

College of the Marshall Islands

Board of Regents Regular Meeting Board conference Room Tuesday, February 12, 2019

The Board of Regents of the College of the Marshall Islands convened at 9:27 am on Tuesday, February 12, 2019 in the CMI Board Conference Room.

Present: Chairman Benjamin Chutaro, Regent Patrick Chen, Regent Jabwil Ned, Regent Kathryn Relang, Regent Jelton Anjain (conference through ZOOM), and Student Regent Thurston Loeak.

Apologies: Vice Chairman Joseph Bigler, Regent Alexander Pinano, Regent Sultan Korean, Regent Julia Alfred, Regent Marie Maddison.

Staff in Attendance: Stevenson Kotton, Vice President of Business and Administrative Affairs (VPBAA); Dr. Elizabeth Switaj, Vice President of Academic and Student Affairs (VPASA); Agnes Kotoisuva, Director of Human Resources; Jasmine Henry, Grants Coordinator; Jellesen Rubon, Executive Secretary for the College of the Marshall Islands' Board of Regents (ESBOR)

Opening Prayer/ Call to Order: Chairman Chutaro asked VPBAA Kotton to open the BOR meeting with a prayer, then called the meeting to order at 9:27 am

Remarks by the BOR Chairman: The Chairman and CMI President had a meeting a day prior to the BOR meeting; Chairman Chutaro announcing the end of his term as a Board member and another board member, Vice Chairman Bigler at the end of 2019. Chairman Chutaro was appointed to the Board 6 years ago. Before continuing, Chairman Chutaro apologized for turning the beginning of the meeting to an historic meeting, but promised that there will be a point to his purpose of the meeting. When he was first appointed as a member of the Board of Regents to the College of the Marshall Islands, he stated that never before had he seen an undisciplined, disorganized, unethical organization other than the EPA. Chairman Chutaro has served on 13 Boards in the RMI in the last 20+ years and served on several commissions. The College has come a long way in the six years that Chairman Chutaro has been on the Board of Regents.

All policies are now contained online compared to the first meeting Chairman Chutaro attended where the policies were hard to find which prompted his own filing system by creating a cardboard box with policies, procedures and relevant College documents. The college has become increasingly transparent as well.

Chairman Chutaro mentioned in the BOR meeting that there has been a lot of focus on the Board and its personality, but not the Institution itself.

President Koroivulaono, acknowledged all present mentioning that the college would not be where it is now without the support of the Board of Regents. "If we don't support each other and walk the right path, our students suffer; our students translate to the success of our small Island States or as I prefer to call it, our large Ocean States."

President Koroivulaono also introduced couple of new CMI employees; Jellesen Rubon, the Executive Secretary for the Board of Regents and Jasmine Henry,

Grants Coordinator and Assistant to the ESBOR.

Upon completion of the President's short introductory remarks, Chairman Chutaro asked the BOR members present at the meeting to introduce themselves to the new employees. The new position of the ESBOR is to keep records and is the Institutional memory that is critically important for accreditation.

President Koroivulaono acknowledged the Vice President of Academic and Student Affairs, Dr. Elizabeth Switaj and shared that she was in training with a contracted mentor. As part of this training, for the first time in CMI's history there is a 47-point action plan for the VPASA's office. The President acknowledged that the College of the Marshall Islands has a strong Vice Presidential team in place now. It's very important that the college is ethical, accountable, and transparent and delivers its services in alignment with the Mission of the College.

After hearing from the President, Chairman Chutaro mentioned having dinner with the Chief Secretary. The focus of the talk during dinner was CMI. CMI has been a great example for how the Civil Service should operate especially with the PMS. CMI is being viewed as a potential model for civil service reform in relation to performance management. CMI has become an example to other institutions within the RMI on systematic improvements

Chairman Chutaro: Motion to approve the February 12, 2019 BOR meeting Agenda; seconded by Regent Jabwil Ned.

Motion to approve the last BOR meeting Minutes of December 2018, seconded by Regent Chen and approved unanimously.

Office of the President

Presidential Update by Dr. Theresa Koroivulaono: Consolidating all initiatives, activities and projects in 2019 in preparation for the new CMI President in 2020; the new

President's Induction package is currently being developed.

