

NORTHERN MARIANAS COLLEGE  
SHOW CAUSE REPORT

DECEMBER 31, 2008  
SUPPLEMENTAL REPORT



*Submitted to:*  
Accrediting Commission for Community and Junior Colleges  
and the  
Accrediting Commission for Senior Colleges and Universities  
Western Association of Schools and Colleges

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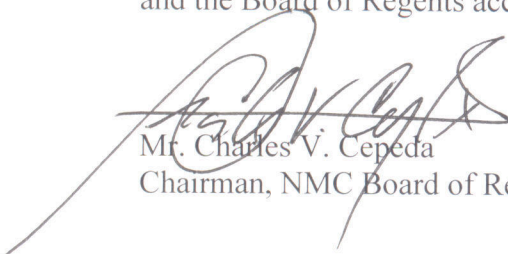
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## I. Statement on Supplemental Report Preparation

After receiving the January 31, 2008 Show Cause letter from the Accrediting Commission for Community and Junior Colleges, the Northern Marianas College has submitted multiple reports that address the deficiencies noted in the letter. These reports include the *March 15, 2008 Special Progress Report*, the *May 31, 2008 Update to the March 15, 2008 Special Progress Report*, and most recently, the *October 15, 2008 Show Cause Report*.

This *December 31, 2008 Supplemental Report* describes the College's continuing efforts to comply with accreditation requirements and presents further actions taken that directly address Team Recommendations 1, 2, and 5. To respond to the recommendations made by the visiting team in November, 2008 the College has also prepared two key documents: the *Institutional Excellence Guide* defines the College's shared governance structure and the process of linking planning, program review, and budget allocation, and the annual *Operational Plan*, which realistically maps out how the College will accomplish the objectives that support the PROA Strategic Plan.

We certify that the content of this December 31, 2008 Supplemental Report was prepared with considerable input and broad participation from the College community, including students, faculty and staff members, as well as representatives of ASNMC, Faculty Senate, and Staff Senate. It was adopted by the College Council on December 30, 2008, and the Board of Regents accepted the Report on December 30, 2008.



Mr. Charles V. Cepeda  
Chairman, NMC Board of Regents



Dr. Carmen Fernandez  
President, NMC

## II. Responses to Team Recommendations

### A. *Team Recommendation 1*

***The college should review existing planning processes in order to establish and implement a shared vision for the future of the college with agreed upon priorities that:***

- a. Develops and implements budgeting and resource allocations guided by institution needs for human resources and services;***
- b. Includes the two centers on Tinian and Rota in the planning;***
- c. Integrates all aspects of planning, evaluation and resources allocation;***
- d. Is driven by college mission and goals;***
- e. Relies on faculty and staff participation;***
- f. Is well documented and widely distributed.***

***(Standards I.B.2., I.B.3., I.B.4., I.B.5., I.B.6., II.A.1., II.A.2., II.B.4., II.C., III.A., III.B., III.C., III.D., IV.A., IV.B., including various subsections)***

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In response to the November 2008 visiting team's guidance regarding this recommendation, the College has developed a handbook entitled: *Institutional Excellence Guide: An Organizational Guide to Shared Governance, Planning, Assessment, and Budgeting* (Exhibit A). The Guide was presented at a college-wide assembly on December 12 attended by approximately 120 students, faculty, and staff and was unanimously approved by the College Council on December 24, 2008.

The Guide describes NMC's organizational structure and shared governance process and summarizes the integration of planning, assessment, and budgeting. Each process is described with a master calendar provided for each activity including an evaluation component for all processes. The Guide describes the structure, process, and cycle for NMC's integrated planning model.

The Guide establishes the College Council (CC) as the umbrella shared governance entity and increases faculty membership to six, with the President serving as the chair. The two standing committees of the CC are the Budget and Finance Committee and the Planning, Program Review, and Outcomes Assessment Committee (PROAC), both with increased membership of faculty, and the President serving as a voting member. The Guide makes it clear that PROAC is responsible for all facets of both planning and program review. The CC Articles and Bylaws were amended on December 24, 2008 to reflect the new structure and responsibilities (Exhibit B).

A formal mechanism identifying the responsible administrative authorities for implementation and reporting, in addition to the appropriate shared governance bodies for monitoring progress of the strategic and operational plans, program review results, and budget of the College, is explained in the Guide. The Guide further provides for a review of the planning, assessment, and budget processes, structure, and outcomes on an annual basis at the conclusion of each of

the respective cycles. Any recommendations for improvement shall go through the shared governance process. Reporting for both the planning and program review process is required quarterly.

The PROA Strategic Plan Year 1 Operational Plan has been drafted and presented to the College Council (Exhibit C). The Year 1 Operational Plan includes status updates and success criteria for the priority initiative objectives as of December 2008. As the cycles for annual planning and program review end in July and August respectively, they are well in time to be linked with the budget process which begins each February. Results of planning and program review drive budget priorities.

NMC's student information system, PowerCAMPUS, was recently upgraded, with comprehensive training implemented and ongoing. The President appointed a committee called the Power Users Group to, among other things, ensure that the databases are properly loaded with information required for the evidence requirements of program review and planning. The system will be set up so that it can easily generate longitudinal reports.

By March 2009, PowerCAMPUS should be able to produce the data/information requirements so that the following reports can be provided:

- a. course completion data
- b. retention term to term
- c. progression to next course/level
- d. program completion
- e. degree/certificate completion – graduation rate
- f. transfer rates to four-year institutions
- g. scores on licensure exams
- h. job placement/post training

Additionally, by Summer 2009, the College will produce a fact book which includes not only demographic information but also information on student achievement, program review, planning, and budget.

**B. Team Recommendation 2**

***The team recommends again that the college institutionalize a coordinated, systematic process for evaluating program effectiveness. This process should include definitions of learning outcomes for all programs, a determination of program relationships to labor markets, and objective measures of student performance, which can inform and guide decisions to improve programs***

***(Standards I.B.1., I.B.3., I.B.4, I.B.5, I.B.6, I.B.7., II.A.1., II.A.2., II.B.4., II.C., III.A., III.B., III.C., III.D., IV.A., IV.B.2.a., IV.B.2.b.)***

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The Northern Marianas College in Fall 2007 institutionalized a coordinated, systematic process for evaluating effectiveness. The first cycle of implementation was completed by August 2008, which resulted in a total of approximately 300 recommendations for actions to improve program effectiveness that are documented in the *Program Review 2008: A Composite Report of Academic Programs, and Academic Support and Administrative Programs*. To monitor the actions achieved to date, on October 8, 2008, the College required programs to submit to the Program Review and Outcomes Assessment Committee, now the Planning, Program Review and Outcomes Assessment Committee (PROAC), a memo detailing actions taken on PROAC approved recommendations.

The College has taken steps to evaluate the processes and the outcomes achieved to date to determine future revisions for improvement. On January 8, 2008, all stakeholders of the College participated in a workshop designed to review and reflect on the strengths and gaps of the College's implementation of the *Student Learning Outcomes Comprehensive Implementation Program* (SLOCIP) midway through the assessment and program process. The report highlights that there is a consensus that a culture of evidence is growing across campus based on a common understanding of assessment and the College's mission in producing skilled graduates for the CNMI's workforce. A detailed report of the workshop is documented in Appendix J of the College's October 15, 2008 *Show Cause Report*.

Another step to evaluate the process was taken in Fall 2008. Members of PROAC dedicated some time reflecting on how the assessment and program review processes could be improved for the next cycle. PROAC shared a draft of the recommendations for improvement with the college community in August 2008 during a General Assembly that marked the beginning of Professional Development Week for Fall 2008. Feedback from the assembly was incorporated and included in the *Composite Report's Section VI. Recommendations for Next Cycle*. The following is a list of a few of these recommendations:

- Establish greater faculty representation and participation in PROAC.
- Document every PROAC decision with clear, concise notes/minutes.
- Place in a timely manner PROAC notes, decisions, templates, rubrics, timelines, etc., online for easy access.
- Update NMC Assessment Taxonomy.
- Develop and share with programs rubric for quality learning outcomes.

- Require academic programs to report assessment of direct evidence of student learning in Forms 1 and 2.
- Provide to programs the following data at the aggregate level:
  - a. course completion data
  - b. retention term to term
  - c. progression to next course/level
  - d. program completion
  - e. degree/certificate completion
  - f. transfer rates to four-year institutions
  - g. scores on licensure exams
  - h. job placement/post training.

The College will continue to review these recommendations for improvement of the processes and implement them in the next review cycle scheduled to commence in Spring 2009.

To continue the work on evaluating the assessment and program review process, PROAC convened a meeting on December 29, 2008. Committee members met to discuss basic success criteria focusing on submission compliance in the evaluation of the process. The following are basic success criteria, each followed with a statement regarding the outcome:

1. 100% of the academic programs will submit Form 2 for the first cycle of program review.

*100% of the academic programs submitted Form 2 for the first cycle of program review. These programs do not include those that were put on inactive status by the Academic Council and deleted from the NMC Assessment Taxonomy.*

2. 100% of the academic support and administrative programs will submit Form 2 for the first cycle of program review.

*100% of the academic support and administrative programs submitted Form 2 for the first cycle of program review.*

3. 90% of the courses in Fall 2008 assessed at least three student learning outcomes using the Nichols and Nichols Five Column Model in the first cycle by the published deadline.

*84% of the courses in Fall 2008 assessed at least three student learning outcomes using the Nichols and Nichols Five Column Model in the first cycle by the published deadline. The remaining courses will complete the assessment prior to the Spring 2009 semester.*

4. 100% of the academic programs mapped their program learning outcomes to the General Education Program Learning Outcomes.

*100% of the academic programs have been mapped to the General Education Program Learning Outcomes for the first cycle of program review.*

The College recognizes that these success criteria are necessary but not sufficient for a meaningful evaluation of the process. PROAC is taking the lead in establishing additional success criteria that are widely shared by the College's stakeholders. This will occur during the Spring 2009 Professional Development Days, scheduled for the week of January 5 to 9, 2009, when the college community will have input on the success criteria and engage in a meaningful and comprehensive evaluation of the process undertaken in the first cycle. The results will be used to refine the process so that the College can make measurable improvements at the course, program and institutional levels over time.

