



Board of Regents Regular Meeting Minutes - Approved September 19, 2019

Members Present

Chairperson Kathryn Relang
Regent Julia Alfred
Regent Marie Maddison

Regent Benjamin Chutaro
Regent Joseph Bigler
Regent Helmer Lang

Regent Patrick Chen
Regent Alexander Pinano
Student Regent Alma Capelle

Apologies:

Vice Chairman Sultan Korean Regent Jelton Anjain

CMI employees in attendance:

Stevenson Kotton, Vice President of Business and Administrative Affairs (VPBAA)
Dr. Elizabeth Switaj, Vice President of Academic and Student Affairs (VPASA)
Cheryl Vila, Director of Institutional Research and Assessment
Kelly Sebastian, Acting Executive Secretary to the College of the Marshall Islands' Board of Regents (ESBOR)

The meeting was called to order @ 9:11 AM

Agenda Items

1. Opening prayer, Roll call and call to order
2. Welcome (Chairperson)
3. Approval of the Agenda
4. Adjourn Regular Meeting to move into Standing Committee Meetings

Strategic Planning Committee Vice Chairman Korean

Members:

1. Vice Chairman Korean
2. Regent Pinano
3. Regent Bigler
4. Regent Alfred
5. President Koroivulaono

Finance/Risk Assessment/ Audit Committee

Chairman Relang

Members:

1. Chair Relang
2. Regent Chen
3. Regent Chutaro
4. VPBAA Kotton

Academic & Student Affairs Committee

Regent Anjain

Members

1. Regent Maddison
2. Regent Lang
3. Regent Anjain
4. Student Regent Alma Capelle
5. VP ASA Dr. Switaj

6. Review of the last BOR meeting Minutes
7. President's update
 - Dr. Elizabeth update



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- Accreditation Report
 - Data Extract
- 8. Morning Tea
- 9. Standing Committee Reports
- 10. Action items for approval
 - The new and revised institutional plans: the METO, Learning & Teaching Rebbelip, 5 Wappepe and new Strategic Plan Plan (President Koroivulaono and William Reiher)
 - Resolution to approve Data Release Policy
 - Resolution to approve FY 2019-2020 Budget
- 11. Information for the BOR
 - CMI Planning framework updates
- 12. BOR requests for future items and information
- 13. Executive session
 - CMI employees as general and local election candidates: Hermon Lajar
 - President's performance evaluation for 2017-2018.
- 14. ADJOURNMENT

Minutes

1. OPENING PRAYER, ROLL CALL AND CALL TO ORDER

- Chair Relang asked Regent Lang to open the BOR meeting with a prayer, then called the meeting to order at 9:11 am.

2. WELCOME (CHAIRPERSON)

- Chair Relang thanked everyone for making the time to be at the meeting today.
- Chair Relang would appreciate any advice and assistance from everyone.

3. APPROVAL OF THE AGENDA

- The last board meeting minutes had already been reviewed at the board special meeting.
- Before we go to our Standing Committees' meetings, we will have the president's update.
- Regent Chutaro moved to approve the September 19, 2019 BOR meeting Agenda, Student Regent Capelle seconded the motion. All approved.

4. PRESIDENTIAL UPDATE BY DR. THERESA KOROIVULAONO

- President's report highlights some of the major events that have occurred since the last time the Board met.
- There are two sections: Matters for nothing and Matters for information for the Board
- Matters for noting.



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- The education sector has been meeting for many months now, and the sector Strategic Plan is being developed by PREL, specifically by Paul Hadik who is the CEO for PREL .
- The next meeting is planned for Friday September 20, 2019 and each of the entities is required to make a presentation on their Strategic Plan for the following reasons:
 - To see where the gaps are throughout RMI education and also to see how we can close those gaps by making sure we're all working together on this journey.
 - The education problems as we recognize them start from pre-K right through to College and beyond.
- IQBE (improving Quality Basic Education) continues to have great success in this area.
 - Met with the PSS team and in partnership with PSS and USP on this project.
 - CMI has embedded the Quality Pedagogy Framework in all ASEE and BAEE courses; the Learning Designer is working with the Education department instructors to develop hybrid courses exemplifying instructional design/learning design principles.
- Duty travel:
 - July 8 – 13, 2019. Attended the CARNEGIE MATH PATHWAY/WESTED strategic planning meeting in San Francisco. This trip was fully funded by WESTED.
 - JEMFAC annual meeting in Honolulu on September 5. VPBAA Stevenson Kotton and I presented on behalf of CMI.
 - September 23 – 30: REL Pacific Board meeting & Pacific Post-Secondary Education Council to Pagopago, American Samoa. This trip will be fully funded by REL Pacific.
- Matters for information for the Board
 - CMI Audit report: was completed 30 days late and submitted on July 31.
 - VPBAA Kotton will report to the Finance/Risk Assessment/ Audit Committee Standing Committee and they will report back to the Board.
 - Audit Engagement Letter: received from the Federal Student Aid Office, SFO.
 - The 2 Vice Presidents and I will be working on the responses that need to be submitted on November 1, 2019 (45 days from today).
 - Regent Chutaro: Explained that the process Financial Aid SFO wanted us to explain was based on our audit findings.
 - Primarily because we were late and when they looked at the audit they found some areas where they wanted us to provide MORE information - in regard to Financial Aid.



