



CMI

BOARD OF REGENTS

College of the Marshall Islands

Accredited by the Western Association of Schools and Colleges

P.O. Box 1258
Uluga Campus

Tel: (692) 625-3394/3291/4931
Fax: (692) 625-7203
Email: bor.regents@cmi.edu

Board of Regents Minutes - Approved May 23, 2022

Members Present

Chairperson Kathryn Relang
Regent Kino Kabua
Regent Stiffney Paul

Vice-Chair Harden Lelet
Regent Helmer Lang
Regent Marie Maddison

Regent Julius Lucky
Student Regent Christian E. Nipp

Member Absent/Excused

Regent Salome Andrike

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

Agnes Kotoisuva, Human Resource Director

Kelly Sebastian, Executive Officer/Executive Secretary for the CMI Board of Regents (ESBOR)

The meeting was called to order @ 9:07 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
 - 3.1. March 18, 2022
4. Board Chair Report
5. President's Updates
6. Accreditation Report
7. Standing Committee Reports
8. Report and Recommendations/Approvals
 - 8.1. List of Graduates for May 26, 2022
 - 8.2. Dual Enrollment Policy
 - 8.2.1. Resolution-FY-2022 Policy 365 Dual Enrollment
 - 8.3. Justice-Impacted Students



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- 8.3.1. Resolution-FY-2022 Policy 332 Justice-Impacted Students
- 8.4. Communicable Disease Policy for Students
 - 8.4.1. Resolution-FY-2022 Policy 345-5 Communicable Disease Policy for Students
- 8.5. Academic Renewal Policy
 - 8.5.1. Resolution-FY-2022 Policy 362 Academic Renewal
- 8.6. AS AE-HSL_2022 Budget Projections and Program
 - 8.6.1. Resolution-FY-2022 AS-AEHL
- 8.7. Financial and Audit Balanced Scorecard
 - 8.7.1. Resolution to approve CMI's Financial and Audit Balanced Scorecard OR (Institutional Set Standards)
- 8.8. CMI CCTV-Policy-Procedures
 - 8.8.1. Resolution to approve CMI's CCTV Policy
- 8.9. FY 2023 Budget projection
 - 8.9.1. Resolution to Approve the College FY2022-2023 Budget Circular/Projections
- 8.10. Parental leave Policy
 - 8.10.1. Resolution to approve revisions to Policy 7.7 Parental Leave Policy
- 8.11. Faculty Salary Review
 - 8.11.1. Resolution to approve the revised Salary schedule for Credit, Vocational and Continuing Education Faculty
- 8.12. Revised BOR Bylaw
 - 8.12.1. Resolution to approve: Revision to the BOR bylaws to include purpose and Physical address of the College
- 9. Matters for information
 - 9.1. ABE Graduation (Jaluit student will fly in): May 24, 2022 @ 10:00AM
 - 9.2. CMI Graduation: May 26, 2022 @ 4:00PM
 - 9.3. Ebeye Graduation: May 31, 2022
 - 9.4. Wotje Graduation: June 10, 2022
 - 9.5. Kili Graduation: June 28, 2022
 - 9.6. ACCT Conferences: June 15-22
 - 9.7. President's Leave dates: June 6-14
 - 9.8. WorkKeys Assessment CMI Placement
 - 9.9. Honors Program Proposal
- 10. BOR request for future items and information
- 11. Executive Session



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Minutes

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

HR Director Kotoisua opened the BOR meeting with a prayer, then Chair Relang called the meeting to order at 9:07 am.

2. APPROVAL OF THE AGENDA

Regent Kabua moved to approve the CMI Board of Regents Agenda as presented. Regent Lang seconded the motion. The motion was unanimously approved.

3. REVIEW OF THE LAST BOR MEETING MINUTES

3.1. March 18, 2022

Regent Lang moved to adopt the March 18 Meeting Minutes with the addition. Regent Maddison seconded the motion. The motion was approved.

- Sitting fee increase: With the justification that the load for the Board member during its meeting and training the Board does a lot of thinking and work.
- Action item for the Divestment of the CMI Endowment Fund from the Russian Entities or Securities Resolution, change from Student Kabua to Regent Kabua.
 - The decision to Divest was to align with the RMI's position in regard to the situation in Ukraine.

