



Section One: Forward

This *Accountability Report* is special and unique.

Its scope, depth and breathe of coverage is extensive, comparative and longitudinal. The report presents a comprehensive snapshot of the state of higher education for Saipan residents (inclusive of those from the Northern Islands) receiving financial assistance from the Saipan Higher Education Financial Assistance SHEFA program. Not only does it recapitulate (trace its roots) the groundbreaking event of Saipan's flagship program in higher education on February 2, 2004, but also highlights the challenges, progress and achievements of SHEFA heretofore.

This report, as with the initial one, could not have been better presented without the able guidance, wisdom and inspiration by Saipan Mayor Juan B. Tudela in close working partnership and collaboration with the SHEFA Board of Directors. The faith and trust in and support for SHEFA, its board and the mayor amply demonstrated by the leadership and fellowship in the 14th and 15th Saipan and Northern Islands Legislative Delegation (SNILD), including the 14th and 15th Northern Marianas Legislature was magnanimous, gracious and respectful. The SHEFA recipients and official sponsors are forever indebted to such bold legacy in effective and passionate leadership in higher education for Saipan attributed to and exemplified by the SNILD leadership.

Indeed, the foresight and vision, fortitude and commitment by SNILD in standing up for a more defined and focused priority in higher education for the Saipan residents became the moral imperative for Mayor Juan B. Tudela and the SHEFA Board of Directors in exercising due diligence over the implementation of the financial assistance program which provides optimal and enduring benefits to Saipan residents, including those from the Northern Islands, SHEFA recipients, and the communities of Saipan and the Northern Islands. Anything less than being responsive and accountable to and accommodative of the genuine needs of the island college students and the community would not be inconsistent with SHEFA's statutory and regulatory responsibilities in providing equitable public services to the residents of Saipan and the Northern Islands coupled with the expectation on and commitment to developing an effective local workforce by SHEFA, a workforce that, upon graduation from college, would readily commit to entering and participating in the job market on Saipan, be it in private business, the local government, non-profit organization, or as an independent local entrepreneur.

Though SHEFA policy requires recipients to commit to providing public services in the community and in the local labor workforce on Saipan commensurate with the time they are in receipt of SHEFA assistance, SHEFA intends on establishing partnership with willing and able employers in instituting a recruitment and retention policy and incentive system that encourages longer stay by resident employees in the local job market.

Indeed, there is no better litmus test on SHEFA's effectiveness than to profile the program over time in order to determine whether or not it has met the expectation initially envisioned in the enabling statue on February 2, 2004. Dubbed as the flagship in higher education financial assistance, SHEFA was founded with the expectation to provide the foundation for a more permanent solution to Saipan's perennial and seemingly intractable problem over a lack of an educated and trained local workforce in the various academic disciplines, technical and industrial trades and specialties, information technology, and other specialized occupational needs and priority areas based on information gathered from the Employment Division in the Department of Labor, Saipan Chamber of Commerce, Public School System, Northern Marianas College, Department of Commerce, and Saipan Workforce Conference held on November 30, 2005 and other workforce development related reports.

As the initial seminal report highlights the formative & embryonic dynamics of the SHEFA program in planning, and development, processes, challenges and progress, the present report chronicles the turning point of SHEFA as it takes off from the Fall 2004 baseline and transitions into its secondary and tertiary stages of program implementation.

For more detailed information on the rules & regulations of the Saipan Higher Education Financial Assistance (SHEFA) program, visit the SHEFA website at www.saipanshefa.com , or contact the office by e-mail at contact@saipanshefa.com . Office hours are from 8:00 AM to 5:00 PM, Monday to Friday, except austerity and legal holidays at which time staff may be contacted directly at telephone number (670) 233-5995 or queries may be made using SHEFA's facimile at (670) 233-5996. Due to time differences abroad, the SHEFA Office is equipped with retrievable voice messages and may be accessed at (670) 233-5995.

Section Two: Joint Message By The Honorable Juan B. Tudela, Mayor of Saipan & The SHEFA Board of Directors

Hafa Adai and Oloomway Valued SHEFA *recipients*, SHEFA *parents*, and SHEFA *supporters and partners!*

As your Mayor since the historic establishment of the Saipan Higher Education Financial Assistance program (SHEFA) on February 2, 2004 by Saipan Local Law 13-21 to this day, I take pride in this solemn responsibility, duty and privilege in joining the truly dedicated and conscientious leadership of the Saipan Higher Education Board of Directors (SHEFA board) present SHEFA's latest Accountability Report.