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- The letter came from the Financial Student Aid Office in San Francisco.
- Regent Chutaro:
 - Financial Aid SFO are being very diligent; because of the issues they just want to see that we are actually doing what we say we're doing.
- First ever Construction Trades Boot Camp: June 24 – August 2, 2019.
 - Places for 20 trainees, 25 enrolled, 24 started and completed the program.
 - CMI hired 8 graduates, 8 others have been employed by the private sector and the remaining 8 were considering attending college after their graduation.
 - Chairman Relang: Are there plans to continue this or other areas for boot camp?
 - Yes, there are definitely plans to do it again, looking both to repeat what we did and possibly have a second level for the students who went through the first level so that they can continue to improve their skills - we do not have confirmed dates yet but it is part of the Adult & Continuing Education program discussions for the coming years.
 - One of the biggest problems for us is availability of trainers - we can find the funding and the students but the trainers are very hard to find on-island - for this we worked with Guam Community College and they provided the two trainers.
 - We could go to them again or to Palau Community College.
 - Regent Ben: Where did the private sector hires go?
 - Some to PII and some to other construction companies.
 - Chairman Relang: What was the gender composition of this program?
 - It was all male, we hope to see females in the future but this time it was all male.
 - Regent Pinano: In the Philippines, the best welders are females.
- Strategic Plan and other CMI institutional plans: the final drafts of the CMI planning framework are now before the Board for approval:
 - Learning & Teaching Rebbelip (new);
 - Governance Wappepe (major revision);
 - Enrollment Wappepe: (major revision);
 - Information Technology Wappepe: (minor revision);
 - Facilities & Security Wappepe (major revision); and
 - The Bujen Kollejar-Strategic Plan 2019-2029 (new).



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- The RMI Education Sector Plan: CMI, PSS, the Scholarships Office, NTC and TSLB were represented at the 2 Education Sector Plan workshops in the last 2 months at MIR facilitated by Consultant Paul Hadick (CEO of PREL).
 - Once the draft plan is released Dr. Theresa will share it with CMI.
 - Consultant Dr. Natalie Nimmer also conducted interviews here in the RMI and extensively with CMI.
- Land Grant Board Meeting: June 12 & 13, Palau Community College, Koror, Palau.
 - Attended with Hon. Minister Heine who is a Regent and CMI Dean of Land Grant, Stanley Lorennij.
 - September 10 & 11: CMI hosted the Land Grant Board meeting on behalf of the RMI Regent, Honorable Minister for Education, Training & Sport, Wilbur Heine.
 - The designs for the renovation and construction of a new hatchery and storage space at Arrak campus were presented to the Land Grant Board. Support is strong and the next step is the request for funding approval to USDA through the Land Grant Head Office in Pohnpei.
- Land Grant activities: The CMI Land Grant is the most active it has been in 10 years due to Dean Lorennij's passionate and singular commitment to advancing agriculture, aquaculture and food technology research in the RMI to promote food security and sustainable resource and economic development.
 - Most recently in July (2019) giant clam and rabbit fish production training took place both here in Majuro and in Mili.
 - 10 trainees from Mili, Aur and Majuro learned how to identify the right size species and then enable spawning.
 - Regent Chen: Land Grant Activities - The Taiwan committee sent some expertise here and they were talking about agriculture and the process.
 - We have not met them yet, normally they go to Arrak and meet with the Dean of Land Grant.
 - Our Land Grant program here has agriculture, aquaculture and for the first time since it was established here we also have food technology research.
 - At the moment the food technology researcher is working on producing some coconut flour and she's also working on coconut vinegar as well.
- REL & WESTED Workshop for the Math transition course: took place from June 17 – 21, 2019 at the ICC and was attended by our Math instructors and PSS high school teachers.
 - The first ever Math transition course designed through this collaborative partnership is now being offered for the first time this semester in all Grade 12 PSS classrooms.