Established the Executive Secretary for the Board to lead the CMI Secretariat section. Jellesen Rubon was appointed to the position last week. Jasmine Henry was appointed as the new Grants Coordinator 2 weeks ago and will be assisting the Executive Secretary with her BOR responsibilities.

Regional Education Laboratory (REL) College Readiness Project: The REL team of five led by Dr. Marisa Crowder and WestEd Math specialist, Dr. Karon Klipple ran a 2-day workshop last week to facilitate the design of a brand new Math course to transition high school graduates more successfully into credit level Math at CMI. The new course is scheduled to be offered for the first time in Fall 2019. One of the outcomes is to increase the current 12% credit level entry to CMI Math to 25% by 2020. PSS and CMI Math teachers and instructors are working in collaborative partnership with REL (Pacific).

PSS-USP-CMI-PREL partnership funded by the Asian Development Bank (ADB): the IQBE project is progressing very well with the integration of the Quality Pedagogy Framework in all ASEE and BAEE courses. The Learning Designer in training Manny Mottelang is being sent to the Fiji National University on attachment for the next part of his training in the first week of March, 2019. The two Vice Presidents are also traveling with him to meet with selected members of FNU's senior management team to discuss Hybrid Course Development, Career Technical Education or TVET and opportunities for articulation in Nursing and other health professional areas.

Navigating Student Success in the Pacific (USDE-funded project): 3rd year starting in summer 2019 for 26 students from American Samoa, Palau, Yap, Chuuk, Guam, Pohnpei, Kosrae, Majuro and Ebeye. Two more years to complete the BA in Severe Disabilities or Deaf Education and Advanced Certificates in

the same. An MOU between CMI and the San Francisco State University (SFSU) will be signed shortly for SFSU students to assist with the teaching here at CMI.

Academic and Student Affairs

Spring semester 2019 enrollment

Officially Enrolled: 945

Breakdown:

First Time: 81

Full Time: 591

Part Time: 354

Unofficial: 30

Course completion rates

As part of the College's ongoing efforts to ensure that improvement efforts are data driven, the VPASA is reviewing each semester's course completion data in detail. The overall course completion rate for fall 2018 is 72.2%, which is 2.2% above the institutional set standard of 70%. Within these numbers, a few clear patterns have emerged. All courses in the Marshallese Studies and Business Studies departments met the standard. On the other hand, developmental level courses in both math and English were all below the standard, which highlights the importance of our initiatives to reduce the time spent in developmental courses through accelerated programs, the development of a math bridge course with PSS high school teachers through the facilitation of REL, and adjustments to our placement practices. The VPASA has discussed the results with the Dean of Academic Affairs and the Department Chairs, and Department Chairs have been tasked to work with their faculty members to develop remediation plans for all courses and all individual faculty with completion rates below 70%.

Mentorship program for capacity-building leadership at CMI

As part of the VPASA's mentorship program with Dr. Ray Somera, the Guam Community College VPAA, the first ever 47-point action and initiatives work plan for the VPASA's office has been developed with timelines and updates. This template provides a best practices exemplar for capacity building managers and administrators at CMI. (See the document entitled "CMI Concrete Actions from Bi-weekly reports as of January 28 2019 Version 5-FINAL).

Business & Administrative Affairs

Financial Highlights & Budget Reports

As of February 11, 2019 CMI's general fund shows a surplus of \$235,218. This number includes our encumbrances/obligations (unpaid approved POs) or liabilities.

Investment Portfolios:

Endowment Fund: The market value of the fund amounts to \$1,489,902.31 as of December 31, 2018 which is a decrease of \$71,488.68 compared to December 31, 2018. This is due to fluctuations on the global market between October to December especially around December. Hopefully we will be able to recover the loss by March this year judging from current market trends but this remains to be seen.

BOMI Contingency Fund: The market value of the fund was reported at \$829,065.68 as of January 31, 2019; YTD interest was \$20,931.57 while YTD deposit was \$155,000.

BOMI Maintenance Fund: The market value was reported at \$1,299,780.85 as of January 31, 2019. YTD interest was \$33,006.04 while YTD deposit was \$650,000.

The Financial Aid Finding from mid-2018 has been resolved; however, CMI will continue as a going concern based on how we manage our Financial Aid program.