One step the College has taken to evaluate the outcomes achieved to date was to require programs to submit to PROAC on December 11, 2008 another update on actions taken and to evaluate the effectiveness of those actions. As of December 29, 2008 approximately 83% of the programs have submitted the update and their assessment of the impact of the actions taken from the first program review cycle. Because time is a limiting factor, programs have not had the necessary time to gather enough data on the impact of the outcomes achieved to date. Many of the programs reported in the December 11, 2008 memo to PROAC that insufficient time has passed to fully implement the actions based on program review; therefore, it is difficult for programs to meaningfully assess actions taken to date.

The College is working on conducting a more institutionalized and coordinated effort to assess the processes and the outcomes achieved to date based on agreed upon criteria. PROAC will continue to work closely with the Office of Institutional Effectiveness to maintain dialogue throughout the College regarding work as it is accomplished and improvements in the processes.

To assist the College in maintaining dialogue for improvement in the processes and assessment of effectiveness of actions taken, staff and faculty training on program review and student learning outcomes is continuing. Spring 2009 Professional Development Days will include training on the development of appropriate student learning outcomes and assessment practices. The School of Education will also conduct a series of weekly workshops on best teaching and learning practices throughout Spring 2009. The College regards training that focuses on improving assessment and program review practices as a continuous process that builds the institution's research capacity; thus, it is a regular component of the College's professional development activities.

Another professional development opportunity designed to build the College's research capacity will occur in January 2009. Faculty and staff will benefit from the WASC workshop on Student Learning and Assessment Level I. Plans are in progress to bring Student Learning and Assessment Level I and II training to the College so that all can benefit.



In addition to program review, the College is completing its first cycle of course assessment that is coordinated and institutionalized. All instructional faculty members, with the leadership of PROAC and the Academic Council, have engaged in a systematic approach to assessing student learning outcomes at the course level using Nichols and Nichols' Five Column Model. With December 29, 2008 as the due date, faculty members submitted the complete Five Column Model for courses to the Academic Council and PROAC. Faculty, in a close working relationship with the Academic Council, will use the assessment results to make decisions on student learning outcomes and assessment measures as detailed in the course guides. Using results from course assessment and program review, the College is making curriculum changes to better meet course, program and institutional learning outcomes.

The first cycle of assessment work on institutional learning outcomes, identified as General Education Program Learning Outcomes, is near completion. Using the same Five Column Model, the General Education Assessment Committee expects to complete the first assessment cycle prior to the start of the first week of instruction in Spring 2009. Recommendations to improve General Education and the overall assessment process will be implemented in Spring 2009. Analysis of the actions taken based on the first assessment of the institutional learning outcomes will occur throughout Spring and Summer 2009.

The College is building on the first cycle of assessment and program review. As programs continue to gather and analyze data, those learning outcomes that were previously addressed will continue to be analyzed and programs will analyze additional learning outcomes in each subsequent report. In this way, programs will, within a few semesters, be gathering and analyzing data about student learning from all identified learning outcomes.

As the College builds on its assessment and program review process, it will also continue to assess the process in order to determine the most appropriate assessment tracking software program. The decision to invest in software and conduct training in its use will be based on evaluations of the process and available technology to determine best fit. The College anticipates that as it evaluates and builds to improve the process, it will have the evidence it needs to make a decision on the use of resources for software and training purposes, and acquire a system in Fall 2009.

**C. Team Recommendation 5**

*The team recommends the college implement the employee evaluation processes that are in place in a timely manner in order to assure the effectiveness of its human resources and encourage improvement.*

*(Standards II.A.2.a., III.A.1., II.D., IV.A.1., IV.A.4., IV.B.)*

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The Board of Regents completed the President’s evaluation on December 31, 2008. All faculty and staff evaluations already include criteria for evaluating program review and outcomes assessments. This component has now been expanded to include evaluation of proficiency in producing and assessing student learning outcomes, administrative unit outcomes, and General Education learning outcomes. See evaluation component below:

<b>PROGRAM REVIEW &amp; OUTCOMES ASSESSMENT (PROA)</b> <b>Summary Rating: _____</b>
<b>Individual Ratings for Defining Activities</b>
_____ 1. Participates in program review and outcomes assessment activities (PROA).
_____ 2. Is effective in producing and assessing Student Learning Outcomes (SLOs) for courses taught.
_____ 3. Participates in producing and assessing Student Learning Outcomes and/or Administrative Unit Outcomes for the program.
_____ 4. Participates in supporting the institution’s General Education Program Learning Outcomes.

*\*For every excellent “E” rating, please provide evidence or a narrative to support such a rating.*



## **Exhibit A**

*Institutional Excellence Guide: An Organizational Guide to Shared Governance, Planning, Assessment, and Budgeting*



# **Institutional Excellence Guide**

**An Organizational Guide to  
Shared Governance, Planning, Assessment, and Budgeting**

***“Students First”***

December 2008

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## **NMC Mission, Vision, and Strategic Goals**

### **Mission**

The mission of Northern Marianas College shall be to provide the best quality and meaningful post secondary and adult educational opportunities for the purpose of improving the quality of life for the individual and for the Commonwealth as a whole. The College shall be responsible for providing education in the areas of adult and continuing education, post secondary and adult vocational education and professional development for the people of the Commonwealth.

[Source: Amendment 38 to the CNMI Constitution]

### **Statement of Vision**

Northern Marianas College will be the premier agent for strengthening the Commonwealth and the Asia-Pacific region through dynamic, innovative, and lifelong learning opportunities.

### **PROA Strategic Goals**

#### **PROA-Strategic Plan 2008-2012**

- Goal One.**    **P**romote student learning and success.
- Goal Two.**    **R**espond to the professional development, continuing education, and personal enrichment needs of the Commonwealth.
- Goal Three.**    **O**ptimize financial and human resources.
- Goal Four.**    **A**ccelerate the upgrade of physical and technology infrastructure.

## **Message from the Chairman of the Board of Regents and President**

It is our shared belief that in order to foster a healthy environment where all views are considered, openly debated and given the opportunity for adoption, a culture of empowerment must permeate the campus community.

This empowerment is achieved through the College's commitment to shared governance, which engenders substantive contributions from students, staff, faculty, and community members to the College's strategic direction.

Ultimately, shared governance is the vehicle by which the College carries out its vision and mission. It allows the College to draw on collective intelligence—in a spirit of collaboration, open and honest communication, and mutual trust—so that better decisions are made.

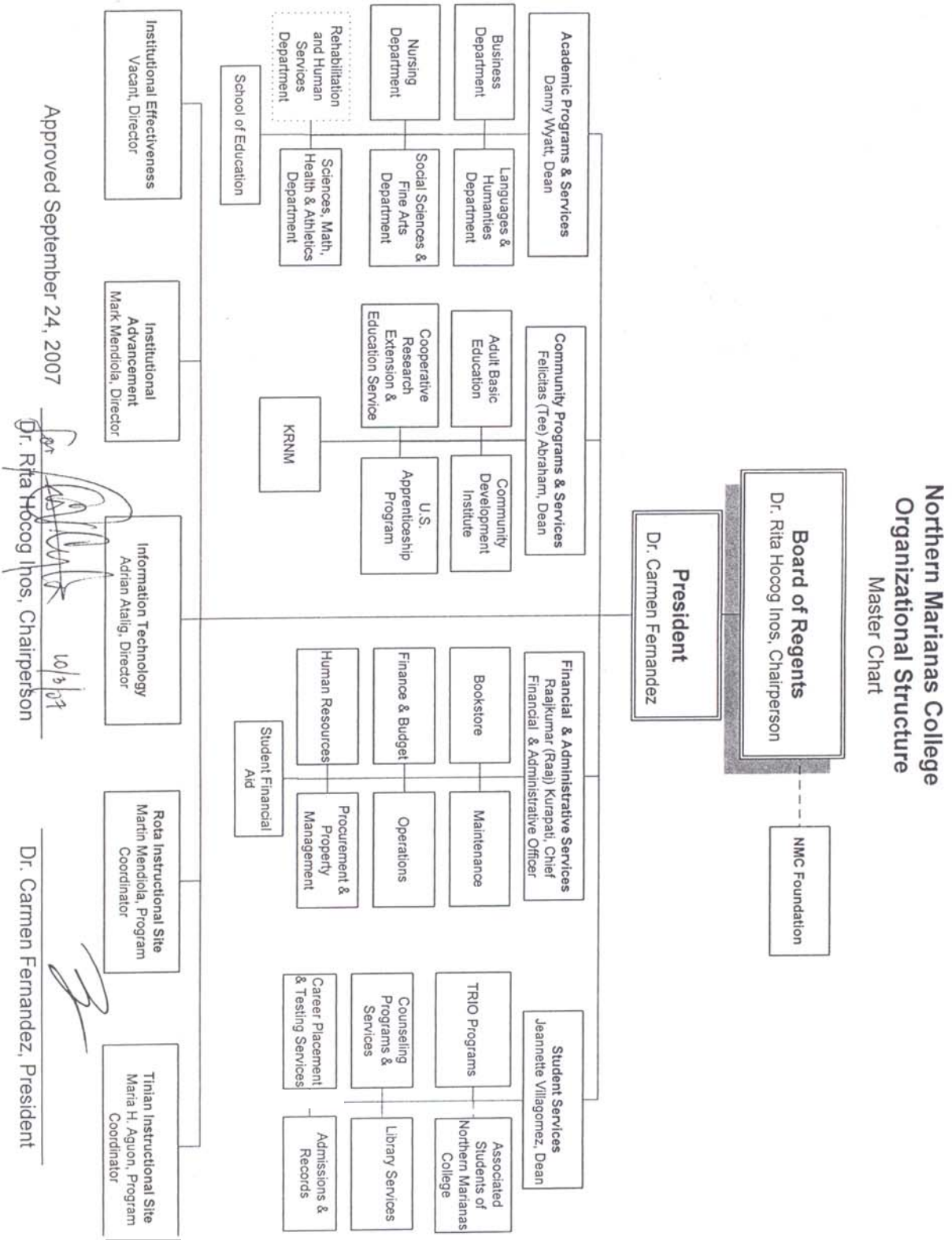
The purpose of this document, the Institutional Excellence Guide, is to provide clarity to the shared governance structure that involves all constituents at the Northern Marianas College. Further, the Guide outlines the processes the College has instituted for planning, assessment, and budgeting.

