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Innovation Beyond the Classroom
MESSAGE FROM THE CHAIR OF THE BOARD AND THE PRESIDENT OF NMC

Chairperson Frank M. Rabauliman & President Sharon H. Hart

Hafa Adai, Tiroow Woomi, and Greetings,

Northern Marianas College accomplished its BEST year ever in 2014: the institution’s accreditation was finally reaffirmed, a new bachelor’s degree was launched, the College’s accreditation transitioned to the senior commission of the Western Association of Schools and Colleges, workforce training and development efforts were heightened, and strong enrollment numbers showed that many students continued to look to NMC for their path to successful futures.

These accomplishments, achieved in record time, are testimony of the collaborative efforts by NMC students, staff, faculty, Board of Regents, as well as government and private sector support. We are truly grateful for the support of our community.

Building on the strong foundation of this support, the College is already hard at work in fulfilling the goals identified in the “Full Speed Ahead – 5 Year Strategic Plan,” which focuses institutional efforts on workforce development initiatives, increasing college completion rates, and modernizing NMC’s facilities.

We are looking forward to our partnership with you so that 2015 will bring even greater success for Northern Marianas College.

Thank you for your support!

Sincerely,

Frank M. Rabauliman

Board of Regents Chairperson

Sharon Y. Hart, Ph.D.

NMC President
Northern Marianas College was established in May 1981 when Governor Carlos S. Camacho created the College as an official governmental entity through Executive Order #25. The Executive Order established the College as one of the divisions within the Commonwealth Department of Education. By mid-summer of 1981 the College was offering training programs for government employees and teachers of the public school system.

In January 1983 Public law 3-43 established NMC as a public, nonprofit corporation having the Board of Education as its governing board. In March of 1985 the passage of CNMI Public Law 4-34 made NMC a public corporation under the general governance of its own Board of Regents, and granted it autonomy in both fiscal and personnel matters. This law stipulated the mission of the college and designated NMC to serve as the land-grant College for the Commonwealth.

In November of 1985 the Second Constitutional Convention in the CNMI adopted a series of proposed amendments to the CNMI Constitution. Among them was Amendment 38 concerning education in the Commonwealth. Article 15, Section 2 of that proposed amendment provided for the establishment of Northern Marianas College, and stipulated that the College’s Board of Regents should have autonomy in conducting its affairs. This amendment restated the mission of the College and guaranteed annual funding. Amendment 38, among others, was adopted by the people of the Commonwealth in a special election held in January of 1986.

In June 1985 the College received its initial accreditation from the Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC). The accreditation was reaffirmed in 1990, 1996, 2001, and 2009. In March 2001, the Accrediting Commission for Senior Colleges & Universities of WASC (WSCUC) granted NMC initial accreditation for offering a Bachelor of Science degree in Education. This marked the first time in the history of WASC that a two-year community college offered a four-year degree.

Northern Marianas College’s accreditation was evaluated again in 2006 – 2007 and reaffirmed by the Accrediting Commission for Colleges and Junior Colleges. The institution underwent a six year comprehensive evaluation in 2012 by ACCJC and WSCUC. The College was placed on Show Cause status in February 2013 and a visit was scheduled for October 2013. Accreditation was Reaffirmed in the February 7th, 2014 Action Letter. Immediately afterwards NMC applied for accreditation fully under WSCUC and was granted Initial Accreditation on July 7th, 2014.

In the spring of 2014 NMC also completed Substantive Change to offer a Bachelors of Science in Business Management. This was approved in the summer of 2014. NMC now offers a Bachelor of Science degree in Education and Business Management.

Since its beginning, NMC has focused on meeting the higher education and vocational training needs of the CNMI. From the times of its first program in teacher education, NMC has developed a comprehensive set of academic programs and services to meet the social, cultural, occupational and economic development needs of its island communities. Today, students are enrolled in various educational programs of study leading to Associate Degrees and Bachelor. In addition, there are hundreds of students enrolled in credit and non-credit, continuing adult education courses.