Facility & Capital Assets Preventative Maintenance

Plant & Facilities Department: The CMI Physical Plant team performed regular annual maintenance repairs on CMI's **Reverse Osmosis** machine located here at Uliga campus. More preventative maintenance works on the RO system will take place next weekend to complete this cycle's scheduled preventative maintenance works. The regular preventative maintenance schedule for the generators at Uliga and Arrak campus will take place in April this year. All other scheduled preventative maintenance works for all CMI buildings are ongoing.

Department of Information & Technology: The IT Department performed a system recovery when one of the critical servers had broken down due to a systems failure which disabled the auto-update. The server serves as the bridge between the NTA backbones (public) to the CMI network (private). During the recovery period, the IT Department had reactivated the backup server to avoid the disruption of services to students and the whole CMI community. The disaster recovery procedures took about two hours to complete and restore normal operations; however, the normal recovery takes at least one working day for these types of systems. The new server is now hosted on a new and reliable HP blade system. The IT team was able to perform this recovery due to the existence of our overall IT Recovery and Preventative Maintenance Plan.

SWOT Analysis for the Strategic Plan 2019-2023 (Consultant William Reiher): Consultant William Reiher took the BOR through the Strategic Plan Development Update and then through the analysis of the SWOT Structure.

Wappepe has been recently approved with further room for improvement; e.g. insert the Learning and Teaching Plan.

- The Meto has 5 main goals and the idea is to translate the goals into strategic activities.
- Rolling Budget (should be on its own)
- Combine the Facility and Security Wappepe
- Insert Human Capital Wappepe; and
- Corporate Wappepe.

The Meto (Master Planning Network)

1. Meto (10-year educational master plan)
2. Learning and Teaching Rebbelip
3. Wappepe

The terms being used are appropriate Marshallese navigational terms for the planning documents of the college.

SWOT Analysis

Outcomes

- Student SWOT Analysis: Students want to feel more student empowerment at the College of the Marshall Islands.
- Staff SWOT Analysis: Staff want CMI to focus more on student centered services.
- Faculty SWOT Analysis: Ideas on improving faculty retention.

The SWOT Analysis that CMI has been performing have been focusing only on the 5 Meto goals due to the fact that they are internal to the college.

Chairman Chutaro: There are 4 items here for the President to discuss.

President Koroivulaono

Corporate Wappepe

Following the presentation and SWOT session this morning, the President and VPs will be working with consultant, William Reiher, to develop what was discussed this

morning and put it into the Corporate Wappepe

Accreditation standards that apply directly to the board will be a main focus area as well.

HR Director, Agnes Kotoisuva, will be discussing the HR policies that are being recommended for revision and for the Board to approve.

Regular review of Policies and Procedures

Department of Human Resources: The Human Resources Office through the HRC and EC has proposed some policy changes. The proposed changes are to help improve efficiency, apply today's best practices and help cut down on CMI's liabilities. The proposed changes will be presented later on in this meeting.

CMI Retirement Saving Plan Proposal: The CMI team conducted an internal review of all CMI employees' gross income (before deductions) and their take home pay which is the net after deductions. The HR Director went through the proposed changes for the Board and answered questions.

HR Director Agnes Kotoisuva:

The recommendations for revisions have been put forth to close any existing gaps that have been discovered.

First policy recommendation is to extend employee contracts to three years instead of two years so that CMI can get a better return on investment because there is a high turnover rate for faculty at the moment.

5.3.60 Overtime and compensatory time for staff policy does not take into account meal breaks at the moment and the recommendation is to close that loop hole.

6.4.1 Housing policy was changed in 2017. Employees were to pay a security deposit but what wasn't addressed was that a security deposit isn't transferrable, and the employee would have to pay the new deposit and the original deposit would return to CMI. This is

wherever a landlord requires a security deposit. Chairman does not require a security deposit at his apartment complex.

6.4.2 Transportation – bringing in employees from the outside and their family comes with them. There was a situation where an employee came, and their family came but then left after a week. So now it is the policy that the family must reside here with the employee for the stated period of time if CMI is paying for the family to come with the employee. However, there are exceptions if children have to go off to college etc.