4. BOARD CHAIR REPORT

- 4.1. From the last Board meeting in March regarding Cyber Bytes, the next step was to meet with the US Embassy and Minister on the Cyber Bytes Foundation about the MOU.
 - 4.1.1. Met in the Minister's office to clarify the MOU and the relationship between CMI and Cyber byte.
 - 4.1.2. The day of the meeting CMI received a communication from the Chairperson of the Majuro Cyber Security task force indicating CMI's role in the MOU.
 - 4.1.2.1. With that, the MOU was signed but Dr. Irene and the team have not heard back after submitting the signed MOU.
 - 4.1.2.2. Dr. Irene will update in the next Board meeting.
- 4.2. Reminder on the ACCT conference coming up, some are traveling to attend in person and some will be joining online.
 - 4.2.1. Those traveling that you're prepared and ready and if there is anything needed to let us know.

5. PRESIDENT'S REPORT

- 5.1. President Taafaki presented and respectfully referred Regents to the detailed report in the folder for the meeting:
 - 5.1.1. https://docs.google.com/document/d/1s36uDp4CV0yLKI_RjTb5hOcJU7uQ9nPr/edit



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- 5.1.2. President Taafaki conveys VPLG's apologies for not being able to attend, the mother-in-law passed away and they're taking the body to Likiep today.
- 5.1.3. Update on the Priority Strategic Initiatives:
https://docs.google.com/presentation/d/1XD3o5N6GJq_vjC7fo8IAJeJ-WOZ5u4Bh/edit#slide=id.p1
- 5.1.4. Strategic Initiatives 2022:
<https://docs.google.com/document/d/1sw9JgVxr0M6kSB-5P0BowT-p7nVJInIE/edit>
- 5.1.5. CMI Profile 2021-2022:
https://docs.google.com/document/d/1DwVX0JAbEYG_SVBWfs09d9GGOfoTnpEo/edit
- 5.1.6. HR Updates
<https://docs.google.com/document/d/1bEQdzNxVjsybrQnqli8nokcwQtdR6-Uu/edit>

6. ACCREDITATION AND FOLLOW-UP REPORT

- 6.1. VPASA Switaj presented and respectfully referred Regents to the detailed report in the folder for the meeting:
 - 6.1.1. https://docs.google.com/document/d/1NYHZGt_poQCa62rBGk0cNRqa6cWW5CvU/edit
 - 6.1.2. In this report, you will find the updates on our improvement plans for the two College Requirements, which are due October 1st..
 - 6.1.2.1. The color coding is Blue: completed, Green: in progress and making progress, and Yellow: delay.
- 6.2. ACCJC Updates
 - 6.2.1. The open session for the commission's June meeting will be at 6 am on Friday, June 3 (MHT) with a preliminary agenda at
<https://accjc.org/wp-content/uploads/Preliminary-Open-Session-Agenda-June-2022.pdf>
 - 6.2.2. The application for the position of ACCJC President closed on April 28.
- 6.3. VPASA Switaj also presented the draft Follow-up Report for the Board to see how it'll look once it becomes the final report, very similar to the ISER.
 - 6.3.1. The sections are the preparation of the report, speaking of the requirements and followed by the evidence list, and followed by abbreviation.
 - 6.3.2. Welcome any comments on the draft follow-up report.
 - 6.3.3. The final report will come to the Board later on.

7. STANDING COMMITTEE REPORTS



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7.1. Strategic Planning Committee

7.1.1. Regent Kabua reported the key updates the committee discussed.

- 7.1.1.1. The new outcomes were added to the Strategic Plan (page 23).
 - Outcome 4.8: Student needs met through structural development of CMI for improved longrange Financial planning.
 - Outcome 4.9: Student needs met through enhanced Financial Planning Systems and Processes..
 - Outcome 4.10: Student needs met through building Personnel Capacity for Finance Functions
- 7.1.1.2. President's forward (page 1) has been updated.
- 7.1.1.3. Our new 10 Values were also added to the Strategic Plan (page 3).
- 7.1.1.4. The committee recommends that in addition to President Taafaki's quarterly update to the Board in terms of the high-level KPI for the 5 goals.
 - Regent Kabua would like to be updated on the leadership program: activity 3.2.1: Develop leadership programs for private and public sectors (EVP shared the details on Asana with the committee).
 - Summary of the activities on where we are in addition to President Taafaki's report, going down to the details of the activities.
- 7.1.1.5. President Taafaki: It would be better if all the Board members have access to Asana to look at the details.
 - VPBAA will talk to the team for a Board training on Asana, we'll inform the Board on the scheduled date.
- 7.1.1.6. The committee also spoke on a Government working on a top 5/10 area that we'll want to provide training for the public sectors and share this with the College.
- 7.1.1.7. The committee also spoke of ethics training.