Each of you is highly encouraged to participate and lend your expertise in the shared governance process by serving on a College committee, workgroup, or council. We look forward to working with you.

**Mr. Charles V. Cepeda**  
BOR Chairman

**Dr. Carmen Fernandez**  
President

# Organizational Chart



Approved September 24, 2007

*[Signature]*  
Dr. Rita Hocog Inos, Chairperson

*[Signature]*  
Dr. Carmen Fernandez, President

Figure 1



## Shared Governance

The Northern Marianas College Board of Regents recognizes the major constituencies of the College, namely the administration, the faculty, the support staff, and the students, as participants in the governance of the institution. Each of these constituencies is to have a role in the formulation of the mission and goals of the institution and in the development of policies governing it.

Appropriate policy and accompanying administrative procedures shall be developed specifying the governance role of each of these four components of the College community in terms of policy formulation; decision-making and planning at multiple levels; and problem identification, analysis, and resolution.

[Source: Northern Marianas College Board Operations Policy 1026, "Institutional Governance."]

Shared governance is meant to foster a sense of empowerment, equal partnership and a vested interest in successful outcomes of institutional policy and implementation decisions.

The collegial model proposes a community of scholars, with consensual decision making processes involving all constituencies affected by the decisions.

### **I. Definitions:**

- Governance is the act of decision-making.
- Shared governance is the act of collegial decision-making.
- Collegial decision-making is the process of consulting with and enabling various constituencies within the College community to be informed and to provide input that affects decisions made at the Northern Marianas College.

### **II. Clarifications:**

- Shared governance does not take away the authority from those vested with the responsibility to make decisions.
- Shared governance requires that individuals have an opportunity to participate in decision-making. Individuals may participate by voicing opinions, voting, making recommendations, investigating, writing reports, evaluating leaders, serving as consultants, leading forums, attending forums, serving on senates and councils and committees, and other groups.
- Senates, committees, councils, and constituency groups are the primary vehicles in the opinions of individuals travels to the collective decision of whole group. These groups are empowered by shared governance to make formal recommendations on issues presented to them.

## **Guiding Principles**

- All governance bodies, committees, and campus constituencies recognize that NMC exists to educate its students.
- A team approach to planning and problem-solving should be employed.
- The College should provide on-going education regarding the agreed upon shared governance policy.
- The administration must solicit and consider input from the College community and represented constituencies before decisions that have a direct impact on academic policy, academic curriculum, academic procedure, suspension or closure of programs, budget request and resource allocations, strategic educational master plan, capital projects, and others, are made.
- Committee members and constituency representatives are responsible for keeping the people they represent informed.
- The recommendations from the Planning, Program Review and Outcomes Assessment Committee (PROAC) and Budget and Finance Committee should be considered heavily in all decisions.

Any individual or group of individuals on campus has the right to provide their views on any issue important to them. The College is committed to educating the students, faculty, and staff of this right and towards providing opportunities for input.

Administrators shall demonstrate a willingness to incorporate students, faculty, and staff input into decision-making especially on those matters relating to academic and student services policies and procedures, financial, and budgetary matters.

The President, administration, campus constituency leaders and representatives shall uphold this shared governance policy at all times.

## **Description and Roles of Shared Governance Bodies**

### **Board of Regents**

The Board of Regents is the governing board of the Northern Marianas College. It derives its powers from and exists under the Constitution and laws of the Commonwealth of the Northern Mariana Islands. The Board has the power and responsibility to discharge any duty imposed by law upon it or upon the College, and may execute any powers delegated by law to it or to the College. The Board shall concern itself primarily with broad questions of policy, rather than with administrative details. The application of policies is an administrative task to be performed by the President and staff, who shall be held responsible.

The Board of Regents is made up of seven members, appointed by the CNMI Governor with the advice and consent of the Senate. Members represent the interest of the general public within the Commonwealth on matters and policies concerning postsecondary education. Collectively, the members of the Board serve as a unit to set goals and general direction of the College, and to approve institutional policies that assist the institution in achieving its mandated mission. Three advisory nonvoting members represent the Faculty Senate, Staff Senate, and the Associated Students of the Northern Marianas College.

### **President**

The President is the chief executive officer of the Northern Marianas College and in this capacity is charged with full administrative responsibility for the College. The Board of Regents judiciously recognizes and supports the President as the major line of communication between the Board and the internal and external College community. In this capacity as the Board's Liaison, the President informs the Board of such communications, and is guided by the policies, general directions, and financial guidelines established by the Board.

The President's fundamental responsibility is to develop and maintain an institution that fulfills the mission and achieves the goals of the Northern Marianas College in accordance with the Mission Statement set forth in Article XV, Section 2 of the CNMI Constitution and in accordance with the Postsecondary Education Act of 1984, as amended. This implies a commitment to the philosophy of a comprehensive community college and an understanding that the President's energies must be directed towards the realization of such.

### **College Council**

The College Council is the recognized shared governance structure for the College that serves as the primary advisory body to the President on issues related to the ongoing operations of the College. The College Council's membership is representative of all constituencies of the College.

Further, the College Council in keeping with the Board Policy for shared governance shall:

- Ensure that the different constituencies of the College Community participate in the development of revised and/or new policies for review and action by the Board.
- Ensure that the different constituencies of the College Community participate in the development of administrative procedures for the President's action.

And in keeping with the direction of the President for shared governance, the College Council shall:

- Ensure that appropriate members of the College community participate in the development of annual budgets, annual strategic plans, new programs and services, and major facilities planning prior to adoption by college officials.
- Ensure that all members of the college community have access to information regarding ongoing developments and issues and that there is an open forum for full participation in decision-making of areas defined under the Board and CNMI policy, as well as administratively and mutually agreed shared governance matters.

Through their own individual contributions and by representing their constituencies, the members of the College Council shall serve to advise the President on matters relative but not limited to:

- Policy and administrative procedures formulation and revision
- Problem identification, analysis and resolution
- Process review
- Information collection and distribution
- Institutional planning and assessment
- Management and allocation of resources
- Budgeting and allocation of resources
- Academic programs: new, closure, and inactive status
- Accreditation and Self-Study
- Physical and technological resources

The College Council is the umbrella organization for all other bodies of the College and also serves as the coordinating body for receiving and sharing information from and among the constituencies and the President.

The College Council may also review matters brought to the agenda by the President or any other council, committee, working group, or task force.

### ***Standing Committees***

#### *Planning, Program Review and Outcomes Assessment Committee (PROAC)*

PROAC is an integral advisory body part of NMC's ongoing efforts to improve the quality of instruction and support services through a systematic process of planning and assessment. The committee is tasked with building and sustaining a campus-wide culture of evidence and shall concern itself with matters relative to accreditation, assessment and with monitoring the fidelity of initiatives and other actions being implemented as recommended through program review, other means of assessment, and as provided in NMC's strategic plan or other plans generated by the College. Articles and bylaws establish membership and responsibilities of the organization.

#### *Budget and Finance Committee*

The Budget and Finance Committee is responsible for reviewing, approving and advising the President on all financial matters. It is charged with aligning institutional priorities with the allocation of resources; reviewing and adjusting the budget in accordance with present circumstances and future projections; and for producing reports requires of it by the membership. The Budget and Finance Committee Chair is the Chief Financial and Administrative Officer. The Vice Chair is elected amongst the membership.

### **Associated Students of Northern Marianas College**

The Associated Students of the Northern Marianas College serves as the representative body of all students enrolled at the College. The ASNMC acts on behalf of and serves as a forum of the student assembly, and is directly involved in shared governance and participatory decision-making through a voting membership on the College Council. The President of the ASNMC sits on the Board of Regents as a non-voting, advisory honorary member.

### **Faculty Senate**

The Faculty Senate is the official representative body and legislative body of the Faculty Assembly of NMC. The Faculty Senate acts on behalf of the faculty, and it is accountable to the Faculty Assembly for its actions. The Faculty Senate performs the following functions in the governance process of NMC: (1) initiates, develops, and reviews policies on academic and administrative matters of NMC; (2) provides advisory comment on proposed Board of Regents policies on academic and administrative matters prior to their adoption by the Board of Regents; (3) participates in maintaining the integrity of the academic processes of NMC.

[Source: Constitution of the Faculty Assembly of Northern Marianas College, Article II—Purpose]

In participating in the governance process of NMC, the Faculty Senate has voting representation on the College Council, and the Faculty Senate President serves as a nonvoting honorary advisory member of the Board of Regents.

The Faculty Senate derives its organizational authority from the NMC Board of Regents Policy No. 3100.

### **Staff Senate**

The Staff Senate serves as the official representative body of the Staff Assembly. The Staff Senate acts on the Assembly's behalf in its relations with the college, and is accountable to the Assembly for its actions. The Senate provides an open forum for the concerns brought to it by the Assembly. The Senate also directly participates in the governance of the college by assisting in determining the need for, initiating and developing, and reviewing policies on administrative matters affecting the welfare of the College.

