

Section III Appendices

Appendix I-1

WASC Report: 2/9/07 (D-1, 29 faculty/staff present – presented to Rota and Tinian by Elluminate Live)

WASC Report Review:

Covered Puts the college on Probation immediately.

Submit a Progress Report by March 30th.

The March Progress report must address the following:

1. Describe how the college meets **Eligibility Requirement #4** (Chief Executive Officer/President) expected to be identified following the applicants' visit at the end of the month. – Results and the process of getting there is going to be written up and presented. I have already asked Agnes, President Emeritus, to draft something up and we can get the rest later.
2. Describe how the college meets **Eligibility Requirement #5** (sufficient staff which the college has been making efforts to identify). With the help of the governor's identifying \$350,000 for the college to help meet this requirement we should meet this requirement. – Results and the process of getting there, including resumes on who is here should address this issue.
3. **Commission Recommendation #1:** Describe the steps taken to insure that the delivery system used to provide instruction on Rota and Tinian is completely reliable and works at all times, or discontinue offering classes via VTC. Tell in detail how it intends to provide educational services including instruction and support services that ensure the education obtained on Rota and Tinian is equivalent to that obtained on the Saipan campus and meets all accreditation requirements.

During the visit, the connection with Rota kept on breaking up; this is unacceptable. 1) the college is receiving a \$900,000 Native Americans grant to set up an 'educational wireless' network between Saipan, Rota and Tinian.

2) Working with PTI on correcting the bandwidth problem between Saipan and off-island. The sticky point is the "provide educational services including instruction and support services that ensure the education obtained on Rota and Tinian is equivalent to that obtained on the Saipan campus and meets all accreditation requirements". I will be contacting Barbara Beno again about this and what exactly it means.

4. **Commission Recommendation #2:** The governing Board of NMC must undergo sufficient training on accreditation requirements of the ACCJC.

PPEC (Pacific Post Secondary Education Commission) is organizing Board Training in Hawaii in early March. Opportunity #1. The Board of Regents also had an opportunity for Board Training in July where four of six current members were trained. This training was after the Self Study had been submitted though. Dr Inos was insulted by the inclusion of this recommendation, but obviously it is there because it was identified in the Self Study Report and

in the visit. I will be providing relevant sections for general edification. The PPEC is providing another opportunity for training; the ACCJC would not mind if they could see what is being covered so they can verify that the ACCJC and its new standards are covered adequately.

The Acting President asked faculty to EXPLAIN to the students what being on probation means and specifically the phrase: "The accredited status of the institution continues during the probation period."

It was asked about the levels of reprimand, we are on the second tier of three. We can and will take care of this problem though and get off "probation".

In October, we need a report discussing how the college,

1. Integrates college planning to involve all its stakeholders, including Saipan, Tinian and Rota, in its budgeting and resource allocation.
2. Institutionalizes our Assessment work.
3. Ensures that we address Recommendation #1 mentioned above
4. Completes work on developing and implementing Student Learning Outcomes.
5. Completes the Employee evaluation system (Stems from inconsistencies when Dr Wright was president and he replaced the evaluation system with 'work plans', then when he left, we returned to evaluations but did not do so completely or consistently. We now use a "comprehensive evaluation" system, employees are evaluated by those they work with, those who work under them and those who work over them for a more complete evaluation program.
6. Pursue funding to repair replace aging buildings: and as stated, we have submitted a House Bill to the Legislature for approval of a \$250,000 loan to replace and repair a limited number of buildings on campus. All the legislators I have spoken with have been supportive; the governor mentioned he would sign it when it crosses his desk as well.

Assessment Handouts from Robert (under the weather in addition to it being an austerity holiday, the former more than the latter.)

The acting president passed out the two handouts from Robert and asked for instructors to start work on this as it HAS TO BE in the October Report. He spoke of assessment as being just verification of doing what you say you are doing. Keeping a 3 ring binder of all handouts given then looking back later to see how it all ties together is a good first step.

As requested, Robert will be more than happy to go over these with departments. There is a timeline we need to follow and we will both follow that timeline and present information on assessment in the October Report.