At the outset, I, along with the SHEFA Board of Directors, want to recognize the exemplary leadership of the Saipan and Northern Islands Leadership Delegation (SNILD) for the generous assistance to the Office of the Mayor of Saipan in providing the guidance, resources and inspiration for the SHEFA postsecondary assistance and resource program to the residents of Saipan, inclusive of the Northern Islands. I am proud in saying that the residents of Saipan, the recipients of SHEFA and the SHEFA Board of Directors owe a special tribute to and indeed salute the leadership and members of the 13th legislative delegation for its display of leadership at its finest over the enactment of Saipan Local Law 13-21 which became the foundation for the Saipan Higher Education Financial Assistance program, Saipan's flagship program in higher education. Without the continuing support and assistance of the SNILD leadership and members in both the 14th and present legislative delegations, SHEFA would not have been able to provide the services and resources to the deserving college students studying right here at home through the Northern Marianas College or elsewhere abroad. It is not an exaggeration when I say nothing but positive and high regards about the tremendous benefits the leadership support of the SNILD bring to the program, which is directly attributed to the growing interest in and benefit derived from this postsecondary assistance model program that our residents of Saipan and the Northern Islands truly deserve!

We also want to take this moment and recognize SHEFA's partners over the years in the planning, development, and implementation of this local scholarship program. Our principal partners are the Saipan Chamber of Commerce, the Department of Labor in the Employment Division, the Public School System, the Northern Marianas College (NMC), the Workforce Investment Agency (WIA), and the Saipan high school community in the public and private schools, including the Northern Marianas Academy (NMA) and the Workforce Roundtable Conference and Community Service Learning at NMC. Without their input in the development of the SHEFA program SHEFA would probably not have been as successful as it has since the Fall 2004 term. Of course, we'd like to continue engaging our partners in providing assistance in placing our college graduates in the local private and non-profit job market just as we have been diligent in encouraging our public sector partners to do the same in the government. Our partners are truly the ones that SHEFA ultimately depend upon in fulfilling the mission of the SHEFA program, which is "to provide supplementary financial assistance ... to qualified residents of Saipan in pursuing post-secondary education on Saipan or abroad with the expectation of recipients returning to Saipan with the necessary and sufficient knowledge, skill, attitude and work ethic in order to provide services on Saipan in the private sector, government, nongovernmental (NGO) organizations and not-for-profit organizations."

As with the financial assistance SHEFA provides to qualified students, so too is the expectation on our recipients to provide public services right here at home on Saipan upon their graduation. In this regard, SHEFA has instituted a career prep credit voucher program for students to participate in career guidance, counseling and preparation workshops, seminars, or career development training on or off campus. We ask our students to take advantage of this program as it is designed to strengthen and job search skills, so that there is a more definite understanding and grasp of career options and choices in life. For this to happen, SHEFA strongly recommends for an early formal screening procedure at any career center of a students choosing (e.g., NMC Career Center) for an early profiling of viable career options on Saipan - those careers that match students interests and major field of study in college. Those students with little, if any, idea on their field of study, much less their career choice(s) should immediately seek the technical assistance of any career guidance counselor, and not to postpone doing so until later during the junior and senior year of their undergraduate, graduate or advanced level of college education. Not acting soon enough may also likely affect their course-taking pattern, which may further delay program completion in college.

With this information and data readily available would also enable SHEFA to provide the necessary technical, resource and referral and follow-up career assistance tailored to the individual student career choice. In other words, this model would allow SHEFA to provide an inventory of job options that closely match specific job preferences within certain occupational cluster fields. It also provides students the critical edge and lead-time to decipher and digest the data and information in weighing their job options, so that they could make informed career decisions prior to coming home upon graduation from college. Those students who are attending the Northern Marianas College on Saipan would doubly benefit by SHEFA's physical presence and on-line electronic access resources.

