling the required information each year? (Note: this could mean that an annual process is in place to gather information for the self-review as part of a consistent system). We do have one ALO, but don't have a deputy ALO. Yes, we need more than two or more and set-up a WASC accreditation committee.
8. Should all CMI employees complete the free online basics in ACCJC orientation? Yes. Faculty and Admin have done this. We recommend all CMI staff and employees to take this online course just to be informed and know the process is done.

Executive Secretary of the BOR

- Improve information flow to the BOR
- Facilitate orientations (induction), meetings, etc.
- Help prepare reports from the BOR
- Communications
- Authenticate minutes, resolutions
- Coordinate with administration (info. Flows, works)

Chief Information Officer

- Communications Director – vacant for 3 yrs
- Chief Information Officer will have expanded role

Appendix 14

Team 2 Retreat Day 2

Drawing on your own knowledge and experience , add any more documents and sources of information that need to be included.

- Point of clarification: ACCJC states that the CEO is the primary contact with ACCJC, ALO secondary.
- Initial discussion around why WASC fro CMI? Why is it good for cmi?
- Needs to be a continuous assessment of which accreditation org is best for CMI
- New Board members have no history of accreditation and are at a disadvantage
- Preparation for accreditation needs to be continuous
- A part of daily responsibility
- Division of WASC responsibility between Admin responsibility and academic responsibility
- Need to secure and maintain WASC institutional knowledge
- Need more ample information on the website
- Currently only list of documents
- Need sufficient history, in addition to a list of documents

Drawing on your own knowledge and experience , add any more documents and sources of information that need to be included.

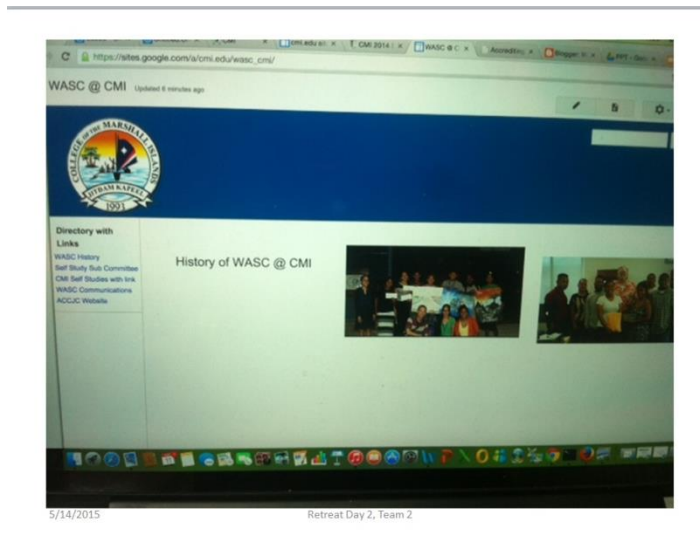
- Other documentation to support the task of maintaining accreditation
- Record of the conversations that units had with the WASC visitors
 - Records retention— is there no WASC requirement, but attempt to archive indefinitely. What is the cost (systems and staff cost)
 - Look back is only to last self study, but the WASC is well aware of the history.
 - Need to broaden the participation/staff support for maintenance of WASC
 - More planning/continuous planning
 - College WASC calendar, including board meeting dates
 - Need to be more proactive in engaging board in cmi activities
 - Need more understanding of what WASC wants and why.
 - WASC has been a negative/a damper on creativity
 - Better minutes of meetings, evidence of unit organization
 - General facts on community/how is RMI /CMI different
 - Community involvement

14/2015

Retreat Day 2, Team 2

14/2015

Retreat Day 2, Team 2





Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

I thought that building connections between CMI employees was one of the best outcomes. I think the retreat also served to clarify, for many people at many levels, the WASE/Accreditation that CMI faces. I thought some of the outcomes (possibilities of actions) were very positive: hiring a communications director, streamlining wording in documents, increased emphasis on training and greater transparency over

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

Many suggestions/recommendations (coming from all levels) were based on ignorance or mis-communication and were not useful.

But - pointed out the need for greater training and explanation.