7.2. Finance/Risk Assessment/ Audit Committee

7.2.1. Chair Relang presented the committee's discussion.

- 7.2.1.1. The copy of the Audit report is with you unfortunately there are some findings that we'll have to work on and there is a corrective action plan for VPBAA Kotton and the team to work on.
 - Unfortunately, the Finance Committee didn't go through the details of this Audit report and we cannot go into detail on it however we will look into it more before our next Board meeting.
- 7.2.1.2. Our current Audit is with Deloitte, we've submitted our trial balances and we're waiting for the report from them.



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- 7.2.1.3. Our Investment Portfolio Reports;
 - Contingency Fund (BOMI): 1.4M
 - Maintenance Fund (BOMI): 2M
 - Endowment Fund (Investor Solutions): 2.1M
- 7.2.1.4. Chair Relang asked VPBAA Kotton to present the Financial Projection for this coming year and briefly on the Audit.
- 7.2.1.5. VPBAA Kotton reported that the Budget for 2023 is projected with no change except for tuition and fees (there is a \$500 increase per pell).
 - With that increase from 4.2M in 2022 to 4.5M in 2023, it's about a \$200,000 increase projected for 2023 (base).
 - The direction that President Taafaki and VPBAA Kotton gave to the Budget Committee and department heads is that we'll receive the same amount and use last year's ceiling.
- 7.2.1.6. Deadline for the Budget - Friday, May 27, 2022.
- 7.2.1.7. In the 2020 Audit findings, we had 10 findings and a total of \$64,196 was a question cost, the first time that we incur a question cost in the last 10 years, and the team is working on them with the grantors.
 - All the findings are on track.
 - We have 4 material weaknesses: 2 of which are from 2006 and 2007 - fixed assets.
- 7.2.1.8. Chair Relang explained that any of the COVID funds that did come didn't go into anything that would have a recurring project.
- 7.2.1.9. VPBAA explained that if we take out the government contribution, the loss for the College will be 3M.
 - If ever faced with this, we have a system that gives us information on which degree or certificate program is making money, which will be easy for the President and the Board in the near future to decide.
 - Chair Relang: CMI is not ready, we're relying on the endowment fund to be financially sustainable. If factoring Compact Fund, CMI is not in a place to sustain itself.
 - The Jenzabar system will be fully implemented in Fall 2022.
- 7.3. Academic & Student Affairs Committee
 - 7.3.1. Regent Lang asked VPASA Switaj to present the committee's discussion. VPASA Switaj reported that the committee looked at the Policies and Resolutions that are for the Board's approval.
 - 7.3.1.1. Dual enrollment: It's been practiced but now formalizing it. It's a policy to allow students who are still in high school to also earn some college credit.



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- When we have space and resources to do so we can waive tuition in some cases but also students who have their own funding or are funded by an organization can also pay their own way.
- 7.3.1.2. Justice-Impacted Students Policy: It's a policy to ensure that there is access for students who perhaps are currently in jail or who have had a conviction in their past.
 - Also with the large number of devotees who may be coming back soon.
 - Also ensuring that we do have some safeguards in place for the student population.
 - Chair Relang shared her experience when she was a member of the Parole Board. It was difficult to make an assessment and decide on parole because there's no program and no one to assist - no parole officers. The only thing that was done was their mental health assessment.
- 7.3.1.3. Communicable Disease Policy for Students: to ensure that we are practicing good Public Health here at the college while also not violating anybody's individual rights to an education.
 - Include requirements for accommodations if students cannot be on campus and also when students maybe we need to be isolated.
- 7.3.1.4. Academic Renewal Policy: CMI students may have substandard grades excluded from the calculation of their grade point average (GPA) for graduation purposes, so long as:
 - 1) the grades do not reflect their demonstrated academic ability,
 - 2) the grades are at least three years old or the student can demonstrate extraordinary extenuating circumstances, and
 - 3) the courses excluded from the GPA calculation have not and will not be used to meet graduation requirements.
 - These courses, however, will remain part of the student's academic record and grades.
- 7.3.1.5. Associate of Science in Agroforestry Education for Health And Sustainable Livelihoods: A program that combines some of the technical aspects of Agroforestry with cultural relevance with instruction and Entrepreneurship for how to actually sell some of these products.
 - Budget project: 1 full-time faculty and a full-time class of 20 students to begin and increase in the later years to 25.

8. REPORT AND RECOMMENDATIONS/APPROVALS

8.1. List of Graduates for May 26, 2022



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8.1.1. Chair Relang presented the list of Graduates for May 26, 2022.

Regent Maddison moved to approve the list of Graduations for May 26, 2022 Resolution. Regent Lucky seconded the motion. The motion was approved.

