

## College of Micronesia FSM

<b>Committee Minutes Reporting Form</b>			
<b>Committee or Working Group</b>		<i>Council of Chairs</i>	
<b>Date</b>	<b>Time</b>	<b>Location</b>	
Friday, January 31, 2014	13:00	Board Conference Room	
<b>Members Present</b>			
<b>Titles/Reps</b>	<b>Name</b>	<b>Present</b>	<b>Absent</b>
COC Vice Chair/Curriculum & Assessment	Gardner Edgar	X	
Human Resources	Morehna Rettin-Santos		X
COC Chair/Finance	Richard Womack	X	
Planning and Resources	William Haglegam	X	
Recruitment, Admission and Registration	Lucia Donre - Sam		In another meeting.
Information Communication and Technology	Shaun Suliol		Family emergency.
COC Secretary/Facilities & Campus Environment	Dana Lee Ling	X	
Faculty and Staff Senate Vice Chair/Faculty representative	Ringlen Ringlen		Out ill.
<b>Additional Attendees</b>			
President Daisy, ex-officio			
<b>Agenda/Major Topics of Discussion:</b>			
<p>Approval of minutes (12/17 and 1/17) Provided</p> <p>Brief Reports/Comments from Committees            Action or comment to Committees from CoC            Review of CoC Terms of Reference (Let makes our changes today) Provided            Status of Committees' Terms of Reference            Comments from CoC Chair RE:            Review CAC Summary Report Provided—Comments-Gardner            Summary Decisions/Recommendations/Action Steps/Motions with Timeline &amp; Responsibilities:</p> <p>1. Chair of COC will address the committee self-assessment process to COC to ensure their yearly self-assessment is in place.</p> <p>Review of letter from VPIEQA: RE: 12/11/13 EC Directives for Institutions set standards—and Measures of Succeeds. Statistics from IRPO Provided</p> <p>Actions or comments-            Other</p>			

## **Discussion of Agenda/Information Sharing:**

13:12 Quorum obtained.

Minutes moved, seconded, and approved without further modification for Council of Chairs meetings on 12/17/2013 and 1/17/2014.

Committee reports.

Facilities and Campus Environment. BECA. Copies with VPA, campus directors. LRC should have a copy. Document is available and anyone in the college system should have the ability to look over the report.

The BECA report includes recommendations on learning and aesthetics. Looks at enrollment trends. In connection with the BECA report on enrollment trends, Mr. Mulik is being asked to take a further look at enrollment patterns over the past five years as well.

The BECA report covers all college facilities and includes recommendations. The report has prioritized facilities issues for each campus. The report looked at the temporary site in Chuuk and why that is not an appropriate site. The report looked at the purchased property and discusses why that is a good location. No surprises except the magnitude of the cost. FSM-FMI is included in that report. There are some concerns with all of the campuses given their age. There is nothing surprising in the report, the report that will serve the college well.

Based upon the runs that they did, the BECA consultants are not projecting dramatic increases or decreases in enrollment. Two sites, however, should be probed further, Chuuk and Kosrae. Enrollment this term in Chuuk is up around 268, do not quote that, with Kosrae around 250, Kosrae last term around 200. These should be probed to determine what future trends are likely to be in those campuses. The other sites are seen as having fairly stable enrollments and should not expect significant growth or loss in enrollment.

The spring enrollment is low. Even the faculty departures will not be sufficient to offset budget shortfalls that will arise from the low enrollment among other factors. During fall term 2013 unfilled positions were frozen with the understanding that some might have to be filled. A current, accurate list of vacancies is being assembled by HR. Preliminarily, the institution is looking at a \$650,000 shortfall with a good possibility that the amount will be larger.

Position considerations – as to whether they will be filled or not – are being made by cabinet. Faculty positions have to be considered carefully – each faculty member slot left unfilled may represent up to five sections that do not run. There is a need, however, to not work in a reactive mode, position-by-position, but to be proactive, plan ahead. The college ought not consider matters on a position-by-position basis but at larger scale, understanding what all the needs might be across a campus or the system.

All of this needs to be tied to a broader master plan for handling the budget issue. Too, other opportunities will be explored.

Mariana Ben-Dereas, recently returned to faculty, has been tasked with working with NDOE on teacher education issues. Susan Moses and Richard Womack are also involved in this effort. The college is exploring new opportunities that would benefit the college, community, and nation.

Improving teacher capacity is a big undertaking. Optimally this would be a two pronged plan that both trains local teachers building local DOE capacity, and that trains a new cadre of local faculty for the college.

Planning and Resources Council reported working on budget and planning process matters. There were concerns about the budget process. There were questions as to whether the budget handbook was followed to the letter.

The president noted that the process was initially not as per the handbook and then rolled the process back to ensure the process followed the guidelines in the handbook. Deadlines were flexed in order to ensure that the process was followed as the manual described and required.

The Finance Committee was reasonably pleased at the budget process and the handling thereof. The administration was helpful and accommodating. When FC requested the presence of administrators, those administrators appeared. Cutting is difficult and does not always lend itself to participatory processes. Budget reduction decisions are hard decisions and often face fixed deadlines that must be met.

Enrollment management is an area that the college will be working in. The enrollment management function is done different here than in the states. No one at the college has enrollment management as their primary task. The office downstairs is a registrars office, not a recruitment office. RAR will be asked to begin to understand the best way to approach recruitment in the Pacific. Sandy Pond will also be asked to weigh in on this. Discussion is also occurring with other Pacific college presidents.

As to positions and restructuring, the president wants to avoid a piecemeal approach. The president wants to see a thoughtful, considered, data based, solution. There is almost a need to re-engineer the college looking at all levels, all functions. The president discussed some thinking on re-engineering in a Pacific collegiate context. The president noted that standard II closely connects academic affairs and student affairs. If these areas were combined, strong deans would be need, an academic dean and a student affairs dean. That said, the effort needs to be a re-engineering and not a restructuring, with decisions driven by data and best practices.

There followed a discussion of a previous collegiate summit and what was possibly a missed opportunity to re-engineer the college at that time. The summit was presented with fixed scenarios and asked to pick one. The scenarios were preset and left the gathering with little in the way of real choices. The result was a decision to maintain the status quo, arguably a suboptimal choice even at that time. The president would like to see the committees take and consider the re-engineering issues. What strategies make sense. Not restructuring, this calls for organizational re-engineering. And the president wants and values true participation, no preset scenarios are in place.

The president noted also that the participatory governance committees are important.

The college also needs to reduce personnel as a percentage of costs. Fixed costs are operational costs. Fixed costs are hard to adjust, little to no flexibility. Only in personnel does one have flexibility.

If, however, cutting to 60% (personnel as a percent of the cost) endangers the institution, then your goal is unachievable. We cannot just keep cutting personnel, but it is the only area of flexibility. That said, there is a need to also look at fixed costs, and that is an aspect of re-engineering the college.

Council of Chairs adjourned at 2:00.

**Handouts/Documents Referenced:**

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**College Web Site Link:** [http://wiki.comfsm.fm/Committee\\_Minutes/Council\\_of\\_Chairs](http://wiki.comfsm.fm/Committee_Minutes/Council_of_Chairs)

**Prepared by:** Dana Lee Ling      **Date Distributed:** 01/31/14

**Approval of Minutes Process & Responses:**

**Submitted by:**      **Date Submitted:**

**Summary Decisions/Recommendations/Action Steps/Motions with Timeline & Responsibilities**

Next meeting: 14 February 2014