



P.O. box 1258
Majuro, Marshall Islands, MH 96960

Accredited by the Western Association of Schools and Colleges

Tel: (692) 625-3291/3843
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Board of Regents Regular Meeting Minutes - Approved February 27, 2020

Members Present

Chairperson Kathryn Relang
Regent Julia Alfred
Regent Marie Maddison

Vice Chairman Sultan Korean
Regent Helmer Lang
Student Regent Alma Capelle

Regent Patrick Chen
Regent Alexander Pinano

Apologies:

Regent Benjamin Chutaro

Regent Joseph Bigler

Regent Jelton Anjain

CMI employees in attendance:

Dr. Theresa Koroivulaono, CMI President

Stevenson Kotton, Vice President for Administrative and Business Affairs

Dr. Elizabeth Switaj, Vice President for Academic and Student Affairs

Kelly Sebastian, Acting Executive Secretary for the College of the Marshall Islands' Board of Regents (Acting ESBOR)

The meeting was called to order @ 9:15 AM

Agenda Items

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

Strategic Planning Committee

Vice Chairman Korean

Members:

2. Regent Pinano
3. Regent Alfred
4. President Koroivulaono

Finance/Risk Assessment/

Audit Committee

Chairman Relang

Members:

2. Regent Chen
3. Regent Chutaro
4. Regent Bigler
5. VPBA Kotton

Academic & Student Affairs

Committee

Regent Anjain

Members

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



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6. Review of the last BOR meeting minutes
7. President's update
8. Dr. Switaj's update
 - Accreditation Report
 - Data Extract – SP2020 Enrollment
 - Proposed Revision to Creation, Review and Revision of Policies
9. Standing Committee Reports
10. Action items for approval
 - The draft CMI Presidential Succession Plan.
 - Revised BOR Bylaws: revise and add a presidential selection section from which the procedures prepared by Human Resources would emanate: Dr. Switaj will explain the revisions made.
- Action items
 - Resolution for signing from the Special Board meeting on January 27, 2020:
 - That President Koroivulaono implemented the CMI Presidential Succession Plan for William Reiher forthwith.
 - Resolution to Revise the Policy on Creation, Review and Revision of Policies.
11. Matters for information
 - BOR training: in light of the imminent change in BOR members and a new President at the next meeting a Board training proposal will be presented for approval.
 - Appoint a BOR trainer. Dr. David Newnham (Vice President Kotton's mentor) has been asked if he would consider the role. Dr. Newnham is a retired Professor of Music and Former Vice President of Instruction, Folsom Lake College. Another potential trainer is Dr. Ray Somera, Vice President for Academic Affairs, Guam Community College.
 - Final Audit Determination.
 - CMI Annual Report 2019.
12. Executive session.
13. BOR requests for future items and information.

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 9:15 am.
2. **WELCOME (CHAIRPERSON)**
 - We have a full schedule on our Agenda.
 - Thank you for making it here to this Board meeting.



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3. APPROVAL OF THE AGENDA

- Regent Lang moved to approve the February 27, 2020 BOR regular meeting Agenda. Regent Chen seconded the motion. All approved.

4. REVIEW OF THE LAST BOR MEETING MINUTES

- Regent Alfred moved to approve the November 28, 2019 and January 27, 2020 meeting minutes. Regent Chen seconded the motion. All approved.

