



COLLEGE OF MICRONESIA -FSM

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Office of the President

April 26, 2011

MEMORANDUM

To: Vice Presidents, Campus Directors, Office Heads, Instructional Coordinators, Students Services Coordinators, Program Heads, Division Chairs, and Activity Heads

From: Interim President and Chair Streamlining *R. White*

Subject: Change in Reporting Structure & Implementation Planning

As part of the implementation of the job audit and streamlining recommendations the following steps will be taken:

- Effective immediately reporting at the college will be through the direct reporting channel. Electronic copies of reports should be provided to those with dotted line authority and those who need to know about the information in the reports as shown on decision grids. Vice Presidents will be responsible for compilation of their respective department's reports.
 - Attached are two documents to assist with the reporting structure:
 - COM-FSM - Reporting Under The New Organizational Structure
 - Organization Chart (Streamlining) Direct Reports
- Current approval processes and procedures for financial documents will remain in effect for the remainder of the current fiscal year.
- May 6, 2011 is the deadline for development and submission of draft decision grids to implement the remainder of the job audit and streamlining recommendations. Additionally, provide recommended processes and procedures that will be used to implement the decision grids including information how communications to and between supervisors and direct reports at state campuses will be handled and how the dotted line authority will be implemented.
- The fiscal year 2012 budget will be revised during the summer of 2011 to align with the new organizational structure. Implementation of financial approval of documents will begin October 1, 2011 (FY 2012).

As we are going through the implementation of the job audit and streamlining there will be areas that need clarification. Please do not hesitate to contact my office or members of the streamlining working group.

COM-FSM - Reporting Under The New Organizational Structure

A clear organizational structure is paramount to the success of any organization and COM-FSM is no exception. It is a structured framework of the formal relationships (responsibility, authority and accountability) that have been established and its purpose is to assist in regulating and directing the efforts of all employees so that they are coordinated and consistent with the organization's objectives.

In finalizing the new organizational structure, one challenge has been the elimination of dual reporting. Whilst the College's geographical distribution presented some unique circumstances a clear line of reporting has now been established for all positions.

Reporting to the President are : Vice Presidents x 4, Campus Directors x 5, Director IRPO, Director DCR and an Executive Secretary. Under the new structure, the President has the authority for signing of : personnel actions, purchase orders, performance evaluations, leave requests, travel authorizations, memo's etc as they relate to those direct reports. In changing the line of reporting of the Campus Directors (from Vice President Administrative Services to that of the President) the intent is not only to lift the profile of the Campus Directors but to reduce their "day-to-day" administrative duties. With regards the latter, this focus is supported by the changes in reporting as outlined in the following paragraphs. It should also be noted that this additional time (being afforded the Campus Directors) is to enable them more time to focus on stakeholder management issues. Right now it is imperative that the College focus more attention on developing and managing stakeholders i.e. to build greater confidence in the College while expanding its current curriculum to include more vocational and short term training options.

Reporting to the Vice President Administrative Services are : Comptroller, Director HR, Director IT, Director Maintenance and a Secretary. Under the new structure, the Vice President Administrative Services has the authority for signing of : personnel actions, purchase orders, performance evaluations, leave requests, travel authorizations, memo's etc as they relate to those direct reports.

Reporting to the Vice President Instructional Affairs are : Director Academic Programs, Director Vocational, Community and Continuing Education, Director LRC, Coordinator Assessment, Coordinator Distance Learning and a Secretary. Under the new structure, the Vice President Instructional Affairs has the authority for signing of : personnel actions, purchase orders, performance evaluations, leave requests, travel authorizations, memo's etc as they relate to those direct reports.

Reporting to the Director Academic Programs are the National Academic Chairs including the Academic Coordinators based at Chuuk, Kosrae and Yap campuses. Reporting to the Director Vocational, Community and Continuing Education are the National Vocational Chairs including (vacancies acknowledged) the Vocational Coordinators based as Pohnpei, Chuuk, Kosrae, Yap and FMI campuses. Under the new structure both these Directors will have authority for signing of : personnel actions, purchase orders, performance evaluations, leave requests, travel authorizations, memo's etc as they relate to their respective direct reports. It should be noted that the Academic Coordinators and Vocational Coordinators will also act as Faculty Chairs thereby eliminating the need for multiple faculty chairs at the state campus level.

Reporting to the Vice President Student Services are : Registrar, Director Financial Aid, Director Counseling, Director Peer Counseling, Director Student Life, Director Food Services, Student Service Coordinators x 5 and a Secretary. Under the new structure, the Vice President Student Services has the authority for signing of : personnel actions, purchase orders, performance evaluations, leave requests, travel authorizations, memo's etc as they relate to those direct reports.

