



CMI

BOARD OF REGENTS

College of the Marshall Islands

Accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC)

P.O. Box 1258

Uliga Campus

Tel: (692) 625-3394/3291/4931

Fax: (692) 625-7203

Email: bor.regents@cmi.edu

Regular Board of Regents Minutes - Approved December 2, 2024

Members Present

Chairperson Kathryn Relang
Regent Salome Andrike
Regent Kino Kabua

Acting Chair Julius Lucky
Regent Joe Lomae

Regent Jelton Anjain
Student Regent Wilmer Joel

Member Absent/Excused

Regent Melet Jatios
Regent Marie Maddison

Regent Nimata Nakamura

Regent Benjamin Wakefield

CMI employees in attendance:

Dr. David A. Newnham, President

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

Stevenson Kotton, Vice President for Administrative and Business Affairs

Dr. Adedayo Ogunmokun, Vice President for Land Grant

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

The meeting was called to order @ 9:35 AM

Agenda Items

1. Opening prayer & Roll call and call to order
2. Approval of the Agenda
3. Selection of Vice Chair
4. Review of the last BOR meeting minutes - Online Approvals
 - 4.1. September 2
 - 4.2. September 16
 - 4.3. September 18
5. Board Chair Report
6. Student Story
7. Conference Report
 - 7.1. ACCT Leadership Congress & ACCJC Transparency, Storytelling, and Value Literacy Project Regional Convening Report
 - 7.2. APAFS Conference Report
8. President's Report & Accreditation Update
9. Standing Committee Reports
10. Report and Recommendations/Approvals/Action
 - 10.1. 1M Drawdown & Resolution



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- 10.2. Recommendation on ISLO & Resolution
- 10.3. CMI Act Amendment - Proposal
- 11. Matters for information
 - 11.1. CMI Midterm Report November 2024
 - 11.2. CMI Fall 2024 Official Postsecondary Enrollment
 - 11.3. Proposal for Textbook & Tuition Fees Adjustment: CMI Free Textbook Program
 - 11.4. Student Complaint Report
 - 11.5. Water Truck and President's Residence Report
 - 11.6. Campus Closure for Holiday - December 21 to January 5
- 12. Other Matters
- 13. BOR request for future items and information
- 14. Executive Session

Minutes

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

Acting Chair Lucky commenced the BOR meeting and requested Student Regent Joel to conduct the roll call. The meeting was officially called to order at 9:35 AM.

2. APPROVAL OF THE AGENDA

Regent Kabua moved to adopt the Board's Agenda with the inclusion of the added item. Regent Andrike seconded the motion. The motion was unanimously approved.

3. REVIEW OF THE LAST BOR MEETING MINUTES

- 3.1. The minutes for the Board of Regents meetings held on September 2, September 16, and September 18, were [approved](#) online.

4. BOARD CHAIR REPORT

- 4.1. Chair Relang stated she had no additional updates aside from items to be presented during the meeting, including the ACCT, APAFS, Finance Committee updates, and Dr. David's report.

5. STUDENT STORY

- 5.1. Student Regent Joel motioned to move the item to the end of the agenda after Matters for Information due to awaiting a response from the student. The motion was unanimously approved.

6. CONFERENCE REPORT

- 6.1. ACCT Leadership Congress & ACCJC Transparency, Storytelling, and Value Literacy Project Regional Convening Report
 - 6.1.1. Chair Relang reported on the following:
 - 6.1.1.1. Participation in the ACCT meetings, highlighting engagement with the Pacific Regional Caucus alongside CMI, COM-FSM, and CNMI.



