



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 Minutes - Approved December 1, 2020

Members Present

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

Vice-Chairman Helmer Lang
Regent Julius Lucky
Regent Mark Stege

Regent Harden Lelet
Regent Ione deBrum
Regent Stiffney Paul

Member Absent

Regent Kino Kabua

Regent Claire Loeak

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
Agnes Kotoisuva, Human Resources Director
Kelly Sebastian, Executive Officer/Executive Secretary for the CMI Board of Regents (ESBOR)

The meeting was called to order @ 9:14 AM

Agenda Items

1. Opening prayer & Roll call and call to order
2. Approval of the Agenda
3. Review of the last BOR meeting minutes
4. Board Chair Report
5. President's update
 - 4th Qtr. Report
 - HR Status Report
6. Standing Committee Reports
7. ISER Report
8. Action items
 - Review Mission, Vision, and Philosophy
 - Ebeye DE Center proposal
 - Campus walk around
 - Policies - Presentation on the structure of policies



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- Policy on Policies
 - Revision to Policy 1-5.4 Degree Requirement for Faculty
 - CMI Branding and Visual Style Guide
9. Action items for approval
- A Resolution to Approve the Review Mission, Vision, and Philosophy
 - A Resolution to Approve the Governance Wappepe
 - A Resolution to Approve the New Policy on Policies Policy
 - A Resolution to Approve the Online Learning
 - A Resolution to Approve the Student Discipline
 - A Resolution to Approve Revisions to Policy 5.4 Degree Requirements for Faculty
 - A Resolution to Approve the CMI Branding and Visual Style Guide
10. Matters for information
- Student Club Handbook
 - Safety and Security Manual
 - Procurement Manual
 - Marshallese Studies Concept
 - Maritime Training Center Program – Expansion

Minutes

1. OPENING PRAYER, ROLL CALL, AND CALL TO ORDER

- Chairperson Relang asked Vice-Chairman Lang to open the BOR meeting with a prayer, then called the meeting to order at 9:14 am.

2. APPROVAL OF THE AGENDA

- **Regent Maddison moved to approve the CMI Board of Regents Agenda as presented. Vice-Chairman Lang seconded the motion. The motion was unanimously approved.**

3. REVIEW OF THE LAST BOR MEETING MINUTES

- August 18, 2020 Meeting Minutes
 - **Motion to approve the August 18, 2020 Meeting Minutes with the amendments. Regent Maddison seconded the motion. The motion was unanimously approved.**
- September 29, 2020 Special Meeting Minutes
 - **Vice-Chairman Lang moved to approve the September 29, 2020 Special Meeting Minutes with the amendments. Regent Maddison seconded the motion. The motion was unanimously approved.**
- October 6, 2020 Special Meeting Minutes
 - **Regent Maddison moved to approve the October 6, 2020 Special Meeting Minutes as projected. Vice-Chairman Lang seconded the motion. The motion was unanimously approved.**
- October 13, 2020 Special Meeting Minutes



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- **Regent Lelet moved to approve the October 13, 2020 Special Meeting Minutes as presented. Regent Lucky seconded the motion. The motion was unanimously approved.**

4. BOARD CHAIR REPORT

- The Board Chair shared some updates since the last meeting.
 - Made a courtesy visit to President Kabua, two weeks ago with the purpose to formally introduce CMI's new President.
 - President Kabua was pleased to note the idea of the Marshallese Institute and the plans for the development of the program for Marshallese Studies at CMI.
 - President Kabua thanked the Board and the College for its commitment to workforce development.
 - Board Chair and President Dr. Irene plan to continue to provide informal updates to President Kabua.
- There is an invitation to participate in a virtual Community College National Legislative Summit if other Board members would like to participate in it. It's on February 8-10, 2021 (Monday to Wednesday), it's a meeting that we'll advocate with the US congress.