5. PRESIDENT'S UPDATE BY DR. THERESA

- Matters for Noting
 - Orientation for the new CMI President: All CMI departments should work on having summary reports (with the latest updated information) for the new President.
- Matters for Information
 - Spring 2020 enrollments: 940. 6% less than Fall 19 and 3% less than Spring 2019.
 - The Accreditation Committee led by Dr. Elizabeth Switaj as the Accreditation Liaison Officer is working through the identification of evidence for our ISER (Institutional Self Evaluation Report) which is due in February 2021. The next accreditation carnival will be on March 18, 2020.
 - The CMI Trial Balance was submitted on Friday February 21, 2020. The deadline was November 30, 2019.
 - The biggest issues that led to the late submission are inadequate capacity in the Business Office and a technical malfunction in our MIP system with payroll.
 - Both are being addressed to ensure there are no repeated issues from the same causes.
 - All of the audit findings highlighted by the Federal Office of Financial Student Aid have been resolved.
 - The CMI Annual Report 2019 is now available on the CMI website at https://drive.google.com/file/d/1CKa6oj9oqrhRtHm5b7yL_oRZajtdu5yv/view
 - RMI Presidential Proclamation and Travel Advisories: effective for 365 days: all CMI employees and students will not be undertaking any duty travel assignments until further notice from the Chief Secretary's Office.
 - Only emergency leave applications by CMI employees are being considered for off island travel.
 - This measure has been taken internally in case travel advisories change and we are in countries abroad that may have travel restrictions placed on them.
 - Arrak Campus: identified as the Medical Quarantine Center. Planning is underway with the MOHHS to make the necessary preparations.
 - The Ministry of Public Works is also assisting.



- An MOU is under discussion between MOHHS and CMI about the Medical Quarantine Center at Arrak Campus.
- We understand that MOHHS is requesting Cabinet's approval of additional funds for the required renovations, construction, equipment, furniture and amenities.
- Monday February 17, 2020: Honorable Minister Kitlang Kabua and all Education sectors met with the DOI-JEMFAC team for the midterm updates. There are no issues for CMI.
 - All Ministries and Departments have however been strongly reminded by the JEMFAC team to focus on building maintenance as this is a likely area to be discussed leading up to the Compact negotiations.
- Dr. Koroivulaono will meet with Dr. Taafaki in the next few weeks before she starts work at CMI on May 18, 2020. There is a need to start sharing information e. g. the CMI Presidential Succession Plan.
- Dr. Theresa proposed that her last day at CMI should be May 29, 2020. Graduation is scheduled for May 28 at Uliga and in the week starting June 1 for the Ebeye and Jaluit Centers.
- REL Pacific & PPEC; PPEC meetings for March 2020: delayed until further notice in accordance with the RMI travel advisories and Presidential Proclamation. Workshops are also suspended until further notice.
- The construction of the Bilingual Education Unit is nearing completion.
- Regent Alfred: After the crisis in regard to the Medical Quarantine center, what are the plans for the use of that center and then the agreement of commitment from the college?
 - Current College needs: we also need to construct another building beside the center, which is the vocational technical workshop.
 - The Medical Quarantine center will be converted back to Wet and Dry lab facilities for the Land Grant.
- Chairperson Relang: For security purposes and also the safety of Arrak, who is going to be staffing the Quarantine and how would they work through the quarantine?
 - When you go to Arrak, the first building you see is the Wet and Dry lab, there's a big space between that and the campus.
 - A wall will be built between the two, it will be blocked off from anybody else.
 - The staffing for the unit will come from MOHHS.
 - The security detail will be shared responsibility, because it's still part of our campus.
- Chairperson Relang: Is this quarantining of Marshallese or other residents coming back or does it include people that have to be quarantined before entering the FSM?
 - Regent Pinano: That's a very good question.



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- There are 8 isolation rooms at the hospital and are for those who test positive and those showing symptoms.
- Those who were in contact with the person will be at the quarantine center.
- Whether or not they are residents of the Marshallese Islands, the ministry will need to work with the government to decide how testing is carried out.
- Regent Alfred: The government is also investing in developing this area? Once the commitment and agreement with CMI, will they now want to claim, since they invested a lot into it for their use in the future?
 - An MOU is under discussion between MOHHS and CMI.
 - This is part of CMI land lease.
 - Under the MOU Arrak Campus returns to CMI when it is no longer required as a quarantine center.
- Regent Lang: Is the Arrak campus still in full operation? Issue on the FABS, Trial Balance?
 - Yes, Arrak Campus is still operational.
 - Moving people around with the capacity.
- The CMI Team, MOE Minister, Wotje Senator, Mayor and PMU are leaving tomorrow for Wotje to check on the site for the proposed CMI center.
 - The Center construction will start next month.