It was asked if departments chose to do something that is not on the list, would this be a good idea to which the president said yep. Everyone needs to work with Robert and OIE to get this moving, after that is instructor driven, not OIE driven.

Employee Evaluations: We are working on comprehensive employee evaluations. The person at the top looking down is only one view; we want everyone who works with someone to be able to evaluate them. The forms go to the employee who distributes them to those they think would be most appropriate, then arrange a sit down time and go over them and fill out the final evaluation form. Then submit the bunch. This is something that the college started two years ago, and now we need to implement it.

Budget Reductions came up at a meeting with Tony Muna last week. As the college continues to be mentioned as the source of assistance and training in cabinet meetings, we are on better standing than before. I am hoping that we don't get cut; we need to be identified as an 'essential service' by the governor – that is what I am working on. I will keep everyone informed.

Bank of Guam Loan – after getting legal advice stating that we will not be able to legally take a loan without getting legislative approval, that is the route I have taken. Justo Quitagua has arranged to introduce a bill on behalf of the college to take out a loan; the governor has said he supports it as well.

The acting president went to MHS and discussed the possibility of accepting “**Advanced Placement**” courses from MHS and other high schools. This is institutionalized, tests by the College Board. We will find out who passed and see if they also did well in the placement tests we give. We will ensure student confidentiality, students may have had to sign a release note. The acting president is working with the MHS principal Karen Borja on this. As the president says, if we accept their credits in high school, he hopes that their bodies will follow.

When questions came up, it was stated that the president should not have released the information to the media before notifying and discussing the WASC report with college employees instead. The acting president stated the release of information was in reaction to the meeting that was held the afternoon the college received the WASC report. As noted earlier, the college could well have its budget cut if it is not deemed an “essential service”. We cannot afford to handle that kind of a cut as proposed. So in order to get the best press information out, Robert Churney wrote up a release, Danny tweaked it a bit, then released it via email to the college community about noon on Sunday. Then he released it to the two newspapers, first the Tribune then the Variety. The Tribune was receptive to not editing it much and leaving in a key phrase at the president's request. Due to the problems he has been having with the Variety, it was released to them right before press time so they could not add anything, could only cut, which is what they did. It was the best use of press possible. College employees had time to see what was coming out – the press release went to the college community at about noon, it showed up in the local newspapers online after midnight. In short, the president attempted to inform the college community first. He also apologized for the way it came out, but he felt was the most positive way to handle it after Friday's meeting.

The meeting ended at about noon.



**ACCREDITING
COMMISSION
for COMMUNITY and
JUNIOR COLLEGES**

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CLARE GOLDBERG

October 16, 2006

Acting President Danny Wyatt
Northern Marianas College
P.O. Box 501250
Saipan, MP 96950
Fax # 670-234-1270

Dear President Wyatt:

The Accrediting Commission for Community and Junior Colleges has learned that Northern Marianas College does not have a full time president, and that in your role as acting president, you are also fulfilling two other responsibilities as both Dean of Academic Programs and Services and Head of Information Services.

The Commission's Eligibility Requirement 4, Executive Officer, states: "The institution has a *chief executive officer appointed by the governing board, whose full-time responsibility* is to the institution, and who possesses the requisite authority to administer board policies. Neither the district/system chief administrator nor the college chief administrator may serve as the chair of the governing board." (emphasis added) Northern Marianas College is out of compliance with this basic eligibility requirement.

It also appears that the college may be out of compliance with ER 5, Administrative Capacity, which indicates that "The institution has sufficient staff, with appropriate preparation and experience to provide the administrative services necessary to support its mission and purpose." The institution may also be out of compliance with Standard II A. 2, which requires sufficient administrative staff with appropriate preparation to support the institution's mission and purposes."

The Commission has, as policy and practice, allowed institutions no more than three days to appoint a full time acting or interim president when a vacancy arises. Northern Marianas College is therefore required to assign other jobs currently assigned to the acting president to other individuals in order to assure the acting president has as his sole responsibility the duties of president. The College should notify the Commission in writing that it has made this adjustment by end of day Thursday, October 19.