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- This workshop focused on restructuring curriculum from grade 9 through grade 11 and onto the new Math transition course in grade 12.
- The Mentors workshop took place here in Majuro on September 4 – 6, attended by CMI Math instructors who are the mentors and PSS Math high school teachers who are the mentees.
- Regent Lang: For the Mentor Workshop - is it only for the public school system?
 - Yes, currently, it is only offered in the public schools. We also asked the PSS Commissioner about it, he wants to be inclusive - this is a pilot that we're doing.
 - The plan is that they will have the discussion with the private schools once the pilot is completed.
- The RMI Government Appropriations Committee Hearing: VPBAA Kotton and I were scheduled to make the CMI presentation on the CMI Budget portfolio FY 2018-19 and FY2020 on August 21, August 22 and then again on August 26.
 - We finally presented on September 2.

5. UPDATE - DR. ELIZABETH AND CHERYL

➤ Accreditation Report - Dr. Elizabeth

- Following completion of the audit. The 2019 Annual Fiscal Report to ACCJC was submitted on August 5.
- The Steering Committee for the 2021 Institutional Self Evaluation Report (ISER) is now meeting every other week.
 - Standards' committees have begun forming to gather evidence, which is the primary goal for this semester.
 - Our process for putting together the ISER is to gather evidence first and then write a report based on what we have.
- There will be an ISER kickoff event for the standards committee on the evening of October 8th and an accreditation carnival to share the standards with the campus community on October 23rd.
- An internal website for the ISER effort has been launched at <https://sites.google.com/cmi.edu/2021-iser-working-site/home>.
 - This site includes information about the Steering Committee and Google Drive folders that will be used for gathering evidence.
- On July 30, 2019 the National Advisory Committee on Institutional Quality and Integrity (NACIQI) voted to recommend renewal of ACCJC's recognition by the U.S. Department of Education for the full 5-year period.
 - This recommendation further includes expanding the commission's scope to include baccalaureate degrees.



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- CMI continues to experience its longest ever period of accreditation without sanctions (over 2 years now. Formerly CMI's longest period without a sanction was 10 months).
- Data Extract - Cheryl
 - For this year, we want to highlight the 20% completion rate over 4 years, a very important KPI of the College.
 - The data shows the movement of students when they started at CMI in Fall 2015 until Fall 2018.
 - There were 272 new students and In the 1st semester 9% of the students completely dropped out from CMI.
 - In the next semester the retention from Fall to Spring was 85%.
 - In the next year the retention dropped from 85% to 55%, after one academic year.
 - For the students who came back after four years, only 54% of the students completed DevEd - Developmental English.
 - ENG 111 is the gateway for all the degrees and certificates; only 34% were able to complete their ENG 111 - this is within the 4 years from when they first started at CMI.
 - The students are moved to sophomore if they completed 30 college credits, 26% of students moved onto the Sophomore level.
 - From the 26%, the degree completion within 4 years we have 20% - 14% were able to complete their associate's degree and 5% were able to complete their certificate in carpentry program.
 - Tracking the students who are still attending by fall 2018, a year ago: a huge amount of students are still attending, 68% are almost all of the cohort after the 9% dropped.
 - Key Points:
 - It's important to understand why students drop out of CMI after the initial semester - it appears we are losing students at the level 3 and credit levels.
 - Some students who were interviewed at level 3, attended CMI for one semester because they were waiting on the approval of scholarships and applications to other schools.
 - We should monitor students closely in the initial year - it is within the initial year that we lose almost half of the students.
 - We should try to establish programs for high performing students - if all level 3, credit level and vocational students complete, that makes a 30% completion rate.
 - We should also try to recruit more carpentry students - carpentry contributes significantly to CMI's completion rate.