6. UPDATE - DR. ELIZABETH

➤ Accreditation Report

- The name of the process is ABET: Accreditation Belongs to Everyone Today.
- Updates on the Institutional Self Evaluation Report Process
 - The Accreditation Steering Committee has begun meeting every week in preparation for the ISER, which will be due in January 2021. We are targeting December 2020 to complete the ISER.
 - The Accreditation Steering Committee had additional ISER training with Dr. Stephanie Droker via Zoom in December, 2019.
 - The Standards Committees are currently writing their first drafts. These drafts will be shared with College governance committees and other relevant groups for feedback in April. This step ensures the accuracy of information as well as broad participation in the process.
 - The afternoon of March 18th will be our second Accreditation Carnival. Each of the Standards' Committees will host activities to educate the college community about the standards and about accreditation in general.
 - Additional details of the ISER process are available at <https://sites.google.com/cmi.edu/2021-iser-working-site/home?authuser=0>



- Updates from ACCJC
 - Dr. Stephanie Droker has begun her term as the new ACCJC President. She is, for now, continuing as our staff liaison.
 - The schedule for ACCJC's spring webinar series, along with recordings of past webinars, can be found at:
https://accjc.org/webinar/?mc_cid=f07622efb7&mc_eid=60b8e3c7ef
- CMI continues to experience its longest ever period of accreditation without sanctions; 3 years this month.
- Data Extract – SP2020 Enrollment
 - Data includes all students officially enrolled for the Spring 2020 semester.
 - Students are counted in the degree program of their first choice.
 - Similar measures are computed for all students and for all students in each academic degree program.
 - Dr. Theresa mentions the unduplicated count of 940 which is a reduction both compared to Fall and last Spring.
 - We do have a little information about what caused that reduction.
 - We increased our first time students by 1%.
 - Right now the student services offices are contacting students who were enrolled in Fall 2018 and are still not enrolled.
 - The purpose is to know why they are not enrolled.
 - The other purpose is to invite them back.
 - Math and English level, we have a high percentage of credit level students among our enrolled students.
 - This is both for the first time and continuing students.
 - It's from the impact of the multiple measures and the accelerated program in developmental.
 - A little less hopeful is the academic standing status, we have a lot of students who are on academic probation.
 - The academic load status, we have more full time students.
 - Each measure is presented using three contiguous tiles.
 - The leftmost tile is the actual measure and is identified by a blue-colored label at the top.
 - The two accompanying tiles comparing the current number to the Fall 2019 and Spring 2019 numbers. For the example shown above, the unduplicated count of official enrollment for a particular degree program for Spring 2020 is 50 (leftmost tile).
 - This number compared to FA 19 is 7% lower (middle tile) and is 6% higher compared to SP 19 (rightmost tile).
 - Chairperson Relang: Looking at the Academic standing status, 15% are on Continued Academic Probation. How long is that?



- The first semester when they have a low GPA, they go into Academic Probation, the second into Continued Academic Probation and after that if they wouldn't bring it up they go into Academic Suspension for 1 year.
- Regent Alfred: Do we have enough counselors? How many students do they see?
 - CMI just hired a new counselor, we have a total of 5 Counselors including the Director of Counseling.
 - We have our new Associate Dean of Equity and engagement who is working on a lot of outreach.
 - We're trying a new approach, the counselors are assigned to specific programs and the reason is to increase the collaboration between the counselors and faculty advisors.
 - 1. Also the counselor knows the challenges students face in their particular program.
- Dr. Theresa would like to commend the Institutional Researcher for this kind of data production, we didn't have this kind of information available a few years ago. We've invested in capacity building and in the people who can run the system.
- Proposed Revision to Creation, Review and Revision of Policies
 - These are very simple changes, which actually came out of the Accreditation report.
 - The Institutional Effectiveness Committee (IEC) looked at the policy as written and realized that this policy says in year 1 you look at this series of policies and in year 2 you look at these policies.
 - It was very good but none of us knew what year we were in (because this system predated all of us here and now).
 - So the proposed revision makes it clear when and what year began.
 - Year 1 starts 2020.