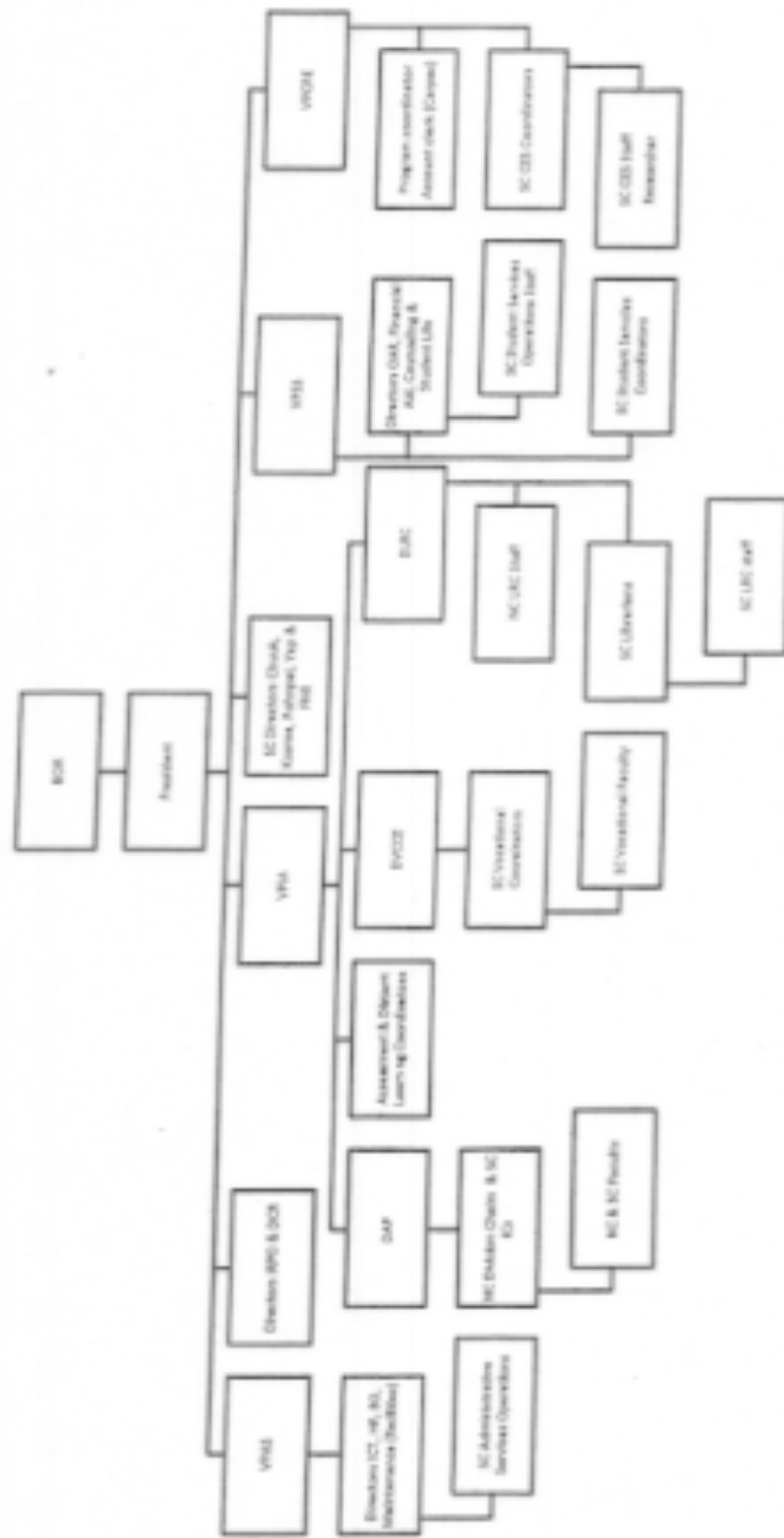
Reporting to the Vice President CRE are : Program Coordinator, Research Assistant, Administrative Assistant II, Account Clerk (CariPac Project), Clerk Typist III and the CRE Coordinators x 5. Under the new structure, the Vice President CRE has the authority for signing of : personnel actions, purchase orders, performance evaluations, leave requests, travel authorizations, memo's etc as they relate to those direct reports.

Reporting to the respective Campus Directors (Pohnpei, Chuuk, Kosrae and Yap) are : Director Upward Bound and clerical staff. Also reporting to the Campus Director Pohnpei are : Director Talent Search Program, PBDC Coordinator, Outreach Coordinator and the Landscape Supervisor. Also reporting to the Campus Director (FMI) is Food Services (Cook III). Under the new structure, the above Directors have the authority for signing of : personnel actions, purchase orders, performance evaluations, leave requests, travel authorizations, memo's etc as they relate to their direct reports.

The above pattern follows whereby the next tier of Directors have the authority for signing of : personnel actions, purchase orders, performance evaluations, leave requests, travel authorizations, memo's etc as they relate to their own direct reports. It should be noted that for the majority of Directors based at the National Campus their span of control is campus wide e.g. the Director of IT has authority over IT staff at each state campus, the Comptroller has authority over business office staff at each state campus, etc, etc. It should also be noted that out of courtesy to the Campus Directors, the National Directors in managing their respective campus staff should copy (where necessary) the Campus Directors on all key correspondence. Finally, it will be clear from the new organizational charts that a "dotted line reporting" is evident in certain situations. This relates to the Campus Directors, whereby under the old organizational structure they were responsible for all functions / operations etc within their respective campuses. Within the context of the changes in reporting that are being proposed, the dotted line refers to those instances where e.g. an immediate response is required and the National based Director is not available or they are on leave. In those instances the Campus Director has the Authority to act given that a copy of that decision is forwarded (most probably via email) to the appropriate Director.

In summary, it is imperative that lines of reporting are clear for the reasons outlined in the opening paragraph. Despite the view of some staff that the old lines of reporting are working, the reality is that improvements are needed. Like it or not, there is confusion amongst some staff as to who they actually reported too, and reinforcing this is the ongoing issue of "poor communication" that surfaces with each accreditation review. To overcome this we need to be very clear with regards reporting lines as the new organizational structure now outlines. This coupled with the introduction of a new performance management system will further strengthen the work expectations of all employees while aiding the systems links to both performance pay and training and development.

College of Micronesia – FSM
Organizational Chart



Notes:

- 1) State Campus Directors have dotted line of authority with ICs, SSCs, CSEs, and administrative services lead personnel at their campuses.
- 2) State Campus Student Services Coordinators have dotted line authority over state campus student services personnel.