3. Do you have any other comments?

I hope to see some of the outcomes actually implemented and see the most useful people put onto tasks that can truly improve CMI's functioning, efficiency, efficacy to the Marshallese people, and morale for all connected to the college.

Greater transparency in policies, procedures, actions, decision making, and outcomes is truly necessary at CMI. Many feel we are kept in the dark and that there are "secrets" and improper conduct that is brushed under rugs, and policies created, procedures implemented without those affected having any say or ~~an~~ explanation. This leads people to just shake their heads and roll their eyes about CMI - and leads them to leave. The need for greater transparency and clear, correct communication is great - and this retreat did touch on that or, in some ways, delve deeply into it.



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

*WORKING IN GROUPS TO COME OUT W/ DEFINITIVE OUTCOMES
AND A BASIS FOR CMI TO MOVE FORWARD WITH.*

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

NONE

3. Do you have any other comments?

N/A



**Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI**

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

group discussion and the plenary sessions
as well

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

while the venue is very good, the distance
is too far

3. Do you have any other comments?

It would be very helpful to see how the
WASC process and objectives & standards
support the overall CMI Vision & Strategic Plan.



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

*The organization of the projects. Timing
And venue were also good.
We all participated and kept in
mind that all must participate.*

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

*→ Not having materials in advance, which
indicates a part of the communication issue.*

3. Do you have any other comments?

*We must be careful that all
parts of the Governance System
are included in planning
(represented)*



**Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI**

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

Getting together ^{with} the BOR - getting to work closely with everyone that is involved in the welfare of CMI. An useful exercise

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

visual presentations not clear

3. Do you have any other comments?

annual retreat BOR and by CMI staff



**Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI**

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

- Retreat itself is most useful, where key CMI issues are seriously fleshed out and discussed; must be done - annually; this was never done for a long time now.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

- none

3. Do you have any other comments?

• Have a moderator within the Teams to facilitate / moderate the discussions - especially 'moderating' participants that monopolize the discussions



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

Discussing + Understanding the BOR policies, procedures + role.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

All points of the retreat discussion I found were very important for moving CMI forward.

3. Do you have any other comments?

~~Include~~ More representation from CMI community such as faculty, staff, + students in future meetings like this.



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

As a board member that I could talk to faculty and staff. I can work closely with them in the future.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

3. Do you have any other comments?

Patricia Chen
4/11/15



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

- Team work. really liked the group work.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

Commute to and from. Maybe if we had stayed in the dorms it ~~would be~~ ^{we} ~~we~~ ^{we} could have given us more chances to build ^{family} ~~this a~~ ~~community~~ ^{community} oriented community.

3. Do you have any other comments?

Thanks!



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

working together as a team and in frank and open dialogue

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

3. Do you have any other comments?

a very good exercise, and recommended to continue on a regular basis



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

The establishment of a communication/compliance officer as CMI move forward.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

*- Timing can be better especially to one day only instead of two days.
- Would have included more participants especially from the CMI staff and community.*

3. Do you have any other comments?

- Retreat should have been annually and not wait until the college is in the red.



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

The opportunity to meet and work with members of the Board, Administrators, Faculty, Staff, and Students.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

The screen was pointles. I could not read or see a single. Font sizes need to be a little larger, and presentations should be done in Power Point.

3. Do you have any other comments?

The idea of having everybody filmed and ~~recorded~~ using mics was difficult.



**Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI**

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

That we got together to solve issues facing the college.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

None

3. Do you have any other comments?

None



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

Opportunity to meet CMI's leadership team in all levels... and building relationships, sharing information and seeking ways to enhance and push CMI to be successful in many ways.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

Seeing people in groups (their own familiar groups) that don't try and mingle with other people...

3. Do you have any other comments?

Great food and Great job as a facilitator!



**Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI**

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

Just the fact that everyone from teachers, Board members, staff etc. came together to find better solutions for ~~our~~ a better CMI.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

Can't think of any - it was an awesome retreat.

3. Do you have any other comments?

Thank you for including the Board of Regents.
Great workshop!