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- We should emphasize the importance of completing the degree on time
 - after 4 years, the majority of the students who did not complete continue to attend CMI.
- The 20% completion rate that we achieved for completions over 4 years, makes no difference to the ACCJC set benchmark of first-time, full-time graduation over 3 years or 150%. For those graduates we are still at the 8% mark. We need to achieve at least 15%.
- We have multiple measures - Accelerated Programs for English and Math and the Math transition.
 - Regent Chutaro: If the data is true, almost every CMI student going off island has already exhausted their pell.
 - Regent Madison: The Public School System is looking at other ways to reform and improve the education system to better target national aspirations for improvement.
 - There is a movement to look at the four track education system
 - with the assistance of PREL.
 - 1. College Prep
 - 2. Vocational
 - 3. Military
 - 4. Sustainable Life - Island Life and Culture.
 - Everybody will be part of the movement, the two higher and continuing education institutions are also focusing on improving the basic education system (foundation), at the same time we have to address reality and life-long learning.
- Regent Pinano: Have we got data from 2016 - 2019 - if we are getting better or not improving at all?
 - The data from fall 2015 cohort is the cohort we based the 200% completion rate - next year is 2016.

6. STANDING COMMITTEE REPORTS

- Strategic Planning Committee - Dr. Theresa
 - First time in our 26 years history, CMI has a suite of 8 institutional plans, based on the Integrated planning cycle.
 - In the last two years, we've developed a METO, which was approved.
 - The METO is the overarching ten year plan, with our aspirations articulated in the five goals.
 - The Wappepe are in place, which states the outcomes of the METO, we also need to focus firmly on the Learning and Teaching Rebbelip.
 - We've developed a Learning and Teaching Rebbelip - Marshallese terminology.
 - Based on the AACCC guided pathway.
 - We talked about Advising - as part of this diagram - for guided pathway planning and implementation and evaluation.



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- This will go back into the high schools.
- There are 5 Wappepe which cover all the operations of the College - all of these plans are homegrown.
 - Governance Wappepe
 - Revised version of the corporate plan that former Chairman Chutaro and Dr. Theresa worked on.
 - This is the plan for the Board, and the main purpose is to outline the broad strategic directions for the Board of Regents in 2019-2023.
 - The three (3) areas of KPIs for the Board:
 - Academic Quality - including oversight of Learning and Teaching quality and Student Services through Accreditation.
 - Strategic Planning and Institutional Effectiveness - including the review of the CMI Act, Board of Regents By-Laws and oversight of all institutional plans.
 - Financial Integrity - including oversight of financial risk assessment and financial audits.
 - Enrollment Management Wappepe
 - Information Technology Wappepe
 - Human Capital Wappepe
 - Facilities & Security Wappepe
- All of these plans are linked.
- The METO has five goals:
 - Student achievement and success;
 - Open learning;
 - Economic and Community Development;
 - Sustainability of Human, Fiscal, and Physical Resources; and
 - Entrepreneurship.
- This is the first time this College is institutionally organized.
- Regent Alfred: Do we have Human services in our courses and programs.
 - No plans yet, It's not precluded by the plans, the challenge is going to be having the capacity to offer the program effectively.
 - In the METO - the program and services that we aspire to offer, the biggest challenge always remain the trainers/instructors.
 - The Academic pathways for CMI students begin with the selection of an area of study depicted by the four majors: Education, Health Sciences, Liberal Arts and Business.
- Motion for approving the CMI FrameWork. The motion was unanimously approved.



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➤ Finance/Risk Assessment/ Audit Committee - Stevenson

- A summary of the budget breakdown is provided .
- The total budget breakdown for this year is 12.1 million.
- The new challenge is the \$300,000 that was supposed to be provided by the RMI Government for the Youth Corp Program.
 - The programs currently offered as part of this funding are carpentry, the boot camp and solar training.
 - We received \$150,000, this FY, based on the proposed budget draft but the total budget is \$300,000 so \$150,000 remains outstanding from the GRMI.
 - If we can at least get a minimum of 2 years data on how well we did this, in term of students immediately getting jobs, the College can apply for pell grants where students do not have to hold a high school diploma but they secure a career pathway.
- 39% of the whole CMI budget - revenue coming in is funded by Pell.
- In the 2017-2018 audit - we ran into problems , our trial balance and audit submissions were late.
 - The first fining in our audit as to do with submission of the trial balance.
 - Next current year 2018-2019, our goal is to submit our trial balance to the government and auditors by December 31, but the internal deadline is November 30.
- The audited financial statement is unqualified, but we have a material weakness through not submitting the trial balance on time.
 - Needs to be monitored: When there is a material weakness in any audit, it means that the College does not have either the capacity or proper internal controls to safeguard the College from fraud.
- All of the findings for the Pell Grant have already been corrected, and the auditor has already reviewed them.
 - For the Add and Drop: The SIS will automatically send an alert to the individuals.
- This was a huge learning curve for us at CMI.
- Some of the processes we've improved focusses on automating the system as much as possible to eliminate human errors.
- We've automated over 90% now, with all of our filings to be done electronically.
- The CMI liquidity ratio went from \$1.04 to \$1.02.,
- Account Receivables went down but Liabilities went up.
 - The Business Office team was late in reconciling all the POs to close out the payables; these were booked as liabilities. This is the reason why the Receivables went down and Liabilities went up.
- Our working capital is \$87,349.
- The Debt to Asset Ratio is on 20%, which is acceptable.