7. STANDING COMMITTEE REPORTS

- Strategic Planning Committee - Vice Chairman Korean and Dr. Theresa
 - William Reiher is starting work as the Executive Vice President on March 16, 2020.
 - He will be responsible for implementing, managing and reporting on CMI's institutional plans.
 - Dr. Irene is willing to take on the ownership of the process until its completion, it's a 5-year Strategic Plan.
 - Issues discuss:
 - Dr. Irene has indicated her willingness to focus on Academic quality, looking at the Nursing program and increasing the graduation rate.
 - BOR: directly responsible for the activities in the Governance Wappepe.
 - Revisit the Governance Wappepe: 3 outcome areas



- Academic quality: 5 focus areas, 4 KPIs.
- Strategic Planning and Institutional Effectiveness: 5 focus areas, 4 KPIs.
- Financial Integrity: 4 focus areas, 4 KPIs.
- Regent Maddison: How do we align our planning with the national Strategic Plan and the sustainable development goals?
 - We used the former Strategic Plan of the country and that guided this.
 - The person who developed this plan was our consultant William Reiher working with the College.
 - He used the NSP at the time and he also used the Agenda 2020 which was the former government's road map; we used what was available.
 - There is a process for review for each of the plans.
- Finance/Risk Assessment/Audit Committee - Chairperson Relang and VPBAA Stevenson
 - The committee had a positive meeting, good to hear some things are moving forward, especially how we were able to address some of the findings and make some corrective action plans to address these findings.
 - One was related to the way we were able to manage and calculate and report on the R2D4 funds (Financial Student Aid).
 - Good to hear that the Finance and IT department have come together to create an automated system where students can go online and Add/Drop/Withdraw courses and the system itself is able to calculate.
 - The system is currently being tested.
 - Working with Pinnacle to develop this system.
 - Hopefully we'll have it up and running in Fall 2020.
 - It will also require reviewing and revising our current policies on students' Financial Aid.
 - Our Net Revenue is in red because the allocation from the second quarter was late due to our late submission of our Trial Balance.
 - VPBAA Stevenson is working with Finance to get that payment in and we'll be back in good standing.
 - Although it is red, some of the red is factored from us obligating the money through P.Os. - payable.
 - As of yesterday, we were reassured by the Ministry of Finance that we will receive that subsidy, it's approximately \$900,000 to \$1 million.
 - Reviewing CMI's Investment Portfolio Reports (as of January 31, 2020)
 - Contingency Fund- Bank of Marshall Islands
 - Investment value in 2012: **\$ 43,000**
 - Investment Value as of 1/31/2020: **\$ 853,936.78**
 - Gain: over \$ 70,000 interest with BOMI.
 - Maintenance Fund- Bank of Marshall Islands
 - Investment value in 2012: **\$ 0.00**
 - Investment Value as of 1/31/2020: **\$ 1.3 Million**



- Gain: over \$ 66,000 interest with BOMI.
- Endowment Fund- Investor Solutions
 - Investment value in 2012: **\$ 41,000**
 - Investment Value as of 1/31/2020: **\$ 1.7 Million**
- The President at the College in Dr. Theresa's opinion is literally a 24/7 job, e. g. we have students on campus who require round the clock care as it is CMI's responsibility to ensure their safety and security on campus, there are power outages which affect many parts of our operations especially the servers which support our IT infrastructure so require vigilant monitoring and follow through procedures are strictly practiced, when there is a power outage the generator needs to switch on in 5 seconds. This is a snapshot of the multitude of operational responsibilities over which the President must maintain constant oversight.
- Regent Pinano: When the President is off island, who takes over?
 - The Vice Presidents whose acting and Dr. Theresa has a facebook messenger forum with the two Vice Presidents titled "SLT".
 - Have the same type of communication with the IT and Media Directors.
- Regent Lang: The RMI government subsidizes the college \$3 million a year, right?
 - It's divided into quarters.
- Regent Maddison: There were two times that the power went on and off (in one of her recollections), so then what happened? There is a lot of drinking water being supplied by the College as well, are we charging?
 - It's an automatic switch, the generator switches itself on and off.
 - The IT servers have battery backups - 30 minutes.
 - Yes, Student and CMI Employees pay \$ 35 for 1000 gallons of water and the Community pays \$ 45.
 - The RO makes 30,000 gal a day, it's a very expensive system to run and maintain but is of immense value to CMI and the Majuro community.
- Academic & Student Affairs Committee - Regent Lang and Dr. Elizabeth
 - Most of the report was reported by Dr. Elizabeth on the data extract and statistics.
 - We did a deeper dive into the statistics for some of the specific programs and we saw that the Business and Education degrees are growing and Liberal Arts and Nursing enrollments are decreasing.
 - The Associate Dean of Equity and Engagement is working with the other Deans on closing the equity cap captured in our institutional data.