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Appendix A-2

**Northern Marianas College
Office of the President**

P.O. Box 501250

Saipan, MP 96950

Tel. no. 234-5498, extensions 1000, 1001 or 1002, facsimile no. 234-1270

October 19, 2006

Via fax to ACCJC: (415) 506-0238

Via fax to ACSCU: (510) 748-9797

Barbara A. Beno, Ph.D.
President
Accrediting Commission for
Community and Junior Colleges
Western Association of Schools
and Colleges
10 Commercial Blvd. Suite 204
Novato, CA 94949

Dear President Beno:

The College Council met on October 17th at 5:00 pm to address the Commission's Eligibility Requirement #4. The following actions have been taken:

- Maryanne Campo has been appointed Acting Information Learning and Technology Director; and
- Dr Debra Cabrera, Social Sciences Instructor and Accreditation Steering Committee Chair, has been appointed Acting Dean of Academic Programs and Services and the Acting Accreditation Liaison Officer (ALO).

The concern of college non-compliance with Eligibility Requirement #5, "... the college has sufficient staff, with appropriate preparation and experience to provide the administrative services necessary to support its mission and purposes", will be addressed as reductions made in the personnel budget allow the college to fill those positions now being filled with those who are 'Acting'. With the current budget and organizational structure, there is little recourse in addressing Eligibility Requirement #5 in the immediate future until funding for those positions can be identified and then allocated.

Further, the College Board of Regents and Administration will continue to lobby with the CNMI Political Leadership for a supplemental appropriation for FY2007 and restoration of our budget to a level, in FY2008 and forward, that will ensure that the College is in compliance with Eligibility Requirement #5.

Sincerely,

/s/

Danny Ö. Wyatt
Acting President
Northern Marianas College

cc: Ralph Wolff, ACSCU

BOR Chair
ALO

*A Land Grant Institution Accredited by the Accrediting Commission for Community and Junior Colleges
and the Accrediting Commission for Senior Colleges and Universities
of the Western Association of Schools and Colleges*

Appendix A-3

NORTHERN MARIANAS COLLEGE PRESIDENTIAL SEARCH PROCESS

One of the most important tasks of the Northern Marianas College Board is to hire the college president to carry out efficiently and effectively the constitutional mandated mission and vision of the college.

The BOR presidential search committee as delegated by the BOR Chairperson, recommends the following outline to be followed in the process for and selection of the Northern Marianas College president. ALL PROCEDURES OR ACTIONS MUST COMPLY WITH THE NMC BOARD POLICY 4008 (Recruitment and Hiring Practices)

The Board

When it becomes necessary to hire a president, the Board, in consultation with the search committee, will review the current position description, modify it, as appropriate, and develop a statement of preferred qualifications. At the Board's direction, the Human Resource director will using the position description and preferred qualifications, initiate the procedures provided in the policy to identify candidates for consideration by the Board.

The Search Committee

A single search committee shall be responsible for assisting the Board by identifying possible candidates for the position of president. The Board retains the sole responsibility for the selection of institutional president. The direct costs of the presidential search shall be borne by the college.

Members of the search committee shall be appointed by the BOR Chairperson. The search committee shall be composed of three Board members, three faculty, one student, one administrator, one classified or unclassified employee, two community members, one legislative member, and one business community member. The appropriate faculty body of the college shall be asked to nominate six persons to the board who will choose three to serve. The other three faculties will be designated as alternates, to be called on only if those designated members are unable to serve on the search committee. Similarly, the president of the student body shall be invited to nominate two students, with one being chosen to serve and the other designated as an alternate. Administrators will be asked to nominate two campus administrators, typical deans, directors, or vice presidents, one to be named to the committee and one to serve as an alternate. Classified or unclassified employees will nominate two individuals, one of whom will serve as alternate. The legislative representative, community representatives will be selected by the three BOR members in the search committee. There shall be one member from Rota and Tinian in the search committee.