8.2. Resolution-FY-2022 Policy 365 Dual Enrollment
This policy has been deferred to a Special Board Meeting.

8.3. Resolution-FY-2022 Policy 332 Justice-Impacted Students
This policy has been deferred to a Special Board Meeting.

8.4. Resolution-FY-2022 Policy 345-5 Communicable Disease Policy for Students
This policy has been deferred to a Special Board Meeting.

8.5. Resolution-FY-2022 Policy 362 Academic Renewal
This policy has been deferred to a Special Board Meeting.

8.6. Resolution-FY-2022 AS-AEHL

- 8.6.1. VPASA Switaj presented the AS-AEHL program and budget projections.
- 8.6.2. It's an Associate's degree and will last for 2 years (4 semesters).
- 8.6.3. It looks at agroforestry, food health sustainability, business, and culturally relevant aspects of agroforestry.
- 8.6.4. It meets a lot of the immediate needs in the community.
- 8.6.5. The key for the program are the two specializations:
 - 8.6.5.1. Associate of Science (AS) Agroforest Education for Health and Sustainable Livelihoods with a specialization in Agro ecology
 - 8.6.5.2. Associate of Science (AS) Agroforest Education for Health and Sustainable Livelihoods - with a specialization in Textiles and Plant-based Cultural Arts
- 8.6.6. In terms of the budget projections:
 - 8.6.6.1. Projected revenues for the first five years of the program we assume that for the first year or two years we would have an enrollment full-time 20 and would eventually increase to 25 full-time (conservative estimates).
 - 8.6.6.2. Summary: start with 1 full-time faculty member and add another once the enrollment increases.

Regent Lucky moved to approve the FY-2022 AS-AEHL Resolution. Regent Lang seconded the motion. The motion was approved.



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- 8.7. Resolution to approve CMI's Financial and Audit Balanced Scorecard OR (Institutional Set Standards)
- 8.7.1. VPBAA Kotton presented that the Financial and Audit Balanced Scorecard is for the Board to approve, so it can be used as a tool to continuously improve our-self.
- 8.7.2. The audit fieldwork and the work prior to the completion of the audit is just a process. But the most important thing is the next step after the audit is done. The next steps were broken down into two components:
- 8.7.2.1. Financial Indicators
- 8.7.2.2. Compliance Audit Outcome
- 8.7.3. With this scorecard on Asana, we'll continue to monitor and develop this.
- 8.7.4. The Board Finance Committee will meet to look at the material weakness.
- 8.7.4.1. VPBAA has met with the FABS team and Budget Committee.

Regent Lelet moved to approve the CMI's Financial and Audit Balanced Scorecard Resolution. Regent Lang seconded the motion. The motion was approved.

- 8.8. Resolution to approve CMI's CCTV Policy
This policy has been deferred to a Special Board Meeting.

- 8.9. Resolution to Approve the College FY2022-2023 Budget Circular/Projections
- 8.9.1. VPBAA presented the College FY2022-2023 Budget Circular/Projections.
- 8.9.1.1. That the College of the Marshall Islands FY2022-2023 Budget Circular be adopted and developed using the Performance Based Budget Model to ensure clear allocations of resources and the alignments to expected annual activities and anticipated outcomes.
- 8.9.2. The activities and expected outcome are already provided in the Strategic Plan.
- 8.9.3. Chair Relang: The Board will vote to approve the Budget that was presented with the understanding that the yellow highlights are yet to be confirmed - wouldn't know when the confirmation of the figure will be but we need to submit our budget projections.

Regent Maddison moved to approve the College FY2022-2023 Budget Circular/Projections Resolution. Regent Paul seconded the motion. The motion was approved.

- 8.10. Resolution to approve revisions to Policy 7.7 Parental Leave Policy
- 8.10.1. HR Director Kotoisuva Presented the change made to the policy:
- 8.10.1.1. The College of the Marshall Islands will provide up to 12 weeks (consecutive days or 60 working days) of paid parental leave to employees who have given birth to a child, or 20 working days if they have parental responsibility for a newborn or adopted child less than 12



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months old. Parental responsibility is assumed by this policy if the Employee:

- Gives birth to a child, or
- Is the father of a newborn and resides in the same household as the child, or
- Legally adopts a child pursuant to the RMI Adoptions Act 2002 and provided the child is not yet twelve (12) months old.

8.10.1.2. When it comes to payroll, it'll be 80 hours bi-weekly.

8.10.1.3. Chair Relang shared that in the government parental leave is 20 working days and other entities give 2 weeks of parental leave as the max.

Regent Lucky moved to approve the revisions to Policy 7.7 Parental Leave Policy Resolution. Regent Lang seconded the motion. The motion was approved.