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- Collaboration on a report for the ACCT Coordinators Network, addressing membership, services, use of artificial intelligence, and engagement with the ACCT Connect platform.
 - Discussion of challenges, including limited capacity, personnel, resources, and time for engaging with ACCT Connect.
 - The Pacific region will begin reviewing potential candidates for ACCT positions in January. Recommendations will be finalized and elected at the next ACCT meeting, focusing on positions up for reelection or those that have become vacant.
- 6.1.1.2. Participation in the APINA Caucus meeting, with Dr. Elizabeth and Regent Kabua, attended parts of the session.
 - Discussions focused on amplifying APINA voices within ACCT and improving access to resources and support for their population.
- 6.1.1.3. Attended a session on the U.S. Federal Landscape, discussing potential impacts on education and federal grants under different administrations.
 - She suggested requesting a dedicated ACCT session for U.S. territories and compact nations to understand federal resources under the incoming administration better.
- 6.1.1.4. Chair Relang discussed with Bruce Leslie the possibility of ACCT conducting another board training session, similar to the previous one with government boards and directors.
 - She is coordinating with ACCT representatives Robin and Christina to plan an orientation session, aiming to schedule it for the New Year.
- 6.1.1.5. Chair Relang highlighted three key upcoming events (As a nominating committee member, attendance is encouraged; however, the college's financial constraints may challenge participation in these events.):
 - National Legislative Summit (February 9-12): Engagement with U.S. leaders on higher education funding and resources.
 - Governance Leadership Institute (March 16-18): To be held at Windward Community College in Hawaii.
 - ACCT Annual Meeting (October 22-25): Scheduled in Louisiana, Dr. David's home state.
- 6.1.2. Regent Kabua extends her thanks to Chair Relang for the report.
 - 6.1.2.1. She plans to share key bullet points via email with the Board members, highlighting the sessions she attended, many of which focused on board efficacy.
- 6.1.3. Student Regent Joel highlighted key points from attending nine sessions focused on student housing, mental health, support, and success.
 - 6.1.3.1. In discussions, boards should actively address student success, safety, and mental health.
 - 6.1.3.2. Maintaining constant communication with students and involving their voices in decision-making is crucial.



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- 6.1.3.3. Student representation is impactful in engaging lawmakers and legislators.
- 6.1.3.4. Building relationships with state and national officials is essential for advocacy.
- 6.1.3.5. Regent Joel remains in communication with other student regents globally to improve roles, and relationships with leadership, and amplify student voices.
- 6.1.3.6. Student Regent Joel suggested expanding the "student story" initiative to include alumni, highlighting their progression and achievements after graduation.
 - He noted this would be valuable to the college's engagement efforts.
- 6.1.4. Regent Lomae shared insights from courses on good governance, emphasizing:
 - 6.1.4.1. Understanding the distinct roles of the Board of Regents and management, avoiding interference in operational matters.
 - 6.1.4.2. Building a strong, productive relationship with the college president.
 - 6.1.4.3. The importance of periodic board retreats is to reflect on the college's priorities, review accomplishments, and plan for future objectives aligned with the college's mission.
- 6.1.5. Regent Kabua reported that during the APAFS conference in Manila, CMI was featured on the front page of a journal regarding an audit. President Dr. Newnham noted that the college was not contacted for comments and inquired if CMI had prepared a response.
 - 6.1.5.1. President Newnham expressed concern over two recent articles about audits, noting the college was not contacted for comments.
 - He plans to discuss the matter with Giff to address the articles' intent and avoid a back-and-forth exchange.
 - He emphasized audits as valuable tools for improvement and reassured staff of the institution's strong values, principles, and history of success while focusing on moving forward constructively.
- 6.2. APAFS Conference
 - 6.2.1. Regent Kabua reported on attending master classes on investment fiduciary and responsible investment, with certification upon course completion.
 - 6.2.1.1. She emphasized reviewing CMI's investment policy, monitoring the Endowment Fund's growth, and ensuring effective fund management.
 - 6.2.1.2. She recommended a detailed session on these topics and will share notes with the Board.
 - 6.2.2. Regent Lomae emphasized the importance of regularly updating the Investment Policy Statement (IPS) and ensuring the Board is aware of necessary amendments.
 - 6.2.2.1. Collaborating with management, including VPBAA and President Newnham, to review and amend the IPS.



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- 6.2.2.2. Diversifying assets and understanding money managers to safeguard the trust fund.
- 6.2.2.3. Recognizing fiduciary responsibilities and the need for brief reports on IPS updates.
- 6.2.2.4. Strengthening relationships with management, Parliament, the community, and stakeholders, aligning with discussions from ACCT.
- 6.2.3. The report highlighted the value of learning experiences from the investment side and the need for collective efforts to enhance investment strategies and relationships.