It goes without saying that it is extremely helpful to prepare a working resume as a student progresses in college and not wait until a day before graduation, or a day after graduation, for that matter. By then, job openings may be already filled or taken and become no longer available. Also, timely distribution of resumes (either in electronic or printed form) to employers in the private sector and

Nongovernmental (NGO) organizations or to employment agencies in the government sectors and non-profit organizations will provide potential employers ample review time of your career strengths and weaknesses. In this way, certain career weakness could be timely addressed while students are in college, and not after graduation.

Most often overlooked aspect in expediting a timely feedback from potential employers is the lack of supporting documents that would authenticate employment applications. Needless to say, this is a basic requirement not to be underestimated nor should strategic follow-ups after the submission of employment applications.

Clearly, SHEFA's mission reflects the vision of SNILD in establishing the Saipan Higher Education Financial Assistance program as prescribed in the seminal Saipan Local Law (SLL) 13-21. SNILD's vision served as the guidepost for SHEFA as it was conceived and subsequently implemented in the Fall 2004 academic year. The seminal law and the support of our partners have been the mainstay of the program, and have in fact contributed in large measure to SHEFA's early successes evidenced by the increasing number of college graduates at home and abroad as well as the increasing number of aspiring college students throughout our high schools who have expressed an early interest in pursuit of higher education. Since the inception of SHEFA, Saipan's flagship program has provided the resources and personalized guidance to both our aspiring scholars and those graduating from colleges here and abroad. SHEFA's shining successes is directly attributed to the program's longevity now approaching its third year of operation since August 2004. The program has served well over 1,000 young and adult scholars in fields of priority studies and other academic and technical disciplines. The Municipality of Saipan, through SNILD and the SHEFA program, has so far invested over eight million dollars in higher education financial assistance the principal funding source of which is derived from the fees collected from the poker and other amusement machines on Saipan.

In partnership with the SHEFA Board of Directors, I want to echo, again, my personal support and unwavering commitment on where students wish to pursue college education: be it here in the comfort of home on Saipan or away from home on Guam, Hawaii, the continental United States or other places, where institutions of higher education are recognized by the United States Department of Education and are fully accredited by a recognized accrediting commission in the United States. We commend our students and their parents for making a wise investment in college education and as leaders we are pleased to be of assistance in this monumental endeavor through the SHEFA program. Together working in partnership as a team in higher education, we are all winners at the end of the day in our collective resolve to develop a local cadre of educated workforce which Saipan desperately needs and no less the entire Northern Marianas.

Be assured that your Office of the Mayor of Saipan would continue to work closely with the Saipan and Northern Islands Legislative Delegation (SNILD), the legislature and the Governor and Lt. Governor together with the SHEFA Board of Directors in providing postsecondary financial and other resource assistance to our local Saipan scholars in the priority fields of study pursuant to the SHEFA regulations. We'd like our clients and constituencies of SHEFA to be mindful of and sensitive to the job skill needs and demands of our increasingly technology driven job market on Saipan and in the private sector, non-profit organizations, non-governmental organization, including the local government on Saipan.

For those applying for SHEFA assistance please be reminded of the deadline for submitting applications and supporting documents for the Fall Term is July 1st and December 1st for the Spring Term. Not only are new applicants required to submit an application and the required supporting documentations, but so too are current scholars required to submit a renewal application every year, unless they are denied assistance at any given term, in which case a new application must be re-submitted by on-going students.

Again, we encourage our valued SHEFA *recipients*, our SHEFA *parents*, and our SHEFA *supporters* and *partners*, including residents of Saipan and the Northern Islands on how SHEFA could be of greater public service to you. We also solicit comments and suggestions from employers of SHEFA graduates in the business community, non-profit organizations and the agencies of local government on how SHEFA and its college graduates could best meet or address your expectations, needs and desires.

Respectfully,

**/s/ Juan Borja Tudela
Mayor of Saipan**

**/s/ Felicidad T. Ogumoro SHEFA Chairperson
Saipan Higher Education Financial Assistance**

Section Three: Program Highlight

SHEFA Board Praised SNILD

Saipan Higher Education Financial Assistance (SHEFA) Board Chairperson Felicidad T. Ogomoro praised members of the 13th Saipan legislative delegation, Governor Babauta and Saipan Mayor Juan B. Tudela for their favorable, prompt and positive regards for the Saipan Higher Education Financial Assistance program manifested in the newly signed Saipan Local Law 14-28.