8.11. Resolution to approve the revised Salary schedule for Credit, Vocational, and Continuing Education Faculty

8.11.1. HR Director Kotoisua Presented the faculty salary scale with the new salary. To address the issues of recruitment and retention. Also to manage our faculty workload.

8.11.2. This semester the faculty take a higher than normal workload and some are experiencing burnout.

8.11.3. The College factor, CUPA benchmark of 60% of the average for instructors: \$33,190 is supposed to be our benchmark but we're below the benchmark.

8.11.4. Our current average for Credit, Vocational, and Continuing Education is around \$28,041.

8.11.5. Using both the CUPA benchmark of 60% of the average for instructors and the IPEDS group of comparison institutions, CMI is placed at 17% and 37% respectively below the benchmarks.

8.11.5.1. The 37% respectively below the average: \$44,047 for instructors.

8.11.6. It is proposed that an increase of \$2,000 be applied to the current Faculty Salary Schedule for Credit, Vocational, and Continuing Education Instructors.

8.11.6.1. The proposed increase will be financed from the increase in PELL Grant received by the College.

8.11.7. The revised salary schedule is to be effective from August 1st, 2022.

8.11.8. The total cost of implementation based on current faculty is as follows:

8.11.8.1. Adjustment to new salary schedule: \$85,688

8.11.8.2. Statutory Requirements (23%): \$19,708.24

8.11.8.3. Total cost: \$105,396.24

8.11.9. We have 4 failed recruitment for faculty positions because of the level of salary.

8.11.10. Regent Kabua is interested in looking at the proposed admin cost-saving activities.



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Regent Maddison moved to approve the revised Salary schedule for Credit, Vocational and Continuing Education Faculty Resolution. Regent Lucky seconded the motion. The motion was approved.

- 8.12. Resolution to approve: Revision to the BOR bylaws to include purpose and Physical address of the College
 - 8.12.1. EVP Reiher presented the BOR bylaws revision: as part of our Sam registration process (Federal Grant access) we needed a physical address to be in a legal document, one of the documents they'll accept is the Board's bylaw that state the physical address:
 - 8.12.1.1. The main campus of the College is located in Uluga, Majuro Atoll and its physical address is 1258 Ocean Drive, Majuro, Marshall Islands.

Regent Lucky moved to approve the revision to the BOR bylaws to include the purpose and Physical address of the College Resolution. Regent Kabua seconded the motion. The motion was approved.

9. MATTERS FOR INFORMATION

- 9.1. ABE Graduation (Jaluit student will fly in): **May 24, 2022 @ 10:00AM**
- 9.2. CMI Graduation: **May 26, 2022 @ 4:00PM**
- 9.3. Ebeye Graduation: **May 31, 2022**
 - 9.3.1. Regent Lang will be joining the trip for Graduation and Santo Opening on **June 2**.
- 9.4. Wotje Graduation: **June 10, 2022**
 - 9.4.1. Email Chair Relang if you would like to join.
- 9.5. Kili Graduation: **June 28, 2022**
- 9.6. ACCT Conferences: **June 15-22**
 - 9.6.1. In-person: Dr. Irene, Regent Lang, Regent Kabua, Regent deBrum, and Student Regent Nipp.
 - 9.6.2. Virtual: Chair Relang, Vice-Chair Lelet, Regent Maddison, Regent Lucky, Regent Paul, and Regent Andrike.
- 9.7. President's Leave dates: **June 6-14**
 - 9.7.1. EVP will be the Acting President.
- 9.8. WorkKeys Assessment CMI Placement
 - 9.8.1. VPASA Switaj reported that we allow prospective students that have taken the WorkKeys Assessment to use their scores on the assessment to determine their placement in English and Math.
 - 9.8.2. Planning to add as a potential alternative to the placement test, may be accepted at CMI for placement into Credit Level Math and English
- 9.9. Honors Program Proposal
 - 9.9.1. VPASA Switaj presented the honors pathway and that the details of any cost that might be involved be come back to the Board.
 - 9.9.2. We've seen the number of students coming to the college.
 - 9.9.3. We want to make sure that we meet their needs so they finish their degree [here](#).



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9.9.4. It will also help students if they're applying for work for scholarships.

10. BOR REQUESTS FOR FUTURE ITEMS AND INFORMATION

- 10.1. Strategic Plan (New)
- 10.2. Preparation for the October visit
- 10.3. Status on the Substantive Change
- 10.4. Asana Training
- 10.5. Student's Increase in Fee

11. EXECUTIVE SESSION

Meeting adjourned @ 1:42 PM

Scribe

Kelly Luce Sebastian,
Recording Secretary

Reviewed & Approved by

Kathryn Relang
Chair, Board of Regents

August 15, 2022

Date approved