7.3 Annual Leave: People resign and take their annual leave for the rest of the time in which the notice period applies and the policy had not originally addressed this issue. So now, once CMI knows that an employee is resigning, they cannot use the rest of the time immediately before resignation to take the leave accrued. Whatever leave is accrued when you resign, the accumulated leave is paid out. This way all ties are severed between the employee who has resigned and the college

Sick Leave: current policy states an employee can take sick leave when a family member is ill. In CMI's experience this has been abused. So the change that is recommended is that you can use your sick leave but only after you have used all of your annual leave. This will help differentiate between a family member being sick and the CMI employee being sick.

Regent Ned: Why don't you make special leave where they have to make a written request?

HR Director Kotoisuva: We have a variety of types of leave. We already have enough categories of leave: sick leave, annual leave, community leave, bereavement leave etc.

VPBAA Kotton: it has become a trend to apply for sick leave instead of annual leave and there is always a huge amount of annual leave left and this becomes a liability on the College.

HR Director Kotoisuva: Yes, because annual leave has to be paid out and sick leave does not. Now we also are requiring that after one day a medical certificate must be provided to show that you were sick, because this has also been abused.

7.8 Administrative leave: Employees of the college take leave that is college related or college approved. So, this recommendation is to distinguish between just going on your normal duties to places like Ebeye or Jaluit as part of working at another CMI site currently this type of travel has been booked under administrative leave when it should not be.

8.6 Tuition waiver for employees and dependents attending CMI: We are recommending that this become two separate ones because one is professional development while the other is an employee benefit, so we are taking the dependent part out and putting it under employee benefit policy where it belongs

Chairman: are a lot of people taking advantage of the tuition waiver?

HR Director Kotoisuva: not many are taking advantage of the tuition waiver because most of the individuals who are able to apply are eligible for the PELL grant.

Chairman: Just asking because I was unsure if they would get the Pell grant and be able to use this policy.

HR Director Kotoisuva: There is no double dipping, Stevenson makes sure of that. That's probably why we don't get many using this policy.

Chairman: We're trying to consolidate this policy to bring all employees under one policy in the HR Manual so that we have just one point of reference. We're also including it there for administrators and also changing the support and technical staff notice period from 14-30 days to give us enough time to find replacement staff for the position, at least locally.

10.4 Vehicle Use: This is to include here the provision of a vehicle for the Vice Presidents; currently it only includes the President not the Vice Presidents.

HR Director Kotoisuva: So these are the policies up for recommendation to the Board for their approval

Regent: Does Admin leave cover leave for faculty/non-faculty to assist with community activities.

HR Director Kotoisuva: Yes, at one time we had the President of WUTMI work here so when there was the AGM they applied for admin leave to attend, so that is one way that administrative leave can be used.

Regent Ned: I have a question here at 5.3.60 for overtime because we don't have overtime at my place of employment so how does it work, for how long and when can it be given?

HR Director Kotoisuva: Overtime has to be approved before it is given.

Ned: For how many hours?

HR Director Kotoisuva: It depends but you must take a half an hour break between the end of the normal work day and the start of the overtime hours.

President Koroivulaono: This doesn't apply to everyone only for those who are on an hourly wage, it also does not apply to individuals on salary. We have one of the biggest RO systems on island producing over 30,000 gallons per day which requires a lot of maintenance. We do not only service the college but also the community. So, if that breaks, we're looking at substantial costs for repairs. When that machine needs maintenance, we only have limited staff and time to fix it so that is why we need to pay overtime because otherwise the waged labor will not be properly compensated under our policies.

HR Director Kotoisuva: Yes, this only applies to hourly paid workers the support and technical staff

Chairman: besides instructors would get overload.

President Koroivulaono: and our overtime is very carefully monitored, if you work overtime that wasn't approved by your supervisor then you won't get paid.

VPBAA Kotton: it's very strictly managed, so even if your supervisor approves but didn't go through the appropriate processes, you don't get paid.

Regent Ned: 8.6 why do dependents get a tuition waiver?

Chairman: It's an employee benefit.

Regent Ned: How many benefits do employees get besides this one?

Chairman: What you're saying is that you are trying to separate the current policy into two different ones?

HR Director Kotoisuva: Yes, we want to separate it into two different ones so that we can cost it. For employees it's professional development.

