



# CMI

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

College of the Marshall Islands  
Accredited by the Western Association of Schools and Colleges

Tel: (692) 625-3291/3843  
Fax: (692) 625-7203

## Board of Regents Special Minutes - Approved September 29, 2020

### Members Present:

Chairperson Kathryn Relang  
Regent Marie Maddison  
Regent Kino Kabua  
Student Regent Jae Marie Mae Digno

Vice-Chairman Helmer Lang  
Regent Julius Lucky  
Regent Mark Stege

Regent Harden Lelet  
Regent Claire Loeak  
Regent Stiffney Paul

### Apologies:

Regent Ione deBrum

### CMI employees in attendance:

Dr. Irene Taafaki, CMI President  
William Reiher, Executive Vice President  
Stevenson Kotton, Vice President for Administrative and Business Affairs  
Dr. Elizabeth Switaj, Vice President for Academic and Student Affairs  
Kelly Sebastian, Executive Officer/Executive Secretary for the CMI Board of Regents (ESBOR)

### The meeting was called to order @ 9:01 AM

### Agenda Items

1. Opening prayer, Roll call and call to order, and Welcome (Chairperson)
  2. Approval of the Agenda
  3. Action items for approval
    - Proposed Changes to Institution-Set Standards and Institutional KPIs
    - The fiscal Year 2020-2021 Budget Portfolio
    - Financial Aid Policy & Procedure
- Approval
- Resolution to adopt new institutional Key Performance Indicators, Institution-Set standards, and Stretch Goals
  - Resolution to Approve the Revised Financial Aid Policy and Procedure Manual
  - Resolution to Approve Fiscal Year 2020-2021 Budget Portfolio

### Minutes

1. OPENING PRAYER, ROLL CALL AND CALL TO ORDER, AND WELCOME (CHAIRPERSON)



- Chairperson Relang asked Vice-Chairman Lang to open the BOR meeting with a prayer, then called the meeting to order at 9:01 am.
- Regent Loeak has requested to recuse from any policy discussion that her daughter helped draft. She helped draft the Financial Aid Policy & Procedure.

## 2. APPROVAL OF THE AGENDA

- **Regent Kabua moved to approve the CMI Board of Regents Special Meeting Agenda as proposed. Regent Stege seconded the motion. The motion was unanimously approved.**

## 3. ACTION ITEMS FOR APPROVAL

- Proposed Changes to Institution-Set Standards and Institutional KPIs
  - Dr. Elizabeth presented the proposed changes to Institution-Set Standards (ISS) and Institutional KPIs and discussed the change that got to do with the Accreditation requirement, which required an ISS and a Stretch Goal. The chart shows the critical data elements to be tracked as KPIs, the authority required to be tracked, institution-set standards, and stretch goals. At the end of the document, there is some information about how we will Monitor and Remediate any issues that arise.
  - The color code in the existing Institutional KPIs are green is where we have done well, and red is where we have fallen below the ISS.
  - We're getting rid of the Existing Institutional KPIs and replacing them with the New KPIs, ISS, and Stretch Goals.
    - This will be reviewed on an annual basis.
    - The ISS and Stretch Goals percents were consulted with the responsible departments, and IEC reviewed it.
  - The stretch goal and reason for tracking the KPI column are new.
  - The percent of total Full-Time Academic Credit Faculty with Master's Degrees or equivalent stretch goal is at N/A because we can't stretch beyond that.
  - The number of Marshallese Faculty in academic credit programs came up because we wanted to Marshallize the administration position. It was part of the financial plan to cut costs on recruitment. We are the most diverse working environment.
    - Regent Stege: commented that the KPI is worded in a way that emphasis is placed on putting Marshallese on a track to graduate with credit courses and become faculty, rather than Marshallese in general (e.g. someone who applies from "off the street").
    - President: 100% of the faculty must have a Master's Degree. There is no question about taking someone off the street to put them in the position. A proposed way of identifying the goal is to increase the number of Marshallese faculty by two every year. We have a faculty fast



track program in place, and we have six people who've applied. They would also have mentors to help them become a college instructor.