Throughout the years, more than 20,000 people have enrolled in regular NMC degree and certificate courses, over 3000 persons have been awarded certificates and/or degrees in programs offered or coordinated by NMC; and more than 12,000 individuals have been served in our community through such programs as the Adult Basic Education, Continuing Education, and the Cooperative, Research, Extensions, and Education Service.
NORTHERN MARIANAS COLLEGE
2014 END GOALS

Goal 1: Student Success

Priority 1.1.: Strengthened instruction and services through a systematic evaluation of student learning outcomes (SLOs).
Priority 1.2.: Improved services to residents of Tinian and Rota.

2. Resource Optimization

Priority 1.1.: Implemented an effective planning process that emphasized accountability and tied resource allocation and initiatives to the concepts of institutional effectiveness.
Priority 1.2.: Provided necessary physical facilities and resources to meet the needs of the College’s programs and constituencies.
Priority 1.3.: Obtained a sufficient number of qualified personnel with full-time responsibility to the institution, and established minimum faculty qualification for all academic instructors.

3. Information Technology

Priority 1.1.: Secured highly qualified IT personnel and service providers to improve technology support system.
Priority 1.2.: Improved IT planning, utility and decision-making processes through systematic evaluation to meet institutional needs.
Priority 1.3.: Integrated technology to enhance student learning.

4. Continuous Quality Improvement

Priority 1.1.: Secured Reaffirmation of Accreditation.
Priority 1.2.: Revised the governance structure in order to ensure clarity and effective College operations.
Priority 1.3.: Obtained adequate resources to pursue Capital Improvement Projects / plans.
Priority 1.4.: Implemented procedures in support of new and revised Board policies that impact College operations.

5. CNMI Workforce Needs

Priority 1.1.: Expanded efforts to partner with business, industry, and government to identify their needs for a skilled and trained workforce.
2014 ACCOMPLISHMENTS
A great day for the NMI
Manibusan will run for AG
No new health insurance policies in NMI
Monday, February 10, 2014
Marianas Variety
A great day indeed. After having been placed on the most severe accreditation sanction for most of the past five years, Northern Marianas College announced on February 7, 2014 that it had been removed from “Show Cause” status and its accreditation was reaffirmed by the Accrediting Commission for Community and Junior Colleges (ACCJC).

The decision to reaffirm the College’s accreditation was made during the January, 2014, meeting of the ACCJC, Western Association of Schools and Colleges, which indicated that “NMC has resolved all deficiencies that were identified” in previous accreditation visits and evaluations.

Accreditation is reaffirmed when the Commission finds an institution substantially meets or exceeds the Eligibility Requirements, Accreditation Standards, and Commission policies.

Northern Marianas College President Dr. Sharon Hart congratulated and thanked all the students, staff and faculty of NMC for their hard work, dedication, and commitment. She also expressed her gratitude to the NMC Board of Regents, CNMI Governor and Lt. Governor, legislators, the CNMI Representative to the U.S. Congress, and many other community members for their unrelenting support of the College.

In his State of the Commonwealth Address, Governor Eloy Inos highlighted the College’s momentous achievement.

“This is truly great day for the Northern Marianas College and for the Commonwealth as a whole,” Governor Inos said.
NMC gets 6-year accreditation

With a banner draped behind them reading “BELIEVE,” Northern Marianas College officials announced yesterday that the institution has been approved by the WASC Senior College and University Commission, which now allows it to expand its offerings of four-year degree programs.

All eyes today on Senate for Saipan Casino Law fix bill

Inos withdraws 3 noms to Casino Commission

Saipan delegation more than 60 percent done with review

Land lease signed for 300-room hotel in San Antonio

HK-based Honest Profit also turns in $100K security deposit to DPL

DPL still weighs options for Marpi lots

See NMC on Page 6

See LAND on Page 6

Saipan Tribune
THE CNMI’S FIRST DAILY NEWSPAPER
www.saipantribune.com
THURSDAY JULY 10, 2014
The College turned another historic page when it announced that NMC was granted Initial Accreditation for a period of 6 years, through June 2020, with the WASC Senior College and University Commission (WSCUC).