In selecting member of the search committee, the BOR shall be mindful of having a diverse committee, especially from gender and cultural perspectives. Participation on a search committee is voluntary and an extremely time-consuming commitment. Once presented with information on the search time line, hours required, and level of confidentiality required, committee members

will be asked again if they are willing (and able) to make required commitment.

The chairperson of the Board may serve ex-officio without vote. Unless a public meeting is announced, however, no quorum of the Board may be present at any search committee meeting. The BOR should retain the degree of detachment that will enable the exercise of impartial leadership through the final selection process.

The Human Resource Director and a representative from the institutional effectiveness office may be appointed by the president to serve as consultants to the committee and attend its meetings.

The search committee may select their chair. The chair shall convene all meeting of the committee. In order to keep the names of the candidates confidential, only the chair of the search committee or a designee shall speak on behalf of the committee to the press or others concerning the progress of the search.

Responsibilities of the Search Committee

1. Review Statement of Qualifications

The search committee, after consulting with the Board in the development of a position description and statement of qualifications, should review the board's position description and statement of qualifications and recommend any modifications. The committee shall invite comments from concerned groups and individuals (faculty, students, administrators, alumni members of the community, etc.) The committee chair shall then consult with the Board regarding any search committee recommendations for changes. Based on the comments received, the Human Resources Director or President's designee will finalize the position description and statement of qualifications.

The statement of qualifications, along with the constitutional mandated mission and the institutional visions should be sent to all applicants for the position.

2. Based on material received by the search committee from the Board, a Vacancy announcement shall be prepared by the Human Resources Department and approved by the search committee. Advertisement for the position shall include a deadline for the submission of applications and nominations. The search committee, in consultation the Human Resources Director and president's designee shall decide the deadlines for the receipt of

Materials needed by the committee to assure its screening of candidates who meet the dateline

3. Screen

The task of the search committee is to recommend to the Board three to five people, any one of whom would be satisfactory to the search committee to be the next president of the institution.

The screening process is divided typically into five stages. The first screening consists of

reviewing applications and identifying those that meet the minimum qualifications for the positions.

The second stage of the screening process involves a more thorough review of those candidates who meet the minimum requirements for the position. The goal at this stage is to narrow the list to three to five who will be given careful consideration by the committee.

The third stage is critical for the success of the process. The search committee needs to collect a great deal of information about the remaining finalist and at the same time, assure that the names of the candidates remain confidential in order to keep them in the pool. At this stage, the committee may talk to the candidates, talk to references, and send one or more members to visit candidates, or if necessary, invite candidates to meet the campus search committee.

The fourth stage occurs when the semi-finalists are invited to NMC campus for interviews. At this stage it is important to protect the confidentiality of the candidate by keeping meetings as private as possible.

The campus screening committee is advisory to the search committee and shall be selected by it. At this stage of the search process, it is important to increase the number of campus people who meet and interview candidates. The screening committee shall consist of three faculty members, three department heads, two deans or directors, two students, a senior academic administrator, and a representative from the classified or unclassified service personnel. The search committee shall seek nominations for the campus screening committee from appropriate campus organizations. In selecting members of the screening committee, the search committee shall be mindful of having a diverse committee especially from gender and cultural perspective. The chair of the screening committee shall be appointed by the search committee.

The role of the screening committee chair will be to convene and prepare agendas for meetings of the screening committee, act as convener for the interviews with candidates, and assure that a final report of recommendations is prepared from the screening committee to the search committee. At an organizational meeting of the screening committee, three major topics will be covered;

- a. Critical importance of confidentiality;
- b. The role of the screening committee as advisory to search committee. Members are prohibited from making contacts with candidates and his/her references; and
- c. The form of the report of recommendation to be prepared for the search committee.

The complete files of the semi-finalist candidates will be made available to the screening committee as it prepares for the interviews. The screening committee should provide the search committee with a written evaluation of the strengths and weaknesses of all of the candidates it has interviewed within 48 hours of the final interview. THE REPORT SHALL NOT RANK ORDER CANDIDATES. The chair of the search committee may choose not to accept the report if the procedures are not followed. Once the report has been made, the work of the screening committee is finished.