Spearheaded by Saipan Precinct III Representative Jesus T. Attao, House Local Bill 14-68, which became Saipan Local Law (SLL) 14-28 in 2005, increased the initial fund capitalization of SHEFA based on the seminal Saipan Local Law (SLL) 13-21 (signed into law on February 2, 2004) by two million dollars for postsecondary assistance specifically for qualified residents of Saipan pursuant to applicable local laws and SHEFA's rules and regulations.

For example, SHEFA's regulations on *fulltime status and grade point average* require recipients to "utilize all financial assistance for educational expenses directly related or incidental to attendance and continued attendance at said institution and shall carry a full-time load of credits and maintain the minimum or higher grade point average (GPA)" Undergraduate recipients (i.e., associate or bachelor of arts level) must take a minimum of twelve (12) or more credit hours per semester or quarter and have at least a 2.5 grade point average. Graduate students (i.e., master degree level) and advanced students (i.e., Ph.D.) are normally enrolled at a minimum of nine (9) credits for fulltime status and must have at least a 3.0 grade point average.

Attao's bill is viewed as a proactive measure that would fine-tune the assistance and operation of the program and likely increase SHEFA's fiscal and operational efficiency for enhanced accountability, by streamlining the funding structure of SHEFA.

The corrective provision in the Attao bill is both timely and a welcome provision, which is likely to increase the reliability of SHEFA's revenue stream, for the program fund structure has been repeatedly tinkered with numerous obfuscating amendments, lamented Ogomoro.

A provision in the original law (i.e., SLL 13-21) on *continuing* appropriation (as opposed to the initial program appropriation) was amended in SLL 14-13, signed into law on October 29, 2005, twenty-eight days after the fiscal year 2005. The amendment also added a provision for a staggered term for members of the SHEFA board, eight (8) months after the initial organizational set-up of the board.

Another measure signed nine days passed the fiscal year 2005 on October 9, 2005, was a one-time only appropriation (SLL 14-9) for board operations and program implementation, albeit in furtherance of the original provision on financial assistance and operation cost established by the seminal SHEFA law.

The "seed" appropriation of \$1.2 million in SLL 13-21 funded the Fall 2004 award amounting to a little over \$200,000. The fund balance, however, was withheld in fiscal year 2004 on account of a clarifying language being sought by the disbursing agency referenced in Public Law (PL) 14-74.

With the enactment of PL 14-74, SHEFA requested in writing to Finance that the fund balance withheld from the initial appropriation be returned, released and transferred to the SHEFA account, (a position held by SHEFA all along) as it should have been "carried forward to the following fiscal year and shall be available without further appropriation" for financial assistance, a position taken by the SHEFA Board.

On the other hand, Attao's House Local Bill 14-68 specifically delineated and differentiated SHEFA's initial yearly program and operational funds and the automatic appropriation provision in the subsequent funding cycle. It specified the funding level for the SHEFA financial assistance program and the amount for its operations cost. This bill would improve accountability in terms of the short-term cost and benefit of the program. It would also go a long way towards alleviating the perennial local workforce shortages on Saipan in such priority fields of study by SHEFA as in accounting, nursing, teaching, medical and allied health, bilingual education, library science, and other fields listed in its rules and regulations.

Added Ogomoro: "Indeed, the principal mission of the Saipan Higher Education Financial Assistance (SHEFA) under the Municipality of Saipan, Office of the Mayor is to provide a supplementary financial assistance to qualified residents of Saipan (inclusive of the Northern Islands) in pursuing a form of higher-level education on Saipan or abroad, with the expectation by the SHEFA body that all recipients come back home to Saipan equipped with the necessary and sufficient repertoire of knowledge, skill, attitude and work ethic, in order to provide services especially in the private sector, non-governmental (NGO) organizations and not-for-profit associations. We expect no less from those students who have similarly availed of the SHEFA resources and that have chosen to remain at home on Saipan to further their education beyond high school.