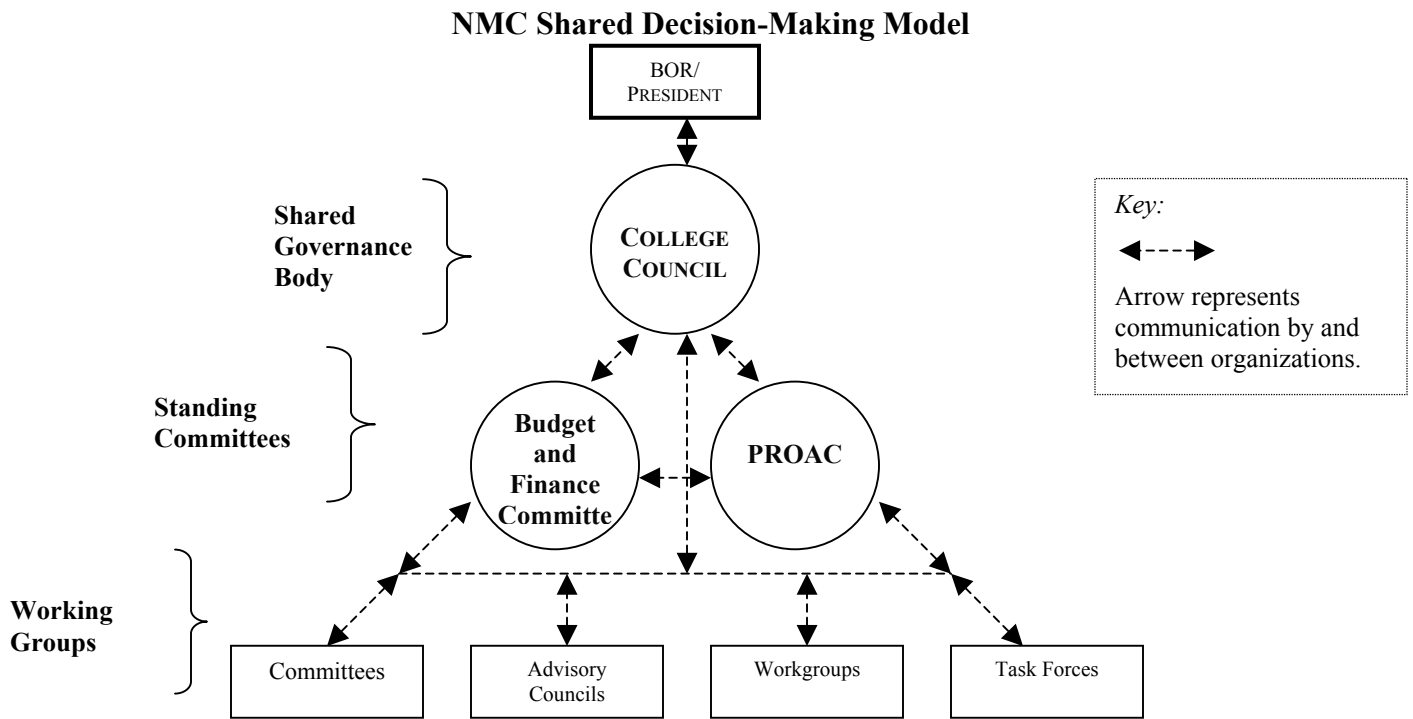
The Senate also participates in maintaining the integrity of academic processes of the College. Policies concerning matters considered by the Board of Regents are reviewed by the Senate for advisory comment prior to their adoption.

The Board of Regents, ASNMC, Faculty Senate, Staff Senate, President and members of the administration collectively acknowledge and uphold the importance of assessment for accountability and continuous improvement in the delivery of education and educational support services for our students.

## Shared decision-making

NMC recognizes the respective leadership organizations that serve to advance institutional priorities that focus upon the improvement of teaching and learning and that are representative of the various constituencies of the College. The Associated Students of the Northern Marianas College, Faculty Senate, and Staff Senate, represent the students, faculty, and staff respectively.

In addition to the students, faculty, and staff having ex-officio status as honorary advisory members on the Board of Regents, both the President and the Administration further encourage the continued leadership and contributions of all constituencies in a shared decision-making structure. College Council is recognized by each of the constituencies as being NMC’s official shared governance body that serves as an advisory body to the President. PROAC (planning and assessment) and the Budget and Finance Committee (resource allocation) are standing committees of College Council, whose membership is made up of students, faculty, and staff. The relationship between College Council, PROAC and the Budget and Finance Committee is represented in Figure 2 below.



College Council, PROAC, and Budget and Finance Committee agenda and actions are widely communicated and subject to review. All proceedings are open to internal and external stakeholders. This is done to facilitate open, inclusive, and well-informed decision-making at all levels in order to improve student learning and services, and institutional effectiveness.

The President and College Council have the authority to create standing committees, various working groups, advisory councils, ad-hoc committees, etc. for the purposes of empowering students, faculty, and staff to exercise effective leadership and innovation in the improvement of the College. The creation of these groups within College Council ensures that information is channeled through a hierarchical structure while preserving the opportunity to contribute to the decision making process at various levels

as it flows to the higher governing bodies. A list of Governance Councils, Committees, and Groups is attached.

## **Institutional Planning, Assessment, and Budgeting**

NMC has three (3) major distinct planning activities: planning, assessment, and budgeting. A Planning Handbook, Student Learning Outcomes Comprehensive Implementation Program (SLOCIP) and Budget Process Manual specifies, in great detail, the timeframes, responsible parties, resources needed, deliverables, and the management as well as shared governance committees involved in each step of the planning, assessment and budgeting processes, respectively.

The College also annually assesses the three planning activities and the institution’s official reference documents as part of its commitment to continuous improvement. This evaluation component is also specified in the referenced documents above.

For the purposes of this guide, each of the three activities’ policies, procedures and timeframes are referred to as a *cycle* and, as such, are linked in a sequential process that is recurring. The planning, assessment, and budgeting cycles occur at different times throughout the year. See *Table 1* below.

**Planning, Assessment, and Budgeting Timeframes**

<b>Cycle</b>	<b>Begins</b>	<b>Ends</b>
<b>Planning Review</b>	August 01	July 31
Operational Plan (Ops Plan)	Updated quarterly.	
Strategic Plan (Strategic Plan)	Reviewed annually Updated at end of period.	
<b>Assessment and Program Review</b>	November	August
Reporting / Evaluation	Updated quarterly beginning December	
<b>Budgeting</b>	February	July

*Table 1*

Although the three cycles begin and end at different times throughout the year, the College has identified and implemented a Master Calendar that depicts each of the different processes over an academic year. This is to provide all constituencies with a relative understanding of each cycle’s timeline and submission of major deliverables in relation to Fall and Spring semesters. By doing so, students, faculty, and staff may plan when they may chose to participate in one or all of the processes.

The Master Calendar (*See Page 15, Figure 6*) provides sequential detail to explain how the results of program review and assessment in addition to operations and fiscal affairs tie into the overall strategic direction of the College.

At various stages of each of the respective processes, major decisions and findings are communicated through the shared governance process.

By incorporating the shared governance structure into the planning, assessment, and budgeting processes, the College is facilitating an inclusive and well-informed dialogue centered around the continuous improvement of student learning, teaching, and institutional effectiveness.

## Process, Structure, and Timeline

### Planning (Strategic and Operational) Reporting and Periodic Review

The NMC Board of Regents adopted the PROA Strategic Plan 2008-2012 (PROA-SP) on September 25, 2008. PROA-SP was the result of a series of visioning and strategic planning sessions involving all constituencies of the College.

The Operational Plan (Ops Plan) supplements the PROA-SP. It organizes actionable items in support of the Priority Initiatives in addition to identifying responsible parties, establishing implementation timelines, and specifying resources needed for each of those actions.

Both the PROA-SP and the Ops Plan are reviewed periodically in order to confirm progress as planned or to report variances. The Ops Plan is monitored and reported on a quarterly basis of the academic year. The PROA-SP is reviewed and reported on annually consistent with the academic calendar. See *Figure 3*, below.

The College is required to report the progress of both the Ops Plan and PROA-SP to the campus community through a process that leads to the identification and prioritization of CNMI and NMC issues. It is the responsibility of management to monitor and implement both plans. The Office of Institutional Effectiveness shall track such progress and publish the results in accordance with each plan's reporting cycle. College Council has a shared responsibility with the administration for monitoring and reporting progress made on the institution's strategic plan.

It shall be the shared responsibility of the College Council and the administration to convene an annual planning summit. The summit shall serve as a forum for reporting the progress made on the institution's strategic plan, communicating changes made to the operational plan, and for soliciting input from the community.

Changes to either the PROA-SP or Ops Plan shall represent the collective wisdom of the community in a collaborative effort to improve the institution. Such changes shall be evidence-based. In all cases, such actions shall ultimately contribute to the progress of the students of the college and advancement of the Commonwealth.

### **Annual Strategic and Operations Planning Calendar**

Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.
		Q1 Ops Plan Update			Q2 Ops Plan Update			Q3 Ops Plan Update			Q4 Ops Plan Update & Annual Planning Summit

*Figure 3*

The PROA-SP is a strategic plan that will be revisited in a visioning process in order that all stakeholders may reflect on the accomplishments of the College. Additionally, changing internal and external circumstances will be factored so that the College may make appropriate adjustments to reflect the contemporary needs and priorities in order to fulfill the mandates of law, its mission, or policy. This strategic plan will be revisited mid-term and near end-of-term.



## Assessment and Program Review

Program review is a college-wide activity that presents findings and recommendations unique to each program with the clear intent of facilitating both *improvement* and *accountability* as they relate to program effectiveness. The direct result of the institutional program review process is to meaningfully inform the College's decision-making, planning, and budgeting processes, particularly with regard to making improvements at the course, program, and institutional levels. It is a coordinated systematic process for evaluating program effectiveness as outlined in the Student Learning Outcomes Comprehensive Implementation Program (SLOCIP), adopted in Fall 2007.

The Planning, Program Review and Outcomes Assessment Committee (PROAC) is charged with oversight of the program review process. It receives assessment and program review reports from every academic, student services and administrative programs, and provides constructive feedback to programs to improve the quality of the reports.

The objectives of the process are made clear to all programs and include identification of strengths and weaknesses of the program; analysis of current human, physical, technology and financial resources; analysis of potential areas of needed change or improvement based on data collected around outcomes for the program; and discussion of needed additional resources to either meet the stated outcomes or for improvement to the program in other areas. Program review is designed to guide the improvement of the College's overall planning and resource allocation.

Each academic, student services, and administrative programs uses the Five-Column Model (Form 1) to identify student learning outcomes (SLOs) and/or administrative unit outcomes (AUOs). Programs develop specific measures and criteria for determining success for each outcome. Data are gathered and analyzed to determine if the outcomes are being met or if curricular/administrative processes need change. A program's Form 1 is incorporated into its program review report (Form 2), which provides a comprehensive analysis of the program's effectiveness and presents recommendations for the program and the institution based on a thorough analysis of data.