Regent Ned: Is there a limit on the number of dependents that are covered?

VPBAA Kotton: It's the number of dependents allowed by CMI which is under a different policy.

HR Director Kotoisuva: The policy is a benefit that most colleges/universities offer.

Regent Ned: Well those are rich colleges we are talking about money here.

Chairman: I think it's another way of encouraging students to attend here and getting employees to stay here.

VPBAA Kotton: We were going to get rid of this policy during the financial crisis, but employees said this was a reason for them to stay if their kids could attend the College.

VPASA Dr. Switaj: It's another incentive for employees because if this is where your adult child is attending, it's another reason to stay here and be near them.

Regent Ned: Well I just think...this is not right.

HR Director Kotoisuva: This policy is rarely used.

President Koroivulaono: There may have been a time that they really needed this policy but from our experience it isn't really used but there are circumstances where a student runs out of Pell and they need to finish maybe one semester left; this is where we want to assist but the Regent raises a good point.

Chairman: I have a suggestion...just a procedural thing, so basically if we have issues with 8.6 and 2.24 without holding up the whole resolution, we can defer this, and I can put my signature and say it is deferred since the issues raised are with a policy that isn't used a lot; it is not urgent.

Regent Ned: Perhaps putting it into the agenda in future days because it is a different issue than what I have raised.

HR Director Kotoisuva: The policy is in place and still ongoing so are we suspending implementation of it?

Chairman: No, we're not suspending it just leaving it to discuss it further later. So can I get a motion to approve?

Motion was approved, and Chairman signed.

President Koroivulaono: Point 3 was a resolution responding to bigotry faced by Micronesians in Hawaii. I know this has been a matter of great discussion for a matter of years. Looking at the actual proposal it is what we are teaching here to help them prepare for what they might face.

Chairman: I support this.

President Koroivulaono: I think we all agree that this is a very proactive move by the faculty as it is an issue that our students face.

Chairman: Yes, this has happened recently where Kaimuki high school kids ended up in a fight and police were called and Micronesian, Marshallese specifically, were

blamed. There is always a one-sided narrative and this is a good thing [this policy] and I support it and it is a big issue, in of all places, Hawaii.

Regent Relang: motion to move

Regent Chen: seconded the motion.

The motion was approved unanimously. Chairman signed the resolution.

President Koroivulaono:

Last point is the Presidential search committee which will be discussed in the Executive Session.

Regular meeting adjourned, ESBOR along with President will discuss scheduling future meetings and set them on the Annual calendar and share the dates with all members of the BOR for reference due to the fact that everyone has busy schedules.

Action items for approval

1. Amendments and revisions to HR policies.
 - a. All approved except for
 - b. i (1) 8.6 tuition Waiver and (2) 6.2.4 employee Family, Education Benefit Policy, deferred to next BOR meeting in May 2019.
2. Resolution to approve CMI Employee Retirement Plan options – VP BAA Mr. Kotton
3. Resolution to approve the CMI response to bigotry against Marshallese in Hawai'i
4. 2019 BOR meeting calendar: February, May, August and November

Executive session

1. Evaluation of the President's performance in 2017-2018
2. Evaluation of Board's performance in 2018
3. Review of the BOR's by-laws
4. Include the process for the CMI presidential recruitment

BOR requests for future items and information: 8.6 Tuition waiver for employees and dependents attending CMI, and 6.2.4 employee Family, Education Benefit Policy, differed to next BOR meeting

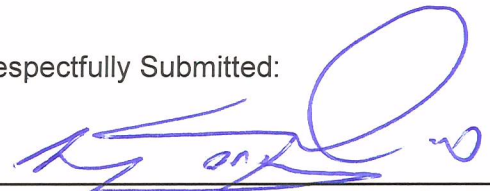
Next meeting: May 23, 2019

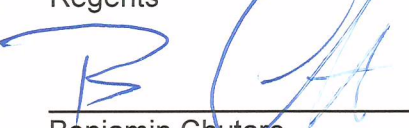
ADJOURNMENT

Date: February 12, 2019

Time:

Respectfully Submitted:


Theresa Koroivulaono (President) for the
Executive Secretary to the Board of
Regents


Benjamin Chutaro
CMI BOR Chairman