I am proud to say that SHEFA is mindful of its mission in post-secondary education established in meaningful partnership with the Saipan Legislative Delegation, the Saipan business community, various non-profit organizations and the local government agencies. Only through our linkages and meaningful and productive partnership and relationships that we could truly address and resolve the perennial workforce development needs of Saipan, and the Commonwealth for that matter, continued Ogumoro.

Thus, I am very happy to see the active participation of our Saipan Chamber of Commerce in this process. I am also happy to note the collaborative effort between SHEFA and the high schools throughout Saipan by the Office of the Mayor of Saipan; the proposed cooperative agreement between SHEFA and the Workforce Investment Agency; the close consultation between SHEFA and the Division of Employment at the Department of Labor; and the on-going talks between SHEFA and the Career Center at the Northern Marianas College and the partnership between the Northern Marianas Housing Corporation and Office of the Mayor and SHEFA", concluded Ogumoro.

By law and in accordance with the SHEFA rules and regulations, the SHEFA municipal resources are restricted to qualified bona fide residents of Saipan pursuing formal higher education at the Northern Marianas College (NMC) or other U.S.-accredited colleges and universities on Guam, Hawaii and the U.S. mainland.

The municipalities of Tinian and Rota each has its own separate municipal scholarship or college assistance program, in addition to the commonwealth-wide postsecondary financial assistance for bona fide residents of the CNMI pursuing postsecondary education.

Since the signing of the seminal SHEFA law by Governor Babauta on February 2, 2004, the SHEFA board has processed over 920 applications and supporting documents as of date, and awarded close to \$2,000,000.

The board also conducted on-site awareness sessions for graduating seniors and guidance counselors in all public and private secondary schools on Saipan as an added component of its program outreach portfolio.

In partnership with local workforce development agencies in and out of the local government, the board has also initiated action to provide referral and placement assistance to graduating SHEFA recipients find employment in the local labor market in the private sector, non-profit organizations, the local government or as local entrepreneurs. SHEFA has submitted a written proposal in the form of a cooperative agreement to the Workforce Investment Agency earlier this year and has yet to receive a formal response.

The SHEFA board is also working cooperatively with the Northern Marianas College Career Guidance Center and the Academic Guidance and Advisement section in enabling SHEFA clients to avail of SHEFA's unique career prep voucher system to be used for career counseling and guidance based on career interest inventory and formal career assessment.

Of the qualified Saipan residents initially awarded SHEFA financial assistance in Fall 2004, 314 have availed of the opportunities from SHEFA and have chosen to attend the Northern Marianas College on Saipan, while 375 went abroad to Guam, Hawaii and the U.S. mainland.

Details of the inaugural activities and other opportunities from SHEFA is covered in a SHEFA's souvenir portrait of the program for Fall 2004 and Spring 2005 annual report.

SHEFA's initial Accountability Report profiled the inaugural implementation progress, achievements and travails during its initial operation, which is available in colorful print copy at the Office of Mayor Juan Borja Tudela in Afetnas Square and at the SHEFA Office in Garapan, Saipan. SHEFA's first year program report is also accessible electronically in the SHEFA website at www.saipanshefa.com.

"I want to personally recognize the extraordinary effort and support from the members of the Saipan Legislative Delegation, the Governor, the SHEFA Board, the Saipan Chamber of Commerce, the Division of Employment at Labor, the Northern Marianas College, the Secretary of Finance, the Attorney General, the Secretary of Community and Cultural Affairs, and all the SHEFA partners for providing guidance, assistance and suggestions for improvements in the formative stage of this worthy program for the residents of Saipan". Without their cooperation and esprit de corps to collaborate with the SHEFA board, the SHEFA program would not have been successful today, related Mayor Tudela.