8. ACTION ITEMS FOR APPROVAL

- The draft CMI Presidential Succession Plan.
 - If you recall last meeting it was proposed by Regent Chen and approved by the Board to move forward with a Presidential Succession Plan.



- The decision was in two parts:
 - Develop a Presidential Succession Plan; and
 - Confirm Mr. William Reiher as the president-in-training when Dr. Taafaki completes her term in 2025 or before her contract completion date should she leave for unforeseen reasons.
- The decision requires that CMI develop and implement a succession plan for the position of President to prioritize selected Marshallese candidates who have the required qualifications, knowledge and experience.
- The Presidential Succession Plan
 1. The Presidential Succession Plan will focus on leadership skills that champion the delivery of CMI's mission to the RMI and the larger Pacific community. Core responsibilities will include leading visionary, innovative, sustainable and relevant initiatives and programs. Enhancing CMI's networking and collaborative partnerships both internally and externally to CMI and the RMI is required to continue expanding and strengthening CMI's access to resources.
 2. The Executive Vice President (EVP) position provides the required presidential and leadership training for CMI Presidential succession.
 3. The EVP selection process will be part of the presidential search process.
 4. An EVP selected as president-in-training will succeed the incumbent President under whom he/she serves as direct report.
 5. The EVP will be evaluated by the President in consultation with the Board of Regents focusing on executive leadership at the College.
 6. Effective and efficient executive leadership that inspires confidence, builds cohesive and innovative teams and delivers timely institutional outcomes will be fundamental EVP Succession Plan goals.
 7. Should the incumbent President retire, resign or separate in some other way from the College during the EVP's term, this same EVP will, provided performance evaluations meet presidential standards as determined by the CMI BOR, succeed the outgoing President.
 8. At the end of this first implementation of the Presidential Succession Plan, the Board of Regents will conduct a review to evaluate its effectiveness, relevance and continuity.
- Regent Lang: Was there a term limit for our President?
 - Presidents have a 5-year term.
- Regent Alfred: In the future, what if the EVP is not a Marshallese? Or are we assuming that the EVP will always be a Marshallese?
 - We haven't inserted that kind of preference because we need to be mindful of discrimination.
 - It would be up to the Board to prepare the appropriate statement.



- Chairperson Relang: This would be implemented during this time and should our President resign sooner or when their contract comes to an end, that the EVP would take up that position.
- Regent Lang: Does it affect the CMI ACT?
 - That's why it's been written the way it's written, it's part of the Presidential process.
- Regent Chen moved to accept the Presidential Succession Plan. Regent Pinano seconded the motion. All approved.
- Revised BOR Bylaws: revise and add a presidential selection section from which the procedures prepared by Human Resources would emanate: Dr. Switaj will explain the revisions made.
 - Part of the revised Bylaws, also has succession planning and selection of the President.
 - Under the CMI ACT and the Accreditation Standards, the Board is responsible for appointing and evaluating the President but that wasn't reflected in our Bylaws.
 - If you look at the proposed policy change, year 1 2020 is a time to review the bylaw.
 - A lot of the changes are just language changes, making sure things are accurate.
 - Article II. Responsibilities of the Board
 - Most of the language comes directly from the CMI ACT 1992.
 - Page 5, edits to take out some redundancy in language to align the planning cycle with the years that are given and how often things should get done.
 - Page 8, change to make sure the heading fully matches the content.
 - Page 10, clarifying language.
 - Page 11, really where you're going to see some of the changes reflecting the succession plan.
 - Executive Vice President working with the Executive Officer and in consultation with the President is charged with providing staff support for the Committee.
 - There were some changes in the language of the Academic and Student Life Committee, so that the language and style of the writing is similar to the style of the writing for the other committee because previously it had a bulleted list.
 - Page 12, change to align with the practice of how the committee is chosen.
 - Pages 13 - 14, it's where we get the language on Presidential Selection and Presidential Succession.
 - To show how the succession works.
 - To show that the President has the authority to delegate the role if the President is away for a short period.
 - Regent Lang: Have you shared the changes and recommendations to the President and Vice President?
 - Yes, this was shared.