5. PRESIDENT'S UPDATE

- President Taafaki presented her report and it can be found and view on the Board google folder:
https://docs.google.com/document/d/1kb2UvS-22e_VaGpf0FVwR9beNeYfXg05Pp1enFZLldQ/edit

6. STANDING COMMITTEE REPORTS

- Strategic Planning Committee: Regent Lelet
 - Committee Chair Regent Lelet asked EVP to present their committee report.
 - The committee meeting overview:
 - Mission Review (Recommended revised Mission, vision, and Philosophy Statement)
 - Strategic Plan Review (5 Wappepes)
 - Governance Wappepe Review (3 outcome areas, recommended changes, and next steps)
 - Strategic Plan KPI's updates (5 goals - on track on most of the goals)
 - Goal 3: Economic and Community Development - working on gathering the data on the number of graduates.
 - Goal 5: Entrepreneurship - no data on this.
 - Integrated planning update - is on track
 - The Board Chair noticed that current employment data is in the ISER Report, 92 that replied to the survey.
 - Regent Lucky reported that NTC provides internships, which most applied are graduating or graduated. He asked if we have the number of students that



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graduated or if not where they are, part of NTC's work is to provide these opportunities for job seekers and employment opportunities for student graduates (CMI, USP, and other Marshallese students).

- Finance/Risk Assessment/ Audit Committee: Chairperson Relang
 - Committee Chair, Board Chair Relang reported their committee meeting.
 - Our 2019 Audit report was ok, we had several material weaknesses which related to the overdue submission of our trial balance.
 - We had eight deficiencies that were identified, mostly related to the Financial Aid.
 - We are keeping a close eye on the timely submission of our trial balances.
 - The college has 5 trial balances, Restricted fund, Unrestricted fund, Land Grant, Plant fund, and Endowment fund.
 - Our current investment Portfolio (Investment Value as of 11/30/2020):
 - Contingency Fund- Bank of Marshall Islands: 1.0 Million
 - Maintenance Fund- Bank of Marshall Islands: 1.5 Million
 - Endowment Fund- Investor Solutions: 2.09 Million
 - We got a goal of 8 Million by 2023, we currently have 4.59 Million. But our strength goal is 12 Million by 2023.
 - As Boards, if there are any ideas of how the Board can fundraise or other things that we can help put some funds into our Endowment Fund.
 - The CMI Retirement Plan was presented to the committee because it has some financial implications and it relates to CMI providing opportunities for faculty and staff to be part of the ASC retirement fund, which is the 401K. It was requested that HR and Finance continue a study on and provide some numbers and scenarios on the faculty and staff position.
 - The Committee Chair asked VPBAA to talk more about our CMI Facilities Master Plan & 20 Year Maintenance Plan and COVID response plan.
 - CMI 20 Years Maintenance Plan
 - CMI new assets (building, RO System & Generator)
 - Does not include Arrak Campus, Ebeye DE Center, Jaluit DE Center, Wotje DE Center, and the new buildings
 - CMI Facilities Master Plan
 - Uliga campus ONLY
 - In 2021 we'll need 1.3 or 2 Million available for us to do one building maintenance. For Wapepe Hall (WH) we'll need at least \$120,000 or \$130,000 for maintenance, estimated cost.
 - VPBAA presented the CMI 20-year Maintenance Plan expense forecasts related to Wapepe Hall and Tole Mour Hall. He noted a significant expenditure jump in 2021, pointing out that with periodic maintenance the CMI has been able to reduce this amount.