Table 1: Source of Funding

Enabling Legislation /	Effective Date	Funding Level	Allotment Status / Bill Status
1. Saipan Local law 13-21	February 2, 2004	\$1,200,00	Not Allotted 100% \$ 1,029,000 Pending
2. Saipan Local Law 14-13	October 29, 2004	Admin. Provision only	Admin. Proviso
3. Saipan Local Law 14-11	October 15, 2004	\$1,200,00	No Allotment
4. Saipan Local Law 14-9	October 7, 2004	\$150,000	Quarterly Allotment
5. Saipan Local Law 14-28	October 19, 2005	\$3,200.00	Quarterly Allotment
6. Saipan Local Law 15-4	April 28, 2006		Operation Budget Reduced by \$75,000.00
7. Saipan Local Law 15-5	July 5, 2006		Operation Budget Reduced by \$25,000.00
8. Saipan Local Law 15-26	August 30, 2007		Total Operation Budget Reduced By \$100,000.00
9. House Local Bill 16-5	February 29, 2008		Admin. Proviso

SHEFA Scores 3000-Plus Applications, 50% Budget Cut in Operation

Barely three years when SHEFA first opened its doors for college assistance and the *flagship* program is already hay stacked to the brim with scholarship applications. Literally.

What seemed at first like a pipe dream and a mission impossible task in hindsight has proven anything but one. SHEFA reigns as a wonder program in showcasing a new postsecondary municipal assistance placed on an expedited track schedule by the Saipan Northern Island Legislative Delegation.

SNILD passed the SHEFA law on February 2004, and the program is in full gear by August 2004, a mere five months!

Since the program's inception in the fall 2004 to the beginning of the fall 2007 deadline last July 2nd, SHEFA has so far registered a record breaking application submission of over 3,000 in less than three years time.

The mission of the Saipan Higher Education Financial Assistance (SHEFA) "is to invest in the limited human capital resources of qualified residents of Saipan (inclusive of the Northern Islands) through a supplementary financial assistance ... for purposes of pursuing post-secondary education on Saipan or abroad, and in recognition of the need for educated citizenry and workforce on Saipan, with the broad expectation of SHEFA and assurance from all applicants and recipients of SHEFA financial assistance to return to Saipan upon a successful completion of a higher education with the necessary and sufficient knowledge, skill, attitude and work ethic in order to provide services on Saipan in the private sector, government, nongovernmental (NGO) organizations as well as not-for-profit organizations."

Most U.S.-accredited colleges and universities, including Northern Marianas College (NMC), kick off the fall move-in schedule immediately followed by classes on the latter part of August to mid-September this year. Mindful of the student's schedule, the SHEFA board worked feverishly perusing over 500-plus stacks of new and continuing applications an all time record high and a sharp contrast to the fewer than 200 applications received when SHEFA first opened its doors back in August 2004 (before it even moved in to the Garapan Office in January 2005).

The SHEFA law (SLL 13-21) restricts eligibility for SHEFA assistance to Saipan residents.

SHEFA is funded wholly from the poker operatives on Saipan, taken from the amusement licenses and fees collected quarterly from arcade operatives.

SHEFA provides postsecondary assistance to Saipan residents who meet its "fulltime" requirements as undergraduates, graduate students and advanced post-graduate fellows. Beginning Fall 2007, *all* SHEFA awardees are required to register, enroll and complete a minimum of twelve (12) credit hours every semester or quarter in the fall and spring term. SHEFA *undergraduate* scholars must have a minimum grade point average (g.p.a.) of 2.5 on a 4.0 scale, while the required minimum grade point average for *graduate and postgraduate* fellows stands at 3.0 on a 4.0- scale.

From Fall 2004 of that year in August to the 2nd of July application deadline this year for the Fall 2007 term, SHEFA clocked in record- breaking submission of 3,474 applications: 1,506 new and 1,968 continuing applicants. Of the 3,474 total applicants who submitted SHEFA applications, 1,758 indicated an intention to pursue their college education on Saipan while 1,716 opted to study outside Saipan in Guam, Hawaii and the U.S. mainland, showing preference by college students to studying abroad rather than to staying home.

Moreover, this Fall 2007 semester, unlike any other academic term, SHEFA saw a doubling in the number of application submission, from an average of 200 per semester for the past two years to over 500 just this term.

Ironically, SHEFA's operational budget in Fiscal Year 2006 (prescribed in Saipan Local Law 14-28 last October 1) was slashed by \$75,000 to \$125,000. Still undone, SHEFA suffered yet another cut by \$25,000 in Saipan Local Law 15-5 last year. SHEFA's combined slash in its operation budget came down to fifty percent (50%).

The SHEFA board was not consulted or solicited for comments for the two unexplained cuts in the program's operational budget to date.