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

Simplifying the mission & asking everyone to commit it to memory. Everyone at CMI needs to have the mission in mind & can recite it if asked. Only if everyone @ CMI knows what the mission is, only then can they be a true part/asset for CMI.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

It was tiresome travelling to Arrak for the retreat. ~~This~~ 2 hours was used for travel which could have been utilized better if the meetings were held somewhere in town (or even @ CMI Uliga).

But otherwise - the topics covered were all very helpful and relevant.

3. Do you have any other comments?

Unfortunate that not all Bole members attended. This should be an annual event - it is very important to have Bole + Admin + CMI leadership work together on these issues and share their concerns. It fosters teamwork and makes us do our jobs better.



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?
*Liked having people of various levels together.
(Agenda was not as expected, ~~the~~ (expected work on strat plan)
but the workshop went well and groups worked well.)*

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?
Board Members were not always engaged. Some walked out, took phone calls, etc. during proceedings. Sometimes what the Board complains about is its own inactivity. (They don't know about accreditation because they did not attend the meetings) They don't know about the Calendar because they did not read the email that contains the calendar. (Calendars are developed at least 18 months in advance.)
 - Include more student leaders.

3. Do you have any other comments?
What was presented in the presentations was not necessarily the feelings of the group, but sometimes we are too polite to correct our colleagues in their presentations.



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

"Communication" Improvement of communication in the college its employees, Administrators and the BOK w/ the community would really improve progress. A better understanding of the different committees, sub-committees and others at the college would be a plus to everyone.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

I wouldn't say so because everything we discussed were use full and improvement to the college.

3. Do you have any other comments?

Can this be a annual thing?



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

Combination of BoR, Staff, Faculty, Admin
to talk and point out what the college
needs and weaknesses that we have
and can try to resolve

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

All was perfect, no aspect least
useful.

3. Do you have any other comments?

We should have
more retreats...



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

sharing & discussing the issues towards ~~the~~
a better college. Network/ team building.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

none

3. Do you have any other comments?

- possible to include a group relevant ^{as observer} ~~observer~~
States - maybe relevant to ~~formulate~~ policy formulation
of college - such as private sector, ~~and~~
Education? ~~Have~~ observer only though!



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

The retreat that brought ~~at~~ the manageable level teams to concerned on ~~the~~ important issues that will enhance the educational advancement of country

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

Flyis that are in the ~~cafeteria~~ Cafeteria, very disturbing.

3. Do you have any other comments?

I would like to ~~have~~ ^{see} more of these exercise done in the near future



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

Getting an integrated view from all the stakeholders on issues pertaining to CMI's shortfalls & how it can be better improved, CMI's progress & how it can be made better and CMI's overall leadership & improvement.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

- Bringing personal differences to a critical group work like this & allowing it to affect discussions.
- People need to know that when weaknesses of the college are highlighted, it's not a personal attack - people become defensive of their territory.

3. Do you have any other comments?

- This kind of retreat/workshop/seminars etc. need to be done to all other college entities - faculty, staff, student clubs, board of regents etc.
- This is a great & fruitful exercise - Very informative as well.



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

- The human capacity we have, the capability we have as a team. We have all the great minds combined together and CMI will move forward with such people like these.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

None, ~~and~~ everything was organized and Prepared. It felt as we NEEDED it.

3. Do you have any other comments?

Job well done! We should keep doing it more often, only to keep reminding ourselves why we work for CMI :)



Retreat evaluation
10th & 11th April 2015
Arrak campus
CMI

1. What is the one aspect of the retreat that you found most useful in moving CMI forward?

AN OPPORTUNITY TO ENGAGE IN OPEN
FRANK DISCUSSIONS WITH COLLEAGUES
AND REGENTS TO ~~USE~~ THE ULTIMATE
BENEFIT OF OUR STUDENTS.

2. What is the one aspect of the retreat that you found the least useful in moving CMI forward?

~~AND/OR DOMINATING CONVERSATION~~
DIGRESSIONS BY CERTAIN COLLEAGUES
~~AND/OR~~

3. Do you have any other comments?

GREAT JOB THERESA !! THE
QUALITY / COMPREHENSIVENESS
IN THE DETAILS AND FACILITATION
ARE UNPRECEDENT AT CMI.