NMC President Dr. Sharon Hart remarked that the transition to the Senior Commission marked a historic milestone in the Northern Marianas College’s 33-year history.

Northern Marianas College had already been accredited in good standing with the Junior Commission of WASC (i.e. the Accrediting Commission for Community and Junior Colleges, or ACCJC). In fact, the Junior Commission reaffirmed NMC’s accreditation earlier in February after ACCJC found that NMC had addressed the concerns and recommendations that were raised by the Commission and evaluation teams.

“One of the main reasons we were seeking accreditation through the Senior College and University Commission is that the College is poised for significant growth and development in four-year degree offerings,” said President Hart.

The College initiated the movement from the Junior Commission to the Senior Commission of WASC as part of its effort to address needs that were articulated by the community, including the private sector. One of these needs was the expansion of NMC’s business programs to include a bachelor’s degree in business management. Under ACCJC, the College was allowed to offer only one bachelor’s degree program. WASC Senior Commission allows the College to expand its program offerings.

In the July 7th, 2014 Action Letter, WSCUC expressed its appreciation for the extensive work that NMC undertook in preparing for and supporting the accreditation review.
A NEW BACHELOR’S DEGREE

NMC Introduces Bachelor’s Degree in Business Management

The College reached yet another historic milestone when it announced the launch of a new bachelor’s degree program in business management. The last and only bachelor’s degree (in education) had been introduced more than a decade earlier in 2001.

The introduction of the business degree, which was approved through a substantive change by the WASC Senior College and University Commission, was identified by the community as a major need for the CNMI, especially as so many of the present baccalaureate degree holders in the CNMI are transitional contract workers. This is a noteworthy achievement given that a significant number of Substantive Change applications are returned for further development when first submitted.

The new program is designed for individuals who are looking to cultivate their business and management skills as they look to climb the organizational ladder, manage their own businesses, or rise within their corporate hierarchy.

The College had earlier initiated the movement from the Junior Commission to the Senior Commission of WASC as part of its effort to meet community and workforce needs. Under ACCJC, the College was allowed to offer only one bachelor’s degree program. WASC Senior Commission allows the College to expand its program offerings.

The new bachelor’s degree in business management was launched in the Fall 2014 semester.
Meeting workforce needs continued to be a high priority of Northern Marianas College, and in 2014, the College stepped up many of its workforce development programs that engaged and trained hundreds of individuals and helped prepare them for lasting and meaningful careers. These include:

**Implementation and Expansion of “Workforce Lead Into Future Experiences” (L.I.F.E.)**

Through its workforce development and apprenticeship program in collaboration with the College’s Community Development Institute (CDI), curriculum and instructional services were delivered to over 233 people who were trained on Rota, Tinian, and Saipan. The curriculum and instructional services focused on soft skills needed in today’s workforce such as Leadership Development, Personal/Life Development, Customer Service/Pre-Workforce Development, and Computer Literacy. This fiscal year also included providing services to retirees and others in the community who wanted to reenter the workforce.

**Development of On the Job Training and Work Experience Pilot Program**

The funding support provided by the CW Funds helped the College develop preliminary components and pilot an “On the Job Training and Work Experience” program. The program is designed to take top students who completed Workforce L.I.F.E. (Work skills and Computer Literacy courses) and provide them an opportunity to demonstrate and further enhance their hands on skills. The first of group participants included 13 individuals who gained hands-on experiences, food handlers certification, stipends and the potential of being hired by the organization at which they trained.

**Business & Nursing Programs**

Funding made available by CW fees also helped continue critical programs at the College, including the business and the nursing programs, which enrolled 483 students. The activities offered under the Business Program are essential for providing replacement workers in accounting, hospitality management, as well as to build the skills of employees through computer application courses. Similarly, the Nursing Program provides core and/or replacement workers in nursing (a majority of the nurses hired at the Commonwealth’s hospital are CW workers).