- Regent Stege asked what asset(s) is(are) being replaced in 2021 that is requiring this jump in 2021?
 - President Taafaki indicated that these are detailed in the Master Plan.
 - EVP Reiher added that Beca prepared the Master Plan in 2012 and is based on historic expenditure averages at that time.
 - Beca cost these out by year and by building. The age of the asset and the cost will increase. If we do these maintenance on time we wouldn't have major maintenance.
 - In the 2020-2021 forecast, when we undertake regular maintenance our ultimate cost decrease. Instead of putting the cost on 2021, we strengthen it out over the years.
 - We have the HIPPO FM system for regular maintenance.
 - Tole Mour Hall has been year marked and budgeted for. There are material and supplies, minor repair and maintenance, and small tools. The Physical Plant team projected that these are the costs based on prior years of ongoing maintenance work.
 - We'll submit a revised 20 years maintenance plan.
 - The proposed learning center building and proposed student center building were part of CMI's master plan but because of funding challenges, we couldn't do them.
 - There will be parking under the student center building but we'll have a parking fee.
 - Our CMI COVID-19 plan is on our cmi.edu website.
 - Part of our response plan to ensure that the college doesn't close down even if there's a lockdown. We hope NTA and MEC will be on their two feet to make sure our services are still running here at CMI.
 - The retirement plan was put on side back in 2018, they didn't like the plan that we're replacing the supplemental with the retirement plan. We're bringing this back with a new idea, look, and concept to how the CMI would fund the retirement plan. Our proposal is to allow us to do another study and bring it to the Board in its next meeting.
 - Last year we budgeted \$530,000 with NTC but we only spent \$390,000, and we got reimbursed on the approved expenditure. The current MOU is \$261,000 for operation and maintenance.
- Academic & Student Affairs Committee: Regent Stege with an annual rotation arrangement.
- Regent Stege noted that we were only able to dispense with 1 of 3 items on their agenda today, and so will need more time within a Special Committee meeting and requested for this be approved by the Chair. He shared highlights of the ASA Committee Special Meeting that took place on August 21, 2020, including:



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- a review of the ASA Committee's functions provided in Article 6 Section 1(c) of the BOR Bylaws.
- stocktaking of student data and student support strategies presently available and in place or under consideration for making measurable improvements in these two KPIs that the ASA Committee has oversight over.
- Notably, this includes the Community College Survey of Student Engagement (CCSSE) survey given every 2 years to graduating seniors, and the Survey of Entering and New Student Engagement (SENSE), which targets incoming students and will be added soon to CMI's set of student survey tools.
- The ASA Committee aims to become more accustomed to assessing these and other tools and data to better fulfill their functions.
 - Noting the low retention/graduation rates in AS-NURS degrees. CMI will be hiring a consultant to review the program.
 - It was noted that CMI Nuclear Institute presents an opportunity for the Nursing AS-NURS degree and that hiring a faculty into the STEM program could be a step in the right direction for tangible means of reviving the AS-NURS degree program.
- VPASA presented the Student Discipline Policy, Online Learning Policy, and the Fall 2020 Enrollment Data.
 - The Committee was able to discuss the Student Discipline Policy. With this proposed policy, we have a description of the disciplinary of the principles, clear definitions about what sorts of behaviors are taken:
 - Level one (violations) - which could result in an expulsion
 - Level two (violations) - which could result in a probation
 - Level three (violations) - which could result in minor activities/community service.
 - It also specifies who has the right to the hearing and that everyone has the right to appeal.
 - One of the committee's concerns was to make sure that the severity of sexual Harassment and related behaviors is highlighted. Its been added under the description of level one that sexual harassment is taken particularly seriously and also there will be at a future meeting forthcoming on Title IX policy that addresses that as well.
 - We began the discussion on the Online Learning Policy but we did not complete that and also we didn't have the opportunity to review the Fall 2020 enrollment data but want to highlight that one of the interesting trances, we have a much higher percentage of part-time students this semester. The EMC did a survey to find the reason for this, few have responses so far, we found that the main reason is people having family affairs.