7. PRESIDENT'S REPORT & ACCREDITATION UPDATE

- 7.1. President Newnham, in his first board meeting, acknowledged his limited tenure of two months and requested senior leadership to cover additional details.
 - 7.1.1. He referred Regents to the detailed report in the meeting folder and expressed readiness to address any questions during the: [PRESIDENT & SLT 4th Qtr Presentation](#).
- 7.2. Regent Kabua inquired about teaching critical thinking.
 - 7.2.1. President Newnham explained that critical thinking is embedded in every course, focusing on skills like analyzing, comparing, contrasting, and debating, rather than teaching to the test. Faculty present diverse perspectives to help students evaluate facts, discern validity, and develop informed opinions.
 - 7.2.2. VPASA Switaj added that critical thinking is integrated into course outlines, with a specific focus on higher-order thinking skills such as evaluation, synthesis, and analysis. Program learning outcomes and general education outcomes also emphasize critical thinking, which is reaffirmed in institutional student learning outcomes.
 - 7.2.3. President Newnham highlighted AI as a valuable tool to enhance instruction and critical thinking, despite initial challenges, offering opportunities to improve knowledge and teaching methods.
 - 7.2.4. Student Regent Joel inquired about critical thinking in relation to the Institutional Student Learning Outcomes (ISLO), noting its importance for students post-graduation.
 - 7.2.4.1. VPASA Switaj clarified that while the term "critical thinking" is not explicitly used, many outcomes address specific aspects of critical thinking, as the term itself can sometimes be vague.
 - 7.2.5. Chair Relang inquired about the English transition program's progress, data disaggregation for rural and neighboring island students, and whether the Washington Group questions are used to identify students with disabilities during registration.
 - 7.2.5.1. VPASA Switaj noted students can self-identify disabilities and apply for accommodations, but disability data tracking is not yet available in SONIS.
 - This is included in the equitable student success plan. High school data disaggregation can be provided if requested.



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- 7.2.5.2. Chair Relang recommended including data disaggregation by high school and elementary education to better understand student backgrounds and identify areas needing additional support.
- 7.2.5.3. President Newnham stated that while high school graduation data is tracked, most institutions do not track junior high or elementary school data, as there is no established correlation between elementary education and college-level success.
- 7.2.5.4. VPASA Switaj stated high school data can be provided, but collecting elementary or middle school data requires updates to the admission application.
 - She cautioned against making disaggregated school performance data public due to past sensitivities.
- 7.2.5.5. President Newnham stated he would connect with Dr. Nimmer to request data from PSS to provide insights to the Board on the backgrounds of students, particularly those from off-island, and where they come from.
- 7.2.6. Regent Kabua inquired about the newsletter Jilel.
- 7.2.6.1. President Newnham reported that it is planned for release this week, with the goal of regular publication.
 - The newsletter will be distributed to the Board via Mailchimp, allowing for feedback and engagement.
- 7.2.7. Regent Kabua inquired about the math transition program, and VPASA Switaj noted it began in 2019 and includes all public high schools and SDA High School.
- 7.2.7.1. The English transition program started this year, with its first graduates expected by summer and fall.
- 7.2.7.2. Regent Andrike asked about Assumption High School's participation, and VPASA Switaj confirmed she had not heard from them.
- 7.2.8. Regent Kabua raised concerns about lower program completion rates for female students despite higher course completion rates and inquired about causes and solutions, including night courses.
- 7.2.8.1. President Newnham noted that family obligations, such as childcare or caregiving, are primary challenges for female students.
 - He mentioned ongoing progress toward establishing a daycare center to support them.
- 7.2.8.2. VPASA Switaj confirmed that family obligations and lack of family support are significant barriers, along with menstrual health issues.
 - Findings from previous studies have been incorporated into the equitable student success plan.
 - She added that surveys indicate limited interest in night courses, as they do not meet the needs of most students.
- 7.2.9. Regent Kabua inquired about the status of the National Education Forum.
- 7.2.9.1. President Newnham reported that it is scheduled for July 9th.
 - Details are pending, especially due to the recent transition of Ministers of Education.



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- Dr. Nimmer is leading the organization of the forum, but no additional information has been provided at this time.
- 7.2.9.2. Chair Relang inquired if the National Education Summit would take place ahead of the regional education convening - Vaka Pasifika Education Conference, which takes place July 9-11.
 - President Newnham stated he would gather more information.
- 7.3. Chair Relang requested to proceed with the action items.
 - 7.3.1. President Newnham suggested starting with VPBAA Kotton's financial presentation, asking for a summary to provide context for subsequent reports, recommendations, and approvals.
 - 7.3.2. VPBAA Kotton requested Chair Relang to provide a summary of the finance report from the previous day to the Board, after which President Newnham and VPBAA Kotton would add details and summarize the presentation.