**Community Development Institute**

The Northern Marianas College Community Development Institute (CDI) provided a variety of non-traditional workforce and community related services to 736 people. CDI houses the Area Health Education Center (AHEC), Community Service and Personal Enrichment Program (CSPE), Expanded Degrees and University Partnership Program (EDUP), the University Center for Excellence in Developmental Disabilities (UCEDD) program, and the Workforce Development and Certificate Training Program.
FULL SPEED AHEAD
The new College motto, “Full Speed Ahead” was unveiled on Friday, February 7, 2014 just as students, staff, and faculty received the exciting news that the College’s accreditation had been reaffirmed by the Accrediting Commission of Community and Junior Colleges.

But for any organization to move forward, or steam ahead, it must have a clearly defined path of where it is, where it wants to go, and how it plans to get there. In 2014, the NMC Board of Regents formally approved the Northern Marianas College Five Year Strategic Plan 2015-2020—Full Speed Ahead, which identified five strategic goals: 1) increase relevance to the CNMI workforce and community needs; 2) ensure continued accreditation; 3) accelerate time to completion; 4) improve student success and support; and 5) strengthen operations and resource development.

Of course, these goals were strongly aligned with the College’s new mission statement: “Northern Marianas College, through its commitment to student learning, provides high quality, affordable and accessible educational programs and services for the individual and people of the Commonwealth,” and new vision statement, “Northern Marianas College will serve as the engine to drive the economic growth and the social and cultural vitality of the Commonwealth.”

The development of the strategic plan involved an inclusive process that engaged a broadly based and representative group of private sector and community leaders, elected officials, NMC Board of Regents, and NMC employees. Strategic planning roundtable discussions were also facilitated by Dennis Jones, president of the National Center for Higher Education Management Systems (NCHEMS).
Improving Access to Higher Education

Student Enrollment Continues to Climb

More and more students are looking to the Northern Marianas College for their professional and personal growth, as evidenced by the continued overall increase in full time enrollment. In fact, the College saw one of its highest Fall semester enrollments in its 30 year history in 2014.

Robust recruitment efforts, as well as those services designed to help retain students, are credited for the continued overall growth in enrollment. Activities funded by the College Access Challenge Grant – like the Start Smart Seminar and the Cash for College Workshops – have also played a pivotal role in helping students to enroll and succeed at NMC.

Student Enrollment (Full Time EQ.)

<table>
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<th>Year</th>
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<tr>
<td>Fall 2014</td>
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Continuing its record setting year, Northern Marianas College conferred its highest number of degrees in 2014 with 161 degrees awarded.

This was also the first time that the School of Education graduated students with a Bachelor of Science in Education Degree with a concentration in Special Education. This concentration, along with the “Rehabilitation and Human Services” and “Early Childhood Education” concentrations, were introduced three years ago.

In addition, the College handed out achievement and leadership awards to the following deserving students:

**Academic Excellence Award Recipients**

**Associate Degree Category**
1. Nicole Ichihara Sablan, Liberal Arts
2. Jan Kimberly Tecson Alcantara, Nursing

**Bachelor’s Degree Category**
1. Raissa Belle Alarca Ferrer, Education – Elementary Education Concentration
2. Tatiana A. Babauta, Education – Rehabilitation and Human Services Concentration
3. Querlaine DLG. Blas, Education – Rehabilitation and Human Services Concentration

**Student Leadership Award Recipients**

**Associate Degree Category**
Verna Yacto Deleon Guerrero, Liberal Arts

**Bachelor’s Degree Category**
Koniko Masga Nazakato, Education with Special Education concentration

**Community Service Award Recipients (for active participation in community events and volunteerism)**

Jatanna Cabrera, Associate in Applied Science-Business Administration: Emphasis in Accounting and Business Management
Improving the institution’s physical facilities and resources continued to be a high priority in 2014, and the College made significant strides to meet student and programs needs.