7. ISER REPORT - DR. ELIZABETH

- VPASA presented the ISER report. In the evaluation process, next year March 15-18, 2021 will be our virtual visit. The requirement from ACCJC is that two month before the visit, in early January they need to receive the report from us. It does have to be sent by post on a US fistic before Christmas.
- There is a cover image that was selected from three possibilities designed by the Media Center, it was voted by 72.
- The process started back in Fall 2018 - 2 people visited to look at our Bachelors program and during this time they delivered the advanced ISER training.
- In Spring 2019 we focus on making sure people are aware of the accreditation requirement, through activities such as slides on the screens and presentation at the inservice.
- In Fall 2019 when we form our committees to start the work but we also continue doing some awareness. We had an ISER kick-off night and an accreditation carnival.
- In Spring 2020 we had an open writing.
- This semester, in August the first draft was sent to the CMI community and retreat in September which 62 people attended.
- Mostly the committee chairs have been making revisions in line with the feedback we've received and also making sure we have all the evidence.
- The ISER comes in 177 pages and it's in line with what ACCJC wants.
- We do meet most of the standards and we have an improvement plan for what we don't meet.
 - Even if we meet the standard, the process has led to continuous quality improvement, which is what ACCJC is focused on.
- The policies and eligibility requirement section, we meet all of these, but there are some areas where we may get queries from ACCJC. Prior to 2018, we don't have a lot of student complaints. Before 2019, we were maintaining our record manually. Since 2019 they are in a google drive that is shared with the SLT.
- We may also have questions about the past year when the catalog was late. It is a little questionable when you have a catalog that doesn't go on the website before the academic year starts. We resolved that problem and we have a process of the sub-committee from the EMC.
- There might be questions about the late audit we had but we have cover and know that we do have processes in place to improve that.
- VPASA went through the ISER Report and it can be view through the link below:
<https://drive.google.com/drive/folders/1WOWUjojomFBrzsddSMTLEe9uSZrgutYt>
- Chairperson Relang encouraged the Board to look at the ISER Report or Standard IV C (Leadership and Governance), in a week's time, provide your comments. It's a nice learning resource.
- Previously the ISER was every 6 years but in the cycle we're heading into is every 7 years.



- There will be a visiting team report and after we'll have the opportunity to correct any errors of fact in the report and they vote on it in the commission meeting.
- President Taafaki mentioned that Media could do a video and EVP worked with Andy on the storyboard.
- We've been using the website to do our announcements, ACCJC visiting team.
- We will know before the visit starts, who they want to talk to and when. They can change the schedule during the visit.

8. ACTION ITEMS

- Review Mission, Vision, and Philosophy - Proposed Revised Statements:
 - Mission
 - The College of the Marshall Islands will provide our community with access to quality, higher and further educational services, prioritize student success through engagement in relevant Academic, Career and Technical Education, and be a center for the study of Marshallese Culture. It will also provide intellectual resources and facilitate research specific to the needs of the nation. (EC approved 4th Nov, 2020)
 - Vision
 - The College of the Marshall Islands will become a model educational center for the nation. (EC approved 25 Nov, 2020)
 - Philosophy
 - We believe that quality education is essential to the well-being of individuals and to the wellbeing of the Marshallese people as a whole, now and in the future. We are therefore committed to the creation of an educational environment where individual differences of gift, potential, and belief are recognized; where personal choice, responsibility, and growth are encouraged; and where educational content addresses the general and specific needs of the students, the local community, and the nation. We further believe that integration of theoretical knowledge and practical experience is a fundamental value of successful education in our rapidly changing society. Achieving this integration of the theoretical and the practical requires a blend of flexibility and consistent evaluation. (EC approved 25 Nov, 2020)
- Ebeye DE Center proposal
 - The Infrastructure Project Concept can be view through this link:
<https://docs.google.com/document/d/1ThJE-OCmizrfHMXzBU9n42S6pFNJFmJBqQ3Nrs68dol/edit#>
 - In the May meeting, President Taafaki's predecessor Dr. Theresa presented the concept for the development of the campus on Ebeye and Kwajalein. It was a two phase approach, (1) working on the existing property and (2) Gugeegue.



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- In order to understand the need of the facility, President Taafaki emphasized the importance of needs assessment to understand what programs should be offered on Ebeye to meet both the community and the Kwajalein base. The College set aside funds and acquire the services of a consultant team to undertake the need assessment, in which the report is in the folder and can be viewed through this link:
<https://drive.google.com/drive/folders/1WOWUjojomFBrzsddSMTLEe9uSZrgutYt>
- The next step for this project, we need to consult with the Minister of Education. A meeting with the Minister and NTC is set for tomorrow afternoon.
- Regent Maddison: Identified transportation to Gugeegue as a main obstacle.
- Presented in May was the concept for the facilities on both Ebeye and Gugeegue. The consultants have assessed the programmatic needs..
- Regent Lelet: Construction of the lagoon road all the way to Gugeegue has been awarded to PII. He suggested and recommended that EVP travel to Ebeye to see the Gugeegue site.
- Campus walk around - deferred
- Policies - Presentation on the structure of policies
 - Policy on Policies
 - Current Structure
 - 100 – Board Bylaws and Board Policies
 - ☐ Policy on Policies
 - 200 – Financial Administrative Services Policies
 - 300 – Student Affairs and Academic Policies
 - 400 – Human Resource Policies
 - 500 – Facilities and Capital Policies
 - 600 – Other Policies
 - Recognized need to differentiate types of Policies:
 - Governance Policy: Those policies of mission, program and general operating conditions set by the Board of Regents;
 - Executive Policy: Those policies of fiscal, facility and personnel management established by the President, in consultation with VP's in response to governance policy;
 - Operational Policy: Those policies of work environment and expectation set by deans and directors of activities in response to executive policies.
 - Establishes the CMI Policy template:
 - CMI POLICY NO. _____
 - TITLE OF POLICY
 - ☐ Policy Statement [General Statement of Policy, including whom it covers (all employees, faculty, staff, students, others)]