- Regent Korean: Regarding the evaluation of the President and based on the requirement of the contract. Do we have a copy of the contract with the new President and have it signed yet?
 - Yes, the new President has signed the contract.
 - We'll also use the new President's KPIs to evaluate.
 - We have the Work Plan here at CMI, Dr. Theresa will work with Dr. Irene to develop a work plan and then present it to the Board for approval. Then you would evaluate the incoming President using this work plan.
- Chairperson Relang: Question on the regular meeting, the way it was written before allows for a little more flexibility. The proposed language now states specifically that it is the Tuesday of the stated months.
 - Amended: These meetings shall occur in the months of August, November, February, and May.
- Regent Alfred: Need a clarification on the Succession and Selection.
- Regent Korean: If the President and EVP have something serious and cannot continue, who will be next in line?
 - The Board delegates authority to the President to appoint an acting President to serve in his/her absence for short periods of time, not to exceed 30 working days at a time. In the absence of the President and when an acting President has not been named, administrative responsibility shall reside with (in order):
- Regent Korean moved to approve the Board Bylaw with the amendments. Regent Chen seconded the motion. All approved.

Action item

- Resolution for signing from the Special Board meeting on January 27, 2020:
 - That President Koroivulaono implemented the CMI Presidential Succession Plan for William Reiher forthwith.
 - Regent Maddison moved that we adopt the resolution. Regent Pinano seconded the motion. All approved.
- Resolution to Revise the Policy on Creation, Review and Revision of Policies.
 - Regent Maddison moved that we adopt the resolution. Regent Chen seconded the motion. All approved.

9. MATTERS FOR INFORMATION

- BOR training: in light of the imminent change in BOR members and a new President at the next meeting a Board training proposal will be presented for approval.
 - Appoint a BOR trainer.
 - Dr. David Newnham (Vice President BAA Stevenson's mentor) has been asked if he would consider the role. Dr. Newnham is a retired Professor of Music and Former Vice President of Instruction, Folsom Lake College.
 - Another potential trainer is Dr. Ray Somera, Vice President for Academic Affairs, Guam Community College.



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- Hoping that we could do the Board training at least by mid-June.
- Final Audit Determination - as explained by VPBAA Stevenson.
- CMI Annual Report 2019 - on the webpage.
- Other matters:
 - There was a request from our search agency, Stanton Chase.
 - They wanted to do a press release of the search and the fact that this is in the lead up to International Women's Day and that we hired another female President of the College would provide significant highlights for female leadership at the College of the Marshall Islands.
 - If it's alright with the Board for them to move with that, they will of course send us the draft of the press release and we can look at it and approve it as a Board So they can go ahead and publish it.
 - It's 5 out of 13 female Presidents.
 - Dr. Hilda Heine
 - Sister Dorothy Nook
 - Dr. Dorothy Nadeau
 - Dr. Theresa Koroivulanono
 - Dr. Irene J. Taafaki

Meeting adjourned @ 12:39 PM

Scribe

Kelly Luce Sebastian,
Acting Recording Secretary

Reviewed & Approved by

Chairperson, Board of Regents

Date approved