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- As of June 30th, our contingency is at \$829,000, which is with BOMI.
 - Were above the 5% requirement of WASC, we're at 11%.
 - This is an increase of \$200,000 from the previous year.
- CMI maintenance fund is at 1.3 million, half a million increase from last year.
- CMI endowment fund is at 1.6 million, \$200,000 increase from last year.
- The goal for our investment funds by 2023, is a minimum increase of \$3 million.
- When the Appropriation Bill came through the GRMI did not cut any funding from the previous year, but we were told that we need to also consider other government entities who are really struggling to find money.
 - We are asking for the same amount as last year; we will find it very difficult to maintain the current level of services if funding levels drop.
- The Business Office and Financial Aid teams will be doing a general public awareness and training on Title IV.
 - There will be radio announcements for students and parents.
- The VPBAA has undertaken to train the Business Office team to do the audit field work; this has been completed.
- Big thank you to VPASA Dr. Elizabeth and her team for conducting an advanced accounting course here at CMI in collaboration with ACE for the Ministry of Finance.
 - Good for understanding the audit and understanding how to complete the trial balance.
- Academic & Student Affairs Committee - Dr. Elizabeth
 - CTE (Career Technical Education) initiatives - major area of growth in the College.
 - 1. Construction trades bootcamp - prepare people to enter the workforce.
 - 2. Up skilling of people who are already on the workforce.
 - An ethics training is scheduled, starting with our internal constituents.
 - Our enrollment for this semester is 989 students, it's a little lower than last Fall.
 - Possible reasons for the slight decrease in enrollment: More students started in the Summer or migrated to the US.
 - Our course completion rate last fall semester - from 74% in the previous fall to 72%.
 - Our fall to spring retention last semester went down by 1% off.
 - Guided Pathways / Learning and Teaching Rebbelip - well established model and it is a tremendous success in other community colleges.
 - Example: an Ohio community college, they went from 3.9% completion rate to 19%.
 - Regent Alfred: are the counseling staff enough to address the needs of the students?
 - The new director of counselling is creating a lot of very proactive initiatives to make contact with the students before they come in with their problems.
 - There are 3 counselors plus the director; an additional counselor is being hired.



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- We are having counseling workshops made available not only on our main campus but also using our zoom technology to reach out to our distance education centers.
- Working on creating a substance abuse prevention initiatives.
 - Workshops, awareness, survey and rallies.

7. ACTION ITEMS FOR APPROVAL

- Resolution to approve Data Release Policy
 - This is a policy that essentially formalizes the role of different departments in ownership of data and the procedures for releasing data.
 - This policy is to establish control, rules and guidelines.
 - This policy is more focused on data, College wide.
 - Regent Chen moved to approve the Data Release Policy. Regent Chutaro seconded the motion. The motion was unanimously approved.
- Resolution to approve FY 2019-2020 Budget
 - The budget is \$12.2million.
 - The Youth Corp budget was at the internal affairs for 2 years, the budget allocation was \$300,000 but we only received \$150,000 - we have been told that the other half is still coming.
 - Regent Chutaro's recommendation to the College: next time, sign the document that states the total financial commitment to CMi, then we will take it on.
 - Chair Relang recommend that we continue to ask for the \$150,000, as part of the \$300,000 commitment.
 - Regent Chen moved to approve the FY 2019-2020 Budget . Regent Bigler seconded the motion. The motion was unanimously approved.

8. INFORMATION FOR THE BOR

- The Planning framework updates:
 - We will be carrying out the final edit on the suite of 8 institutional plans approved today before printing them.
 - Then we'll distribute the plans and roll out implementation ácross the College.

Meeting adjourned @ 12:55 PM

Scribe
Kelly Luce Sebastian,
Acting Recording Secretary

Reviewed & Approved by
Chairperson, Board of Regents

November 28, 2019
Date approved