8. STANDING COMMITTEE REPORTS

- 8.1. Finance/Risk Assessment/Audit Committee
 - 8.1.1. Chair Relang provided an update on financial constraints discussed in the finance committee meeting:
 - 8.1.1.1. The decline in enrollment has reduced revenue, compounded by delayed compact funds, causing low cash flow.
 - 8.1.1.2. A resolution is proposed to withdraw \$1 million from investments and implement a 20% operational budget cut to address the shortfall.
 - 8.1.1.3. Efforts to improve retention and recruitment include correcting errors where students were wrongly informed of outstanding debts, which impacted their ability to reapply.
 - 8.1.1.4. Plans are underway to waive these fees, support students' return, and boost enrollment to increase revenue.
 - 8.1.2. Acting Chair Lucky mentioned a reimbursement from the Department of Education (DOE).
 - 8.1.3. VPBAA Kotton highlighted revenue losses totaling \$2.5 million since 2017, primarily due to declining enrollment and credit hours, while faculty costs remained constant or increased. Key points included:
 - 8.1.3.1. Errors in billing the Department of Education (DOE) and advising students resulted in some students owing unexpected balances.
 - 8.1.3.2. Plans include:
 - Reimbursing DOE for unbilled amounts.
 - Inviting students back to CMI without repayment barriers.
 - Proposing a resolution to write off incorrect student balances.
 - 8.1.3.3. Improved systems and training are being implemented to prevent future issues, including better advising and credit-load controls.
 - 8.1.3.4. Communication strategies aim to ensure transparency and prevent misunderstandings.
 - 8.1.4. Student Regent Joel inquired about the core issue behind the malfunction.



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- 8.1.4.1. VPBAA Kotton explained that removing the failed session one course from records caused discrepancies in credit reporting, affecting Pell Grants and financial systems, resulting in underreporting and financial losses.
- 8.1.4.2. VPASA Switaj noted students didn't receive the full Pell Grants they were entitled to.
- 8.1.4.3. President Newnham identified systematic errors since the start of sessions A (1) and B (2), causing an estimated \$1 million in losses due to unbilled amounts.
- 8.1.4.4. Chair Relang summarized that failed courses were not correctly credited, leading to incorrect Pell calculations and charges.
- 8.1.5. Regent Lomae inquired about the causes of low enrollment.
- 8.1.5.1. President Newnham attributed it to post-COVID trends seen nationwide, where employment recovery has led to declining enrollment.
 - He emphasized improving both new enrollment and retention by addressing issues like outstanding debts and preventing re-enrollment.
- 8.1.5.2. Chair Relang noted the anticipated decline in enrollment post-COVID as borders reopened but stressed the college's failure to adjust the operating budget to match reduced revenue.
- 8.1.5.3. VPBAA Kotton highlighted that current enrollment mirrors pre-COVID levels (2014-2017) and revealed over 1,600 students since 2022 have outstanding balances.
 - He outlined initiatives like open enrollment for all students, regardless of debt, and plans to address balances caused by administrative errors.
- 8.1.5.4. Chair Relang emphasized the need for proactive investigation when students owe money, noting the high number of affected students and the impact on their right to education.
- 8.1.6. Regent Andrike inquired about contacting students with outstanding balances.
- 8.1.6.1. VPASA Switaj explained that the student services team uses various methods, including Facebook Messenger, due to challenges like shared phones.
 - At the start of the semester, outreach was conducted to students who did not re-enroll, successfully contacting about a third, while others may have migrated.

8.2. Academic & Student Affairs Committee

8.2.1. Deferred

8.3. Strategic Planning Committee

8.3.1. Deferred

9. REPORT AND RECOMMENDATIONS/APPROVALS



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9.1. 1M Drawdown & Resolution