### General process

The process of program review involves several steps. In late Fall Semester, PROAC sends out a Program Review and Assessment Call to the College. In early Spring Semester, every program submits to PROAC the first three columns of the Five-Column Model. After feedback from PROAC, every program completes and submits the Five-Column Model to PROAC at the conclusion of Spring Semester. An improved Form 1 is incorporated into Form 2, completed and submitted by all programs to PROAC in the summer.

After careful review of all program review reports, PROAC's decisions on program recommendations are compiled into *The Program Review 200\_ : A Composite Report of Academic Programs, and Academic Support and Administrative Programs*. The *Composite Report* is submitted to the Budget and Finance Committee, College Council, and the President to inform the decision making process with the ultimate goal of improving student learning at the College.

## Annual Assessment and Program Review Calendar

Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.
Assessment and Program review Call			Memo 1 Due			Form 1 Due	Form 2 Due	Composite Report -draft-	Composite Report Due		

*Figure 4*

### Budget Development

The NMC budget process is designed to provide an open, inclusive, and objective process by which to allocate Northern Marianas College resources. NMC budget and procedures are based on Public Law 3-68, as amended, “The Planning and Budget Act of 1983” and Board of Regents Policy #1009.

The allocation of resources involves linking, prioritizing, and funding program review results, planning, and fiscal year priorities. The PROA-SP and Ops Plan serve as foundational documents that guide resource allocations for the College. Each year, the Budget and Finance Committee shall develop a list of Institutional Priorities to further guide the allocation of resources. The budget plan is also in compliance with WASC expectations of how a college campus creates its annual budget.

### **General process**

The planning process for allocation of financial resources typically begins with an Annual Budget Call for individual offices and departments to prepare their respective budgets in accordance with guidelines and criterion as specified in the budget call memo, budget manual, or both.

The Annual Budget shall be a consolidation of the Legislative Appropriation Budget and the Operations Budget, to include federally funded programs. All programs shall participate in the Comprehensive Budget Call.

The respective deans and directors are responsible for developing program budgets. The Budget and Finance Committee is tasked with providing oversight to the budget preparation process by holding open hearings for each submission. Budget justifications are expected to be consistent with program review results, Institutional Priorities, and the Ops Plan the NMC’s strategic plan, PROA-SP.

The Annual Budget shall go through the shared governance process and, upon acceptance by College Council, be forwarded to the President for review and approval before submission to the Board of Regents for final action.

## Annual Budget and Finance Planning Calendar

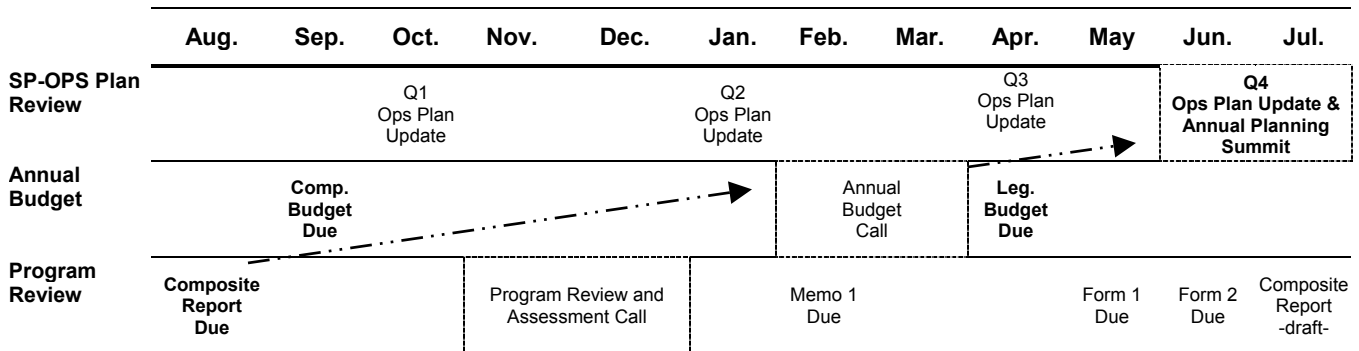
Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	
Annual Budget Call		Leg. Budget Due					Comp. Budget Due					

*Figure 5*

## Linkages and Master Calendar

NMC’s planning, assessment, and budgeting cycle is guided by a Master Calendar based on the academic year. See *Figure 6*, below. The calendar provides for greater opportunity for students, faculty, and staff to identify when they may choose to participate in each of the processes either at the beginning or anytime through the end of the traditional academic year, typically May and August, respectively.

### Master Calendar: Combined Planning, Assessment, and Budgeting Cycles



*Figure 6*

### Linking Program Review and the Annual Budget

The assessment and program review process is designed to evaluate program effectiveness. The Annual Program Review and Assessment Cycle commences in December and ends in August.

The published results, known as the Composite Report, are meant to inform the College’s decision-making, planning, and budgeting processes using data and evidence. The results also serve as a foundational piece to the subsequent Annual Budget Cycle and Annual Planning Summit.

### Linking the Annual Budget to the Strategic and Operations Plan

The Annual Budget is made up of the legislative appropriations; tuition, fees, and other revenues; as well as federally funded programs and services. The annual budget cycle commences with an Annual Budget Call that is issued at the end of February or early March and ends with the approval of a Comprehensive Budget by the Board of Regents on or near the end of September.

The formulation of the Annual Budget is done with serious consideration given to program review results and continued fiscal year spending priorities as indicated in the strategic or operational plans of the College.

### Linking the Planning to Program Review and the Annual Budget

An Annual Planning Summit shall be held at the end of the academic year, preferably at the end of Summer. The summit is meant to serve as a forum wherein the results of program review and the previous year’s fiscal spending priorities are discussed within the context of the College’s overall strategic direction, mission and vision. The summit shall also serve as a forum where changes to the Annual Budget, PROA Strategic Plan, Ops Plan, and Mission or Vision of the College may be recommended by internal or external stakeholders. The goal is to emerge from the Annual Planning Summit with a clear understanding on the fiscal and operational priorities of the College for the subsequent year based on open and collaborative decision-making based on data and evidence. The

results of any proposed changes shall be widely communicated and acted upon using the shared governance structure and processes as provided for in this guide.

NMC's articulation of institutional planning, assessment, and budgeting processes and use of results clearly demonstrates how the strategic direction, operational activities, and fiscal priorities of academic, student, and administrative services are linked.

Ultimately, all decisions are made for the improvement of courses, programs, and overall institutional effectiveness.

## Summary

This *Institutional Excellence Guide* is meant to reflect the collective contributions of the students, faculty and staff in defining the College's organizational shared governance structure and planning, assessment, and budgeting processes. This guide specifies the structure and manner in which individuals may bring forward ideas and work together on issues that affect the academic and student support goals of NMC.

This guide was reviewed and adopted by College Council and is inclusive of input from the ASNMC, Faculty Senate, and Staff Senate. Further, as part of the College's commitment to continuous improvement, this guide in addition to the Planning Handbook, Budget Process Manual, and SLOCIP, shall be reviewed on an annual basis at the conclusion of each cycle. Any recommendations for improvement shall go through the shared governance process.

All bodies affirm that the College Council, as the shared governance body of the Northern Marianas College, and its standing committees as established allow for ample, fair, and equitable participation in decision-making matters affecting all constituencies of the College.

Further, the planning, assessment, and budgeting processes described in this guide are believed to be institutionally appropriate and shall serve as the standard operating procedure for the College.

The shared governance structure in addition to the planning, assessment and budgeting processes as stipulated herein shall guide developments to the PROA-SP Strategic Goals and Priority Initiatives, corresponding Operational Plans, curricular changes, and in the allocation of human, physical, technology, and financial resources of the College. More so, this guide is to ensure that decision-making is evidence-based, inclusive, and widely communicated towards the continuous improvement of student learning, teaching, and institutional effectiveness.

## References

1. WASC Standard IV
2. WASC Recommendations
3. NMC-BOR Operations Policy 1026
4. NMC BOR Operations Policy 1030
5. NMC BOR Educational Program Policy 3100
6. NMC BOR Student Development Policy 8004.1
7. Governance Councils, Committees, and Groups

**Appendix A:**  
**Governance Councils, Committees, and  
Groups**

<b>Authority</b>	Authority is derived from Northern Marianas College Board Operations Policy 1026, "Institutional Governance."
<b>Chairperson</b>	NMC President
<b>Composition</b>	<p>2 Students (ASNMC President and 1 student appointed by ASNMC)</p> <p>6 Faculty (Faculty Senate President and 5 faculty members appointed by Faculty Senate)</p> <p>4 Staff (Staff Senate President and 3 staff members appointed by Staff Senate)</p> <p>9 Administrators, appointed by the President:</p> <ul style="list-style-type: none"> <li>• Dean of Academic Programs and Services</li> <li>• Dean of Student Services</li> <li>• Dean of Community Programs and Services</li> <li>• Chief Financial and Administrative Officer</li> <li>• Director of Institutional Effectiveness</li> <li>• Director of Institutional Advancement</li> <li>• Director of Information Technology</li> <li>• Program Coordinator, Rota Instructional Site</li> <li>• Program Coordinator, Tinian Instructional Site</li> </ul>
<b>Ex-Officio Member(s)</b>	None
<b>Meeting Schedule</b>	Monthly or as needed
<b>Adopted</b>	
<b>Revised</b>	
<b>Notes</b>	

**PLANNING, PROGRAM REVIEW AND OUTCOMES  
ASSESSMENT COMMITTEE (PROAC)**

A Standing Committee of the College Council

<b>Charge/Mission</b>	PROAC is an important part of NMC’s ongoing efforts to improve the quality of instruction and support services through a systematic process of planning and assessment. This Committee is tasked with building and sustaining a campus-wide culture of evidence and shall concern itself with matters relative to accreditation and assessment and with monitoring the fidelity of initiatives and other actions being implemented as recommended through program review, other means of assessment, and as provided in NMC’s strategic plan or other plans generated by the College.  Articles and bylaws establish membership and responsibilities of the organization.
<b>Authority</b>	Student Learning Outcomes Comprehensive Implementation Program (SLOCIP)
<b>Chairperson</b>	Director, Office of Institutional Effectiveness
<b>Composition</b>	Student (Appointed by ASNMC) NMC President Dean, Academic Programs and Services Dean, Student Services Dean, Community Programs and Services Chief Financial and Administrative Officer Staff Representative, Rota Instructional Site Staff Representative, Tinian Instructional Site Faculty Representative, School of Education Vice President of the Faculty Senate and 3 Faculty (Appointed by the Faculty Senate) Faculty Representative, Academic Council Vice President of the Staff Senate
<b>Ex-Officio Member(s)</b>	None
<b>Meeting Schedule</b>	Monthly or as needed
<b>Adopted</b>	
<b>Revised</b>	
<b>Notes</b>	



## COLLEGE COUNCIL

### Charge/Mission

The College Council is the recognized shared governance structure for the College that serves as the primary advisory body to the President on issues related to the ongoing operations of the College. The College Council's membership is representative of all constituencies of the College.