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- ☐ Reason for the Policy
- ☐ Definitions [Defined terms in the policy, if applicable]
- ☐ Statements of Elaboration of Policy, if any [Insert subsections with headings and details concerning the policy, including specific issues or situations, responsibilities and mechanisms for compliance]
- ☐ Cross References to Related Policies
- ☐ Responsible Officer [Provide the Title of the Responsible Officer for the Policy]
- ☐ Key Offices to Contact Regarding the Policy and its Implementation
- ☐ Links to Procedures or Forms
- ☐ Date of Initial Policy
- ☐ Date(s) of Any Revisions
- ☐ Signature Line for the President
- Revision to Policy 1-5.4 Degree Requirement for Faculty
 - HR Director presented the Revision to Policy 1-5.4 Degree Requirement for Faculty. This articulates more clearly the equivalency for the master degree for faculty, particularly in areas where we cannot attract instructors with the appropriate qualifications.
 - The Policy includes instructors hired for ABE (the High School Equivalency program). The Policy has adopted the PSS qualifications for High School teachers.
 - The Policy clearly states the qualification requirement for adjuncts as a bachelor degree as the minimum requirement.
 - This is also applicable to Marshallese Studies, Vocational, and Business.
 - The policy states that in all cases a Masters degree is preferred.
- CMI Branding and Visual Style Guide
 - Tabled for the Board Special Meeting.

9. ACTION ITEMS FOR APPROVAL

- A Resolution to Approve the Review Mission, Vision, and Philosophy
 - Mission
 - **Option 1: Mission statement on the table - 7 voted**
 - **Option 2: Regent Stege's revised Mission Statement - 2 voted**
 - **7 Regents voted on option 1, the Mission on the document. The motion was unanimously approved.**
 - Vision
 - **Vice Chairman Lang moved to approve the vision as presented. Regent Stege seconded the motion. The motion was unanimously approved.**
 - Philosophy



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- **Vice Chairman lang moved to approve the vision as presented. Regent Lelet seconded the motion. The motion was unanimously approved.**
- A Resolution to Approve the Governance Wappepe
 - Tabled for the Board Special Meeting.
- A Resolution to Approve the New Policy on Policies Policy
 - **Regent Maddison moved to approve the Policy on Policies Policy. Regent Stege seconded the motion. The motion was unanimously approved.**
- A Resolution to Approve the Online Learning
 - Tabled for the Board Special Meeting.
- A Resolution to Approve the Student Discipline
 - Tabled for the Board Special Meeting.
- A Resolution to Approve Revisions to Policy 5.4 Degree Requirements for Faculty
 - **Regent Maddison moved to approve the revisions to Policy 5.4 Degree Requirements for Faculty for adoption. Vice Chairman Lang seconded the motion. The motion was unanimously approved.**
- A Resolution to Approve the CMI Branding and Visual Style Guide
 - Tabled for the Board Special Meeting.

10. MATTERS FOR INFORMATION

- Student Club Handbook
- Safety and Security Manual
- Procurement Manual
- Marshallese Studies Concept
- Maritime Training Center Program – Expansion concept

Meeting adjourned @ 3:20 PM

Scribe

Kelly Luce Sebastian,
Recording Secretary

Reviewed & Approved by

Helmer Lang
Acting Chair, Board of Regents

March 30, 2021

Date approved