- VPBAA: In terms of these KPIs, we've studied the strategy from Palau Community College (PCC) 2% of their faculty are from off-island, and the rest are locals. Our strategy to meet these is through the fast track and the way we recruit, not only in the U.S. but also in other countries.
- Regent Maddison: Looking at this, I think about sustainability, quality education, and the retention and recruitment falls under the sustainability efforts of the College. Financially it will be cost-effective and more related and aware of the culture and the master level or quality of education.
- Chairperson: The purpose of this is to adopt these new KPI, and there are strategies to address these KPIs.
- VPASA: Under the Monitoring and Remediation, it includes the provision. Suppose we are not meeting the goal to review our strategies and strategies for community education to have an annual KPI day.
- **Regent Maddison moved to approve the proposed changes to Institution-Set Standards and Institutional KPI's. Vice-Chairman Lang and Regent Loeak seconded the motion. The motion was unanimously approved.**
- The fiscal Year 2020-2021 Budget Portfolio
  - The budget got passed by the government. We open it up for internal comments.
  - VPBAA presented the fiscal Year 2020-2021 Budget Portfolio. We received information from the cabinet that the budget will not be 75% cut; instead, it will be a 7% cut. The same between then and now, the Board budget has been increased (double) because there will be training and retreat that the Board will need, more special meetings, the sitting fee has increased, and a budget for the internal auditor. The 10% we put it in our investment strategy.
  - The internal auditor will be under the President and look at the college's Financial and policies. This person is looking and checks if we're on track on the following: Accreditation, 20-year maintenance plan, Commitment to Federal money, and Annual audit. We'll bring at least three employees because it's a huge responsibility.
  - Chairperson Relang: The plan is that the Internal auditor's office will conduct the CMI annual audit, so we're not repeating what happened in the last two years. This is in response to the current audit situation of the College.
  - **The fiscal Year 2020-2021 Budget Portfolio was affirmed.**
- Financial Aid Policy & Procedure
  - Regent Loeak discloses conflict from the discussion.
  - VPBAA presented the Financial Aid Policy & Procedure. This document has gone through the EMC, Budget, and EC for review and approval. It took a while



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because we went back to the previous ten years' audit on Financial Aid. The policy is a strong foundation for internal control.

- Regent Lucky: The CARE ACT, if reflected in the Financial Aid policy and other assistance that may come.
  - VPBAA: it will be reflected under this and as well as the federal grant handbook. The CARE ACT is one-off funding. After this year, it's not going to be there. Students who are eligible for Financial Aid are also qualified for the CARE ACT. The guidelines are the same.
  - Regent Kabua: We wouldn't necessarily need to have a paragraph in this that generally other types of financial aid, as this one-off.
  - VPBAA: No need, when it comes, there is a condition on this one-off funding. The eligibility was part of the rule.
  - Chairperson Relang: It doesn't have to be specific. It could say when we receive the one-offs that our procedures are set up before their disbursement.
  - VPBAA: In the accounting manual, any federal money before the College spends it has guidelines and includes all those little guidelines. Before we can spend it, we need to establish accounts, and the President needs to endorse it. We also discussed this in the Budget committee meeting. It's not required to be repeated here. There is also a more significant policy: the Accounting and Financial Policies for the whole College, and its address.
- When the amended Compact was signed, they took the federal work-study program and put it under the AGG, Title IV. The federal work-study program that we're doing is coming from our general fund. Any other funding that would come to CMI that may support students is covered under the Accounting Policy and Grant Manual Policy and procedure. If ever we get this program back, it's covered as well.
- There is no internship under Title IV.
- Chairperson Relang: If we could have a subsection to say that the College received other financial aid sources and divert them to the accounting policy.
  - VPBAA: We'll place it under section 6. If President Dr. Irene can send a wording of this.
- Under the CMI Act, a section allows the President and Board to create and implement the College's policy. In terms of the procedure Act for the country, we make sure that we comply with it.
- We'll have to separate the Scholarships. Also, Students can get both their Financial aid and RMI scholarships. The scholarships are under the Financial aid office.
- We have 10% of our students who are not eligible for financial aid because they don't meet the satisfactory requirements. If they're not eligible for Pell, they're



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not eligible for other scholarships. These students can appeal.

- Taking this back for revising, VPBAA will need your comments no later than Friday.
- This document is tabled for the next special meeting.

## Meeting adjourned @ 10:46 AM

**Scribe**

Kelly Luce Sebastian,  
Recording Secretary

**Reviewed & Approved by**

Kathryn Relang  
Chairperson, Board of Regents

**Date approved**