Further, the College Council in keeping with the Board Policy for shared governance shall:

- ensure that the different constituencies of the College Community participate in the development of revised and/or new policies for review and action by the Board.
- ensure that the different constituencies of the College Community participate in the development of administrative procedures for the President's action.

And in keeping with the direction of the President for shared governance, the College Council shall:

- ensure that appropriate members of the College community participate in the development of annual budgets, annual strategic plans, new programs and services, and major facilities planning prior to adoption by college officials.
- ensure that all members of the college community have access to information regarding ongoing developments and issues and that there is an open forum for full participation in decision-making of areas defined under the Board and CNMI policy, as well as administratively and mutually agreed shared governance matters.

**Responsibility.** Through the member's own individual contributions and by representing their constituencies, the College Council shall serve to advise the President on matters relative but not limited to:

- Policy and administrative procedures formulation and revision
- Problem identification, analysis and resolution
- Process review
- Information collection and distribution
- Institutional planning and assessment
- Management and allocation of resources
- Budgeting and allocation of resources
- Academic programs: new, closure, and inactive status
- Accreditation and Self-Study
- Physical and technological resources

The College Council is the umbrella organization for all other bodies of the College and also serves as the coordinating body for receiving and sharing information from and among the constituencies and the President.

The College Council may also review matters brought to the agenda by the President or any other council, committee, working group, or task force.

## BUDGET AND FINANCE COMMITTEE

A Standing Committee of the College Council

<b>Charge/Mission</b>	The Budget and Finance Committee is responsible for reviewing, approving and advising the President on all financial matters. It is charged with aligning institutional priorities with the allocation of resources; reviewing and adjusting the budget in accordance with present circumstances and future projections; and for producing reports required by the membership. This Committee is chaired by the Chief Financial and Administrative Officer.
<b>Authority</b>	Authority is derived from Northern Marianas College Board of Regents Operations Policy 1026, "Institutional Governance."
<b>Chairperson</b>	Chief Financial and Administrative Officer (CFAO)
<b>Composition</b>	NMC President Budget Officer Program Coordinator, Tinian Instructional Site Program Coordinator, Rota Instructional Site 3 Faculty (Appointed by Faculty Senate) Staff Senate Representative Director of Institutional Advancement Director of Institutional Effectiveness Director of Information Technology Representative, Student Services (Appointed by the Dean of Student Services) ASNMC Treasurer Enrollment Manager
<b>Ex-Officio Member(s)</b>	Dean, Academic Programs and Services Dean, Community Programs and Services Dean, Student Services
<b>Meeting Schedule</b>	Monthly or as needed
<b>Adopted</b>	
<b>Revised</b>	
<b>Notes</b>	

**ASSOCIATED STUDENTS OF THE  
NORTHERN MARIANAS COLLEGE (ASNMC)**

<b>Charge/Mission</b>	The Associated Students of the Northern Marianas College serves as the representative body of all students enrolled at the College. The ASNMC acts on behalf of and serves as a forum for all students, and is directly involved in shared governance and participatory decision-making through a voting membership on the College Council. The President of the ASNMC sits on the Board of Regents as a nonvoting honorary member.
<b>Authority</b>	Board of Regents Policy No. 8004.1
<b>Chairperson</b>	ASNMC President
<b>Composition</b>	ASNMC President ASNMC Vice President ASNMC Secretary ASNMC Treasurer
<b>Ex-Officio Member(s)</b>	None
<b>Meeting Schedule</b>	Monthly or as needed
<b>Adopted</b>	
<b>Revised</b>	
<b>Notes</b>	

## FACULTY SENATE

<b>Charge/Mission</b>	<p>The Faculty Senate is the official representative body and legislative body of the Faculty Assembly of NMC. The Faculty Senate acts on behalf of the faculty, and it is accountable to the Faculty Assembly for its actions. The Faculty Senate performs the following functions in the governance process of NMC: (1) initiates, develops, and reviews policies on academic and administrative matters of NMC; (2) provides advisory comment on proposed Board of Regents policies on academic and administrative matters prior to their adoption by the Board of Regents; (3) participates in maintaining the integrity of the academic processes of NMC. <i>(from the Constitution of the Faculty Assembly of Northern Marianas College, Article II—Purpose)</i></p> <p>In participating in the governance process of NMC, the Faculty Senate has voting representation on the College Council, and the Faculty Senate President serves as a nonvoting honorary member of the Board of Regents.</p>
<b>Authority</b>	NMC Board of Regents Policy 3100
<b>Chairperson</b>	Faculty Senate President
<b>Composition</b>	<p>Nine members. Five members are elected at-large by the faculty, and the faculty of each of the following divisions of NMC elect one member to represent that division:</p> <ul style="list-style-type: none"> <li>▪ Academic Programs and Services</li> <li>▪ School of Education</li> <li>▪ Student Services</li> <li>▪ Community Programs and Services.</li> </ul>
<b>Ex-Officio Member(s)</b>	None
<b>Meeting Schedule</b>	Every Tuesday during the Fall and Spring Semesters. Meetings are held as needed during other times.
<b>Adopted</b>	
<b>Revised</b>	
<b>Notes</b>	

## STAFF SENATE

<b>Charge/Mission</b>	<p>The Staff Senate serves as the official representative body of the Staff Assembly. The Staff Senate acts on the Assembly's behalf in its relations with the college, and is accountable to the Assembly for its actions. The Senate provides an open forum for the concerns brought to it by the Assembly. The Senate also directly participates in the governance of the college by assisting in determining the need for, initiating and developing, and reviewing policies on administrative matters affecting the welfare of the College.</p> <p>The Senate also participates in maintaining the integrity of academic processes of the College. Policies concerning matters considered by the Board of Regents are reviewed by the Senate for advisory comment prior to their adoption.</p>
<b>Authority</b>	
<b>Chairperson</b>	Staff Senate President
<b>Composition</b>	Nine members. Four members are elected at-large by the staff assembly, and the staff of each of the following divisions of NMC elect one member to represent that division: Academic Programs and Services, Student Services, and Community Programs and Services, Department of Finance and Administrative Services, and Office of the President
<b>Ex-Officio Member(s)</b>	None
<b>Meeting Schedule</b>	Every first Tuesday of the month. Meetings are held as needed during other times.
<b>Adopted</b>	
<b>Revised</b>	
<b>Notes</b>	

## ACADEMIC COUNCIL

<b>Charge/Mission</b>	The Academic Council assists the Dean of Academic Programs and Services on all matters related to instructional programs and academic regulations. It reviews and offers advice on the quality of and continued need for various instructional programs, and, as appropriate, offers advice on the deletion of academic programs. It facilitates assessment of Student Learning Outcomes at the course level, and works closely with PROAC on all assessment and program review activities.
<b>Authority</b>	BOR Educational Programs Policy 3008
<b>Chairperson</b>	Dean, Academic Programs and Services
<b>Composition</b>	Department Chair, Sciences, Mathematics, Health & Athletics Department Chair, Business Department Chair, Social Sciences and Fine Arts Department Chair, Languages and Humanities Department Chair, Nursing Director, School of Education Director, Counseling Programs and Services
<b>Ex-Officio Member(s)</b>	President, ASNMC Director, Office of Institutional Effectiveness Director, Office of Admissions and Records Director, Information Technology Program Coordinator, Tinian Instructional Site Program Coordinator, Rota Instructional Site
<b>Meeting Schedule</b>	Weekly or as needed
<b>Adopted</b>	Academic Council Bylaws Adopted Spring 2007
<b>Revised</b>	
<b>Notes</b>	

## RECRUITMENT TEAM

<b>Charge/Mission</b>	The Recruitment Team plans, executes, and monitors recruitment activities that impact the College's annual enrollment and that attract students from diverse academic, professional, age, and ethnic backgrounds.
<b>Authority</b>	Presidential Memo Dated October 20, 2008
<b>Chairperson</b>	Director, Office of Admissions and Records
<b>Composition</b>	Representatives from: <ul style="list-style-type: none"> <li>• Office of Admissions and Records</li> <li>• Office of Institutional Advancement</li> <li>• Academic Programs and Services</li> <li>• Financial Aid Office</li> <li>• Counseling Programs and Services</li> <li>• COMPASS</li> <li>• Office of Institutional Effectiveness</li> <li>• NMC Alumni Association</li> <li>• SROTC</li> <li>• Office of Student Activities and Leadership</li> <li>• ASNMC</li> <li>• School of Education</li> <li>• Program Coordinator, Tinian Instructional Site</li> <li>• Program Coordinator, Rota Instructional Site</li> </ul>
<b>Ex-Officio Member(s)</b>	None
<b>Meeting Schedule</b>	Weekly
<b>Adopted</b>	
<b>Revised</b>	
<b>Notes</b>	