The renovation of Building K was completed, yielding two state-of-the-art classrooms and a number of office spaces for faculty. A ribbon cutting ceremony was attended by various local and federal officials, including U.S. Department of Interior – Office of Insular Affairs Director Nik Pula.

Renovations for the School of Education (Building V) and the Business Department (Building J) were also completed to accommodate the relocation of these two academic departments.

Other facilities projects included the completion of the LED lighting project at the Rota and Tinian instructional sites and the renovation work that was finished at the Rota site for the computer lab (accommodates 15 students) and the VTC room (accommodates 45 students).
In 2014, CNMI Governor Eloy Inos accepted the call to action made by Complete College America to join its Alliance of States, a group of states and their governors who have made commitments to significantly raise college completion rates while also increasing student success.

The call to action focuses on meeting educational and training needs of the CNMI to ensure a competitive workforce. Building on the values of access, opportunity, and quality, the Complete College America agenda has identified five game changing strategies to increase college completion:

1) **Performance Funding** Tie state Funding to Student Progression

2) **Corequisite Remediation** Default students who place in remedial levels to college-level gateway courses with mandatory, just-in-time instructional support

3) **Full-Time is 15** Incentivize students to attend full time and cap degree requirements

4) **Structure Schedules** Help working students balance jobs and school through structured class schedules

5) **Guided pathways to Success** Default students into highlight structure degree plans

Northern Marianas College has already revised some of its Individual Degree Plans (IDPs) to cap the number of credits needed to earn a degree. Further, it has accelerated classes in mathematics and eliminated large-group testing for the math final exams. The College is also looking at incentivizing enrollment in 15 credits per semester so students can graduate with their degrees on time.
For the seventh consecutive year, Northern Marianas College received a favorable audit opinion – an unqualified opinion – on its financial statements for Fiscal Year 2013.

An unqualified opinion means that the financial statements present fairly, in all material aspects, the financial position of Northern Marianas College as of September 30, 2013, and conform with accounting principles generally accepted in the United States of America.

The College’s independently-prepared audit identified no material weaknesses, significant deficiencies, or material noncompliance with the College’s financial statements. Further, no audit findings on NMC’s financial statements were identified. The audit report did not raise any questioned costs either.

With regard to the internal controls over major programs, the audit firm reported one audit finding, which is the fewest number of findings the College has ever received. Equally important, two audit findings that were identified in the previous year’s audit had been fully resolved.

Northern Marianas College President Dr. Sharon Hart stated that the financial audit demonstrates the College’s commitment to being efficient and prudent with the resources that are entrusted to NMC.
ENSURING A HIGH STANDARD OF PROGRAM QUALITY

Full Participation in Program Review Activities

For the sixth cycle of program review in seven years, the Office of Institutional Effectiveness reported that 100 percent of academic programs participated in assessment activities in 2014. These activities involved a comprehensive analysis of each program’s effectiveness for continuous quality improvement.

The results from the program review were used to help inform planning and resource allocation.
“A win-win for the community and the College” is how the new Credit for Prior Learning Program was described in the local press when it was launched in August 2014.

The new program provides a way for college credit to be awarded for knowledge gained through training, employment, and life-experiences, as self-assessed and documented in a portfolio. Students can earn up to 30 college credits.

The portfolio is developed in the Prior Learning Assessment (PLA) Portfolio Development course, a 3-credit course offered for the first time in the Fall 2014 semester at NMC. The course helps students develop a portfolio that includes a written analysis of what they learned and how they applied this knowledge in the workplace at a level that merits college credit consideration.

The class examines written narratives, verifiable documents, certificates of training, certifications and licenses, proficiency exams, college transcripts, and military and professional training. Other verifiable evidence of knowledge are also considered.
Gone are the days when registering for classes took hours to complete. In another historic “first”, Northern Marianas College implemented online registration to maximize convenience and ease for students.

Prior to the launch of the new online registration system, called the PowerCampus Self Service system, students had to manually register for classes, which sometimes involved long lines and hours of waiting. Now, the process for registering for classes takes several minutes.