- 9.1.1. VPBAA Kotton reported that the resolution seeks approval to withdraw \$1 million from BOMI to address part of a \$2.5 million loss, with the remainder covered by a 20% operational budget cut.
 - 9.1.1.1. He noted confidence in bridging the financial gap by re-engaging students who still have Pell Grant eligibility but were impacted by outstanding balances.
- 9.1.2. President Newnham added that a comprehensive progress report will be presented at the spring board meeting.
 - 9.1.2.1. He acknowledged past mistakes and emphasized the importance of correcting them to support students in re-enrolling.
- 9.1.3. Chair Relang inquired about making withdrawals, including current and previous ones, a regular standing agenda item to track and plan fund replenishments.
 - 9.1.3.1. She also reported that the Finance Committee presented a resolution recognizing the need to ensure the college's continued operation.
- 9.1.4. Regent Kabua raised key inquiries about the \$1 million withdrawal and acknowledged the resolution's provision for regular reporting on fund usage and revenue stabilization:
 - 9.1.4.1. Current account balance, withdrawal limits, and board approval requirements.
 - 9.1.4.2. If the funds address only urgent needs and whether DOE reimbursements and compact funds will replenish the endowment.
 - 9.1.4.3. Clarification on previous adjunct shortages versus the current reported overload.
 - 9.1.4.4. Requested a copy of the comprehensive financial realignment and strategic recommendations report.
- 9.1.5. VPBAA Kotton reported the account balance is \$2.7 million, with a \$2.5 million loss identified from 2017 due to insufficient analysis of student and financial data.
 - 9.1.5.1. Audits, including the 2021 Pell Grant review, missed key issues, but the college discovered them first and is taking corrective actions.
 - 9.1.5.2. Adjustments are being documented, and the Finance Committee has openly shared findings to ensure transparency with auditors.
 - 9.1.5.3. The discovery has led to improvements in auditing practices and a commitment to ensuring accuracy moving forward.
- 9.1.6. President Newnham reported on the financial recovery plan following the \$1 million withdrawal:
 - 9.1.6.1. The withdrawal follows the same rules as the previous \$550,000 withdrawal and requires board approval for additional funds. It will remain a standing board item until replenished, to achieve this by fiscal year-end.
 - 9.1.6.2. Funds will stabilize cash flow until compact money and DOE reimbursements are received. A 20% reduction in supplies was chosen over staff pay cuts to assist recovery efforts.



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- 9.1.6.3. Emphasis on integrating enrollment data with instructional costs to align resources and improve efficiency. Fixed costs, such as full-time faculty, will remain, but adjunct and overload faculty costs will be closely monitored. Class size minimums will also be reviewed to prevent revenue loss.
- 9.1.6.4. Efforts include improving collaboration between finance and instruction, reducing system overrides, and implementing better checks and balances to ensure compliance and accountability.
- 9.1.7. President Newnham noted the institution's progress and ongoing commitment to refining its practices.
- 9.1.8. VPASA Switaj noted that the discovery of issues was partly due to an increase in students taking 8-week modules.
 - 9.1.8.1. Previously, data anomalies were minimal and less likely to appear in random audit samples.
 - 9.1.8.2. The higher enrollment in these intensive courses, aimed at improving completion rates, brought these discrepancies to light.

Student Regent Joel moved to approve the resolution to the 1M Drawdown. Regent Kabua and Regent Andrike seconded the motion. The motion was approved.

Regent Kabua inquired about meeting more frequently than every three months.

President Newnham responded that the bylaws require meetings four times a year but suggested improvements, including modifying the agenda, providing information earlier, such as agendas and voting items, and introducing a monthly newsletter via Mailchimp to keep the board updated between meetings, including key updates and personnel actions.

These measures aim to improve communication and preparation for future meetings.

Regent Kabua proposed adjourning the meeting due to the lack of quorum and holding a special meeting at a later date. Student Regent Joel seconded the motion.

President Newnham suggested scheduling the special meeting in the second or third week of January, as the campus will be closed from December 21 to January 5 and the next scheduled meeting is in February.

Acting Chair Lucky reported that a tentative meeting schedule will be proposed, coordinating with the management team and the Board Chair Relang.

9.2. Recommendation on ISLO & Resolution

The suggestion to defer the recommendation on the ISLO resolution discussion to a separate special meeting was unanimously approved.

9.3. CMI Act Amendment - Proposal



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9.3.1. Regent Lomae reported that David Strauss and the committee are revising a draft based on legal counsel's edits.

9.3.1.1. He suggested replacing the current agenda version with the revised draft for the next meeting.

The suggestion to defer the discussion on amendments to the CMI Act to a separate special meeting was unanimously approved.

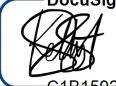
10. MATTERS FOR INFORMATION

- 10.1. CMI Midterm Report November 2024
- 10.2. CMI Fall 2024 Official Postsecondary Enrollment
- 10.3. Proposal for Textbook & Tuition Fees Adjustment: CMI Free Textbook Program
- 10.4. Student Complaint Report
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- 10.6. Campus Closure for Holiday - December 21 to January 5

11. BOR REQUESTS FOR FUTURE ITEMS AND INFORMATION

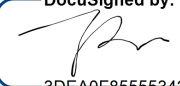
12. EXECUTIVE SESSION

Meeting adjourned @ 12:02 PM

DocuSigned by:

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Scribe

Kelly Luce Sebastian,
Recording Secretary

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Reviewed & Approved by

Kathryn Relang
Chair, Board of Regents

March 3, 2025

Date Approved