## REGISTRATION COMMITTEE

<b>Charge/Mission</b>	The Registration Committee serves to continually improve and enhance the registration process at the College, inform the public about registration periods at the College, and improve the registration process for greater efficiency and effectiveness.
<b>Authority</b>	
<b>Chairperson</b>	Director, Office of Admissions and Records
<b>Composition</b>	Student Representative (Appointed by ASNMC) Dean of Student Services Dean of Academic Programs and Services Director of Counseling Programs and Services Financial Aid Officer Registrar Marketing Manager Chief Accountant Chairs of the Academic Departments Director, School of Education Systems Administrator (IS) Institutional Researcher, OIE
<b>Ex-Officio Member(s)</b>	
<b>Meeting Schedule</b>	Monthly or as needed
<b>Adopted</b>	
<b>Revised</b>	
<b>Notes</b>	



## POWER USERS GROUP

<b>Charge/Mission</b>	The Power Users Group addresses all matters and concerns regarding the PowerCAMPUS student information system and ensures that the system works to its optimal capacity for our students and the campus community. This group plays a critical role in ensuring that the system is able to produce the data and information required for program review and assessment and for accreditation needs.
<b>Authority</b>	Presidential Memo (Email Dated August 3, 2008)
<b>Chairperson</b>	Elected by the members
<b>Composition</b>	Representatives from: <ul style="list-style-type: none"> <li>• Academic Programs &amp; Services</li> <li>• Community Programs &amp; Services</li> <li>• Counseling Programs &amp; Services</li> <li>• Office of Admissions &amp; Records</li> <li>• Information Technology</li> <li>• Finance Office</li> <li>• Student Support Services</li> <li>• Financial Aid Office</li> <li>• Office of Institutional Effectiveness</li> <li>• Human Resources Office</li> </ul>
<b>Ex-Officio Member(s)</b>	None
<b>Meeting Schedule</b>	Weekly or as needed
<b>Adopted</b>	
<b>Revised</b>	
<b>Notes</b>	

## TECHNOLOGY IN EDUCATION COMMITTEE

<b>Charge/Mission</b>	The Technology in Education Committee plans and promotes the use of technology in support of the educational mission of the College. Committee members comprise a cross-section of the campus community. This Committee also serves as an advisory committee for NMC's technology grant projects.
<b>Authority</b>	
<b>Chairperson</b>	Director of Information Technology (IT)
<b>Composition</b>	<p>Student Representative (Appointed by ASNMC)</p> <p>System Administrator, IT</p> <p>Network Specialist, IT</p> <p>Program Coordinator – Media Services, IT</p> <p>Distance Learning Coordinator, IT</p> <p>Instructional Designer, IT</p> <p>Director of Library Services</p> <p>Program Coordinator, Rota Instructional Site</p> <p>Program Coordinator, Tinian Instructional Site</p> <p>Project Director for ANA Grant</p> <p>Manager, Human Resources</p> <p>Director, Office of Institutional Effectiveness</p> <p>Faculty Representatives from:</p> <ul style="list-style-type: none"> <li>• Sciences, Mathematics, Health &amp; Athletics</li> <li>• Business Department</li> <li>• Social Sciences and Fine Arts</li> <li>• Languages and Humanities</li> <li>• Nursing Department</li> <li>• School of Education</li> <li>• Counseling Programs and Services</li> </ul>
<b>Ex-Officio Member(s)</b>	
<b>Meeting Schedule</b>	Monthly or as needed
<b>Adopted</b>	
<b>Revised</b>	
<b>Notes</b>	

## GENERAL EDUCATION ASSESSMENT COMMITTEE

<b>Charge/Mission</b>	As a working committee that reports to the Planning, Program Review and Outcomes Assessment Committee (PROAC), the General Education Assessment Committee is charged with developing and facilitating the assessment of the General Education Program Learning Outcomes as a part of the College's institutionalized assessment and program review efforts.
<b>Authority</b>	
<b>Chairperson</b>	Elected by the Committee Members
<b>Composition</b>	A Faculty Representative from each Academic Department and School
<b>Ex-Officio Member(s)</b>	None
<b>Meeting Schedule</b>	Weekly or as needed
<b>Adopted</b>	
<b>Revised</b>	
<b>Notes</b>	



## **Exhibit B**

*College Council Articles and Bylaws*



# College Council

Articles and Bylaws

## *“Students First”*

December 2008

Northern Marianas College  
P. O. Box 501250  
Saipan, MP 96950  
Tel. (670) 234-5498

[www.nmcnet.edu](http://www.nmcnet.edu)

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## COLLEGE COUNCIL BYLAWS

### **ARTICLE I: NAME AND AUTHORITY FOR ESTABLISHMENT**

The official name of the shared governance body for the Northern Marianas College shall be the College Council, hereinafter referred to as College Council". The College Council is established under the authority provided in the Board of Regents Institutional Governance Policy 1026.

### **ARTICLE II: PURPOSE**

The College Council is the recognized shared governance structure for the College that serves as the primary advisory body to the President on issues related to the ongoing operations of the College. The College Council's membership is representative of all constituencies of the College.

Further, the College Council in keeping with the Board Policy for shared governance shall:

- ensure that the different constituencies of the College Community participate in the development of revised and/or new policies for review and action by the Board.
- ensure that the different constituencies of the College Community participate in the development of administrative procedures for the President's action.

And in keeping with the direction of the President for shared governance, the College Council shall:

- ensure that appropriate members of the College community participate in the development of annual budgets, annual strategic plans, new programs and services, and major facilities planning prior to adoption by college officials.
- ensure that all members of the college community have access to information regarding ongoing developments and issues and that there is an open forum for full participation in decision-making of areas defined under the Board and CNMI policy, as well as administratively and mutually agreed shared governance matters.

### **ARTICLE III: RESPONSIBILITIES**

Through the member's own individual contributions and by representing their constituencies, the College Council shall serve to advise the President on matters relative but not limited to:

- Policy and administrative procedures formulation and revision
- Problem identification, analysis and resolution
- Process review
- Information collection and distribution
- Institutional planning and assessment
- Management and allocation of resources
- Budgeting and allocation of resources

- Academic programs: new, closure, and inactive status
- Accreditation and Self-Study
- Physical and technological resources

The College Council is the umbrella organization for all other bodies of the College and also serves as the coordinating body for receiving and sharing information from and among the constituencies and the President.

The College Council may also review matters brought to the agenda by the President or any other council, committee, working group, or task force.

#### **ARTICLE IV: MEMBERSHIP AND COMPOSITION**

The membership of the College Council shall include 22 voting members, with the President serving as the College Council's Chair. The composition of the College Council shall include:

Constituency Representatives:

- Students: 2 students (ASNMC President and 1 student appointed by ASNMC)
- Faculty: 6 Faculty (Faculty Senate President and 5 faculty members appointed by the Faculty Senate).
- Staff: 4 Staff (Staff Senate President and 3 staff members appointed by the Staff Senate)

9 Administrators, appointed by the President:

- Dean of Academic Programs and Services
- Dean of Student Services
- Dean of Community Programs and Services
- Chief Financial and Administrative Officer
- Director for Institutional Effectiveness
- Director for Institutional Advancement
- Director for Information Technology
- Program Coordinator, Rota Instructional Site
- Program Coordinator, Tinian Instructional Site

Constituency representatives may appoint a proxy that can attend College Council meetings in the absence of the regular member. A proxy shall have the same privileges and voting rights as the regular member.

#### **ARTICLE V: MEMBERSHIP TERM**

There is no term limit for membership in the administrators composition so long as the current member holds the position title, and has been appointed to serve on the College Council by the President. The term limit for constituency membership shall be determined by the appropriate constituency group represented on the College Council.



## **ARTICLE VI: VACANCY**

A vacancy in the Administrators' composition can be filled temporarily by a designated "acting" administrator. Permanent membership for the vacancy shall be by a presidential appointment, and the individual appointed shall be the replacement hire for the position vacant and listed under the Administrators' composition. Replacement and/or filling of a vacancy depends on the constituent group affected, and is filled by the appropriate group responsible for making that appointment.

## **ARTICLE VII: OFFICERS AND QUALIFICATIONS**

The College Council meetings and other activities are facilitated by the President who shall serve as the Chair. The President may assign the facilitation of the meetings and other activities of the College Council to the Vice-Chair who shall be nominated and elected by a majority vote of the College Council membership.

To be nominated as the Vice-Chair, a member must have served at least one year on the College Council. The election for the Vice-Chair shall take place in the first meeting of the College Council for the Academic Year. The elected Vice-Chair shall serve a one-year term and can be re-elected for another year only.

## **ARTICLE VIII: TERM OF VICE-CHAIR**

The elected Vice-Chair shall serve a term of one year. A vacancy for the elected Vice-Chair position shall be filled by an election. The replacement Vice-Chair shall serve the remaining term for that year. Elected Vice-Chair shall not serve more than 2 consecutive terms. Each term shall be for one year.

## **ARTICLE IX: STAFF SUPPORT**

The Office of the President shall provide the staff support to the College Council. The Executive Assistant to the President shall provide staff and logistic support to the College Council, including sending out INVITATION to attend regular and special meetings, distributing copies of agenda and meeting materials, taking meeting attendance, recording and preparation of minutes, releasing advisory/ies on the College Council's actions/decisions to the College community, posting of approved minutes on the NMC website, and maintaining a centralized file for College Council.

## **ARTICLE X: MEETINGS**

The College Council shall send out an open invitation to the College community to attend its meetings. Public comment is also invited in the agenda for regular meetings and in discussion of issues before the Council.

Quorum is established by a simple majority present of members, and is required for any College Council decision and/or action.

The College Council shall meet at least once a month or as needed. The College Council membership decides by consensus, the regular meeting schedule each semester after first obtaining the teaching and class schedules from the Faculty and Student representatives.

The College Council reserves the right to cancel and/or reschedule any College Council meeting that conflicts with the activities of the College but any cancellation or rescheduling of a College Council meeting, except in the event of an emergency, requires at least one day notice to the College community.

Advisories are sent out to the College community to share decisions and actions taken by the College Council after each meeting. The official minutes by the College Council shall be maintained and distributed through posting on the NMC website by the Executive Assistant to the President.