During the fifth and final stage the search committee will identify three to five finalists and prepare the report to the Board regarding the finalists.

4. Recommend

The search committee shall recommend three to three to five finalists to the Board. The search committee's recommendations should be accompanied by a detailed report on the strengths and weaknesses of each candidate, especially in terms of the desired qualifications for the position. The report may include summaries of the evaluations of the campus screening committee and other individuals and groups who provided information about the candidates to the search committee. The recommendations from the search committee shall be unranked

5. Campus Visits and Board Selection

When the Board receives the search committee's recommendations and report, the following events will occur:

times will be set for the finalists to be interviewed by the Board and for a planned visit with campus constituents.

The campus will receive at least a five-working day notice of the times of the campus visits of finalists.

Prior to the candidates interview by the Board, a release of public announcement of the names of candidates to be interviewed by the Board.

Following the Board's interviews with the finalists, the Board shall meet in executive session to rank the nominees in priority order.

The Board shall hold a special or regular meeting to vote on the selection of a president.

Appendix A-4

Presidential Search Update 3/29/07

On August 17, 2006 the first meeting to discuss the development of a Presidential Search Committee. Regent Elaine Hocog-Orilla, Regent Malua Peter, Regent Linsa Lizama, Mark Mendiola, Faculty Senate Rep., David Rumpitz, Staff Senate Rep., Lorraine Cabrera, and Tanya Songsong and Bobbie Hunter from the Human Resources Office were present to discuss the format of the committee. It was agreed that members of the community be involved to ensure that everyone had a voice in the process to elect a President for their Community College.

Letters were drafted and distributed to members of the community and on August 25, 2006 the first Presidential Search Committee was formed. These members included people from the business, government and retired sector, NMC faculty, student, staff, and members of the current Board of Regents. They appointed the former President Emerita, Ms. Agnes McPhetres as the chairperson for the committee and the voice for the media. The committee assisted in drafting the vacancy and where it should be advertised. One of the members of the committee volunteered to pay for the costs for advertising online and in the local media. Other various prominent sites that were free were used to advertise as well.

Advertisements for the position went out on September 1, 2006 and closing date was on October 2, 2006. Applications came in and on the closing date, a total of 17 packages or envelopes were received. The Presidential Search Committee met on October 26, 2006 and reviewed all applications to determine if the applicants met the minimum requirements and submitted a complete package. A total of 13 complete applications were received. Weekly meetings were conducted to begin the process of screening and evaluation. Afterwards a total of six applications were deemed complete had met the required qualifications as stated in the announcement. In the next process, resumes were taken and printed on separate sheets of paper and given the title candidate A, B, C and so forth. So that no one would know who the applicants were, the PSC reviewed the resumes and a matrix was formed and votes were taken as to who each committee member felt was more qualified to take on the position. After several meetings and rounds in evaluation candidates A, B, C & D, the top five candidates were chosen for preliminary interviews.

On December 4, 5 & 7 interviews were conducted and of the top five, four names were recommended to the full board on January 2, 2007. According to the Board's procedure, the top 3 candidates will be interviewed by the Board of Regents themselves. The Board of Regents accepted the PSC recommendations and chose only three of the four that were presented. The NMC Foundation supported the Board's efforts by flying the top three candidates out here to be interviewed in person. One of the candidates specifically asked that they be interviewed on the week of the 19th. This applicant pulled out at the very last minute. The top two candidates were able to make it out here and interviews were conducted on the 20th and 21st of February. Both candidates had the opportunity to meet with the students, staff and faculty during a brief forum held in D-1. The Foundation also sponsored a cocktail hour to meet both candidates. In addition, both candidates had the opportunity to fly to Tinian site for a brief visit with the students and employees as well.

After the candidates left, the Board had agreed to conduct external background checks to confirm and ensure that both candidates' information were true and correct. The Board met on March 12, 2007 and reviewed the findings of the background checks. It was decided that the board was not ready to make a decision and would review the other finalist applications.

On March 27, 2007 the Board interviewed Dr. Carmen Fernandez. The next interview is scheduled for the second week of April.