In addition to allowing students to register for classes online, the new online portal—the PROA Portal—allows students to view their academic records and evaluate progress toward completing degree requirements.

This new technological upgrade provides students and academic advisors timely feedback on students’ enrollment statuses, academic progress and additional options for each to execute processes, that would normally require a physical meeting or a visit to a department. NMC featured the PROA Portal for the first time to advisors and students during the Fall 2014 registration period.
Fiscal year 2014 was also a banner year for the Northern Marianas College Cooperative Research, Extension, and Education Service as it continued its mission to engage farmers, families, youth, government and private agencies, partners and other clients through a variety of programs and services. The following highlight some of the program’s accomplishments:

**Tinian Agricultural Fair 2014**
NMC-CREES initiated and played a leadership role in the 2014 Tinian Agricultural Fair, which drew hundreds of people. This is significant as there has not been an agricultural fair on Tinian for over 14 years. This is also the one and only farming related public event that celebrates Tinian farmers, ranchers, and fresh, locally grown foods.

**Rota Agricultural Fair 2014**
The Luta Agriculture Fair Association (LAFA) in collaboration with NMC CREES, DLNR, and the Office of Rota Mayor Melchor Mendiola, successfully staged the 2014 Rota Agricultural Fair, which also drew hundreds of people. The two-day event recognized farmers and ranchers and the important role of agriculture in Rota.

**Mango Fruit Fly Surveillance**
The USDA– Animal and Plant Health Inspection Service funded the surveillance of Mango Fruit fly and Philippine surveillance on the island of Rota and Saipan for 2014.

**Controlling Invasive Weeds**
The USDA Animal and Plant Health Inspection Service funded the bio-control to restrain the *Chromolaena odorata* on the islands of Rota, Tinian and Saipan for 2014.

**Reproducing Rabbitfish**
The community-based Rabbitfish Development Project successfully obtained a *$69,000* grant to conduct research on the captive reproduction of Forktail Rabbitfish, *Siganaus argenteus*. The Aquaculture Program recorded the first spawning in the CNMI in captivity of this species in April, May, and July of 2014.

**Aquaculture Training**
CREES successfully obtained a *$32,000* grant to train aquaculture farmers in making their own Tilapia feed production at their farms. Farmers can each save around $1,000 a year in feed costs if they produce 50% of the feed themselves. This endeavor involved CNMI-wide workshops in August of 2014 to extend this knowledge to farmers.

**Commercializing Dragon Fruit**
NMC CREES’ introduced dragon fruit for commercial development. Three farmers that are growing and selling dragon fruits in the CNMI, with over *$15,000* of income generated as a result of CREES programming.

**Building Natural Resource Capacity**
Through the CariPac Grant, CREES awarded 38 scholarships to students majoring in Natural Resources Management at NMC. A total of 5 students completed the degree program. Approximately 95% of the students funded are “first generation” college attendees.

**Healthy Children Initiative**
Children’s Health Living Program for Remote Underserved Pacific Populations—was awarded *$360,949.00* to continue research on childhood overweight and obesity prevention. The funds were used to collect data from over 900 2-8 year olds from Saipan, Tinian, and Rota and to test CNMI-specific programs aimed at improving child health. The project also enhanced NMC’s research and data capacity through training and work-study opportunities. CREES CHL team also conducted a Food Cost Survey to determine the cost of food in the CNMI.

**Academic Recognition**
Expanded Food and Nutrition Education Program personnel co-authored the “Cultural Competency Training for Program Assistants Working with Clients from the U.S. affiliated Pacific Islands” curriculum and presented it at the National EFNEP conference.
Thank you for your continued support of Northern Marianas College.
Mission
Northern Marianas College, through its commitment to student learning, provides high quality, affordable and accessible educational programs and services for the individual and people of the Commonwealth.

Vision
Northern Marianas College will serve as the engine to drive the economic growth and the social and cultural vitality of the Commonwealth.