#### **ARTICLE XI: AGENDA**

The meeting agendas are constructed by the Chair and Vice-Chair; items placed on the agenda may be submitted from Council members and/or members of the College community. Agenda for College Council meetings' is released with the notice and/or invitation for the College Council meetings.

#### **ARTICLE XII: COMMITTEES**

The College Council shall establish two Standing Committees: a Planning, Program Review and Outcomes Assessment Committee (PROAC) and a Budget and Finance Committee . The Chair of the College Council shall be a voting member of the two standing committees. Membership on the Standing Committees include both regular members of the College Council and the College Community at large. At large representatives are appointed by the appropriate Division Deans and/or Directors.

#### **Planning, Program Review and Outcomes Assessment Committee (PROAC)**

PROAC is an important part of NMC's ongoing efforts to improve the quality of instruction and support services through a systematic process of planning and assessment. This Committee is tasked with building and sustaining a campus-wide culture of evidence and shall concern itself with matters relative to accreditation, assessment and with monitoring the fidelity of initiatives and other actions being implemented as recommended through program review, other means of assessment, and as provided in NMC's strategic plan or other plans generated by the College.

*(Authority: Student Learning Outcomes Comprehensive Implementation Program 'SLOCIP')*

The following composed the membership of PROAC:

Chairperson: Director, Office of Institutional Effectiveness

Membership:

- Student (Appointed by ASNMC)
- NMC President
- Dean, Academic Programs and Services
- Dean, Student Services

- Dean, Community Programs and Services
- Chief Financial and Administrative Officer
- Representative, Rota Instructional Site
- Representative, Tinian Instructional Site
- Faculty Representative, School of Education
- Vice President of the Faculty Senate and Three Faculty (Appointed by the Faculty Senate)
- Faculty Representative, Academic Council
- Vice President of the Staff Senate

The PROAC holds monthly meeting or as needed.

### **Budget and Finance Committee (BFC)**

The Budget and Finance Committee is responsible for reviewing, approving ,and advising the President on all financial matters. It is charged with aligning institutional priorities with the allocation of resources; reviewing and adjusting the budget in accordance with present circumstances and future projections; and for producing reports required by the membership. This Committee is chaired by the Chief Financial and Administrative Officer.

The following composed the membership of BFC:

Chairperson: Chief Financial and Administrative Officer

Membership (Voting members)

- NMC President
- Budget Officer
- Program Coordinator, Tinian Instructional Site
- Program Coordinator, Rota Instructional Site
- Three Faculty (Appointed by Faculty Senate)
- Staff Senate Representative
- Director of Institutional Advancement
- Director of Institutional Effectiveness
- Director of Institutional Technology
- Representative of Student Services (Appointed by Dean of Student Services)
- Enrollment Manager
- ASNMC Treasurer

Ex-Officio, Non-Voting Members

- Dean of Academic Programs and Services
- Dean of Community Programs and Services
- Dean of Student Services

The BFC holds monthly meeting or as needed.

### **Ad Hoc Committees**

Ad Hoc Committees may be appointed as needed. All topics of ad hoc committees shall be placed on the agenda for information-sharing and making recommendations. The College

Council Chair will appoint a member of the Council to chair the Ad Hoc Committee, and the appointed Ad Hoc Chair shall in turn appoint members of the College Council to serve on the committee. Ad Hoc Committees will be dissolved when the assigned task is completed.

**ARTICLE XIII: PARLIAMENTARY AUTHORITY**

The College Council shall use Robert's Rules of Order to govern the proceedings and conduct of the meetings.

**ARTICLE XIV: AMENDMENT OF BY-LAWS**

Any member of the College Council may propose an amendment to the By-Laws. These amendments must be filed in a prior meeting to be discussed in the following meeting. Amendments to the By-Laws require 2/3 vote of the members present. The College Council may review the By-Laws annually.

**Approved:** Reviewed and passed by unanimous vote of the College Council on December 24, 2008.

\_\_\_\_\_  
Dr. Carmen Fernandez, NMC President

12-24-08

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mr. Ivan Mereb, ASNMC President

12-24-08

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mr. Frank Sobolewski, Faculty Senate President

12-24-08

\_\_\_\_\_  
Date

\_\_\_\_\_  
Ms. Joyce Taro, Staff Senate President

12-24-08

\_\_\_\_\_  
Date

**Attested:**

\_\_\_\_\_  
Ms. Isabel Sablan, Executive Secretary to the President

12/24/08

\_\_\_\_\_  
Date



## **Exhibit C**

*Operational Plan (Year 1): Samples with Status Updates and Success  
Criteria*

# **PROA Strategic Plan 2008-2012**

**SAMPLES**



**OPERATIONAL PLAN**  
An Annual Implementation Action Plan for

**YEAR 1**  
**-DRAFT-**

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## **Goal 1: Promote student learning and success.**

Priority Initiative 1.1 Improve the literacy and analytical problem-solving skills of students.

**Sample of supporting objectives and actions provided**

Priority Initiative 1.2 Strengthen student services and assess their effectiveness in meeting defined outcomes.

Priority Initiative 1.3 Implement a comprehensive institutional assessment system that facilitates overall improvement of institutional effectiveness and features a formal Program Review process that measures student learning, assesses how well student learning is occurring, and guides the institution in making changes to improve student learning.

Priority Initiative 1.4 Develop and implement a comprehensive recruitment and retention program.

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## **Goal 2: Respond to the professional development, continuing education, and personal enrichment needs of the Commonwealth.**

Priority Initiative 2.1 Build basic skills for personal enrichment and prepare individuals for rewarding careers.

Priority Initiative 2.2 Enrich workforce skills by providing quality training and learning opportunities.

Priority Initiative 2.3 Strengthen and expand collaborative partnerships with local businesses and organizations to provide training/education.

Priority Initiative 2.4 Provide broad access to NMC programs through various community outreach services.

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### **Goal 3: Optimize Financial and Human Resources**

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Priority Initiative 3.1 Encourage shared decision making and effective communications programs throughout the college.

Priority Initiative 3.2 Implement campus-wide customer service principles.

Priority Initiative 3.3 Implement an Employee Recognition System.

Priority Initiative 3.4 Develop a fund development plan in collaboration with the NMC Foundation.

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### **Goal 4: Accelerate the upgrade of physical and technology infrastructure.**

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Priority Initiative 4.1 Renovate existing and construct new teaching and learning facilities at the current Saipan campus that are compliant with energy efficient standards and educational facilities best practices.

Priority Initiative 4.2 Assess existing facilities and implement corrective actions to ensure compliance with local and federal regulations.

Priority Initiative 4.3 Develop and implement a preventive maintenance plan.

Priority Initiative 4.4 Implement a comprehensive information technology system.

Priority Initiative 4.5 Improve information technology infrastructure.

Priority Initiative 4.6 Enhance technology support of teaching and student learning.

Priority Initiative 4.7 Establish organizational technology policies, procedures, and budget.

Priority Initiative 4.8 Develop a distance education plan.

**Sample of supporting objectives  
and actions provided**



# OPERATIONAL PLAN

## Goal 1: Promote student learning and success.

### Priority Initiative 1.2 Strengthen student services and assess their effectiveness in meeting defined outcomes.

Objective		Success Criteria			
<b>1.2.1 Improve access to Student Services.</b>		Use of student services and programs will increase by 10% in AY 2008 compared to AY 2007.			
75% of Student Satisfaction Survey respondents will report that they are "satisfied" or "very satisfied" with the the space available for campus learning communities, diverse student populations, and academic tutorial support.		50% of Student Satisfaction Survey respondents will report that the student handbook provided "useful" information about campus resources and services.			
Action	Timeline	Responsibility	Resources	Status	
	Initiation	Completion			
a. Deploy Annual Student Satisfaction Survey, review results, and implement corrective action plans for introduction of new or supplemental services in order to improve upon existing service offerings.	May-08	Ongoing	Dean, SS; Director, CPS; Director, OIE	No additional funding needed.	Annual Student Satisfaction Survey was deployed during Spring 2008. Less than 50% of respondents consistently indicate being satisfied or very satisfied with student life, recreation and overall student services. A career manager position was created and at least two new student organizations were incorporated during this time period.  Approximately 75% completion as of Q1, AY 2008-2009*.
b. Ensure that Facilities Master Plan includes sufficient amount and appropriateness of all spaces to serve learning communities, academic tutorial support activities, registered student organizations, and all students in general.	Jan-09	Jun-09	CFAO; Dean, SS; Facilities Manager	No additional funding needed.	Student Services will provide input on the Facilities Master Plan.  Approximately 25% completion as of Q1, AY 2008-2009*.
c. Update and distribute student handbook.	Oct-08	Jul-09	Dean, SS; Director, CPS; Student Activities Coordinator; ASNMC Officers	Operations Budget	Updating policies and procedures to be included in the student handbook.  Approximately 25% completion as of Q1, AY 2008-2009*.

**\* Definition of Terms:**

Q1= First Quarter (August, September, October) of the Academic Year

AY= The Academic Year (AY), for the purposes of planning, which begins in August through May and includes the Summer months of June and July.

# OPERATIONAL PLAN

## Goal 4: Accelerate the upgrade of physical and technology infrastructure.

### Priority Initiative 4.8 Develop a distance education plan.

Objective		Success Criteria		
<b>4.8.1 Provide reliable digital communication connectivity between Saipan, Tinian, and Rota for delivery of audio and video to support distance education.</b>	Reduce connectivity drop by 60% with the upgrade of the Digital Subscriber Lines (DSL) on Rota, Tinian and Saipan Video Tele-Conference (VTC) room.			
Action	Timeline	Responsibility	Resources	Status
a. To be achieved through reliable Internet connectivity with islands using Internet Service Provider PTI or MCV.	Initiation Oct-07	Director, IT	Operations Budget/ Federal Grants	NMC-IT secured 5Mbps broadband connection with MCV on November 2007. Further to this, VTC systems' connectivity were upgraded on November 2008 to provide reliable connection.  100% completion as of Q1, AY 2008-2009*.

**\* Definition of Terms:**

Q1= First Quarter (August, September, October) of the Academic Year

AY= The Academic Year (AY), for the purposes of planning, which begins in August through May and includes the Summer months of June and July.