Senior representative and long-time education advocate Representative Jesus T. Attao of Saipan precinct 3 in the 14th Legislature was the author of Saipan Local Law 14-28, which appropriated the funds to build the operational infrastructure and capacity of the SHEFA program in order to establish a sustainable operation. But, the former representative's effort appeared in vain when SLL 14-

28 was surreptitiously co-opted and scuttled in another appropriation measure in the 15th Legislature (Saipan Local Law 15-5), taking the mayor's SHEFA board by complete surprise.

Meanwhile, Mayor Juan B. Tudela and the SHEFA board recently communicated their grave concerns to SNILD Chairman over the underhandedness in which SHEFA's operation budget was pirated by 50% without the knowledge or input of the SHEFA governing board, let alone Mayor Tudela.

The administration of the SHEFA program is placed in the Saipan mayor's office under the governing authority of the SHEFA Board of Directors when Saipan Local Law 13-21. First established the seminal scholarship program aimed at providing supplemental assistance to Saipan residents. The 13th Saipan and Northern Islands Legislative Delegation (SNILD) headed by Senator Pete P. Reyes passed the enabling legislation and signed into law on February 3, 2004 by then Governor Juan N. Babauta.

As of Fall 2007, the board reviewed and processed over 600 applications.

Table 2: Unduplicated Application & Awardees Universe: New & On-going

New

Program Year 1

Fall 2004- Fall 2005

Unduplicated Application

Fall 2004	Spring 2005	Fall 2005		Total
On-Island: 121	On-Island: 68	On-Island: 166	=	<u>355</u>
Off-Island: 100	Off-Island: 78	Off-Island: 166	=	<u>344</u>
		Sub-Total:	=	<u>699</u>

Awardees

Fall 2004	Spring 2005	Fall 2005		Total
On-Island: 94	On-Island: 56	On-Island: 152	=	<u>302</u>
Off-Island: 94	Off-Island: 64	Off-Island: 147	=	<u>305</u>
		Sub-Total	=	<u>607</u>

Program Year 2

Spring 2006- Spring 2007

Unduplicated Application

Spring 2006	Fall 2006	Spring 2007		Total
On-Island: 108	On-Island: 145	On-Island: 81	=	<u>334</u>
Off-Island: 48	Off-Island: 131	Off-Island: 69	=	<u>248</u>
		Sub-total	=	<u>582</u>

Awardees

Spring 2006	Fall 2006	Spring 2007		Total
On-Island: 69	On-Island: 102	On-Island: 63	=	<u>234</u>
Off-Island: 37	Off-Island: 73	Off-Island: 24	=	<u>134</u>
		Sub-Total	=	<u>368</u>

Program Year 3

Fall 2007- Fall 2008

Unduplicated Application

Fall 2007	Spring 2008	Fall 2008		Total
On-Island: 157	On-Island: 98*	On-Island: N	=	<u>255</u>
Off-Island: 107	Off-Island: 48	Off-Island: N	=	<u>155</u>
		Sub-Total	=	<u>410</u>

Awardees

Fall 2007	Spring 2008*	Fall 2008		Total
On-Island: 94	On-Island: 40	On-Island: N	=	<u>164</u>
Off-Island: 70	Off-Island: 19	Off-Island: N	=	<u>89</u>
		Sub-Total	=	<u>253</u>

* Batch # 1-3 only.

**On-Going
Program Year 1**

Spring 2005-Fall 2005

Unduplicated Application

Spring 2005	Fall 2005		Total
On-Island: 105	On-Island: 99	=	<u>204</u>
Off-Island: 85	Off-Island: 126	=	<u>211</u>
	Sub-Total	=	<u>415</u>

Awardees

Spring 2005	Fall 2005		Total
On-Island: 71	On-Island: 80	=	<u>151</u>
Off-Island: 69	Off-Island: 104	=	<u>173</u>
	Sub-Total	=	<u>324</u>

Spring 2006- Spring 2007

**Program Year 2
Unduplicated Application**

Spring 2006	Fall 2006	Spring 2007		Total
On-Island: 221	On-Island: 165	On-Island: 198	=	<u>584</u>
Off-Island: 252	Off-Island: 200	Off-Island: 210	=	<u>662</u>
		Sub-Total	=	<u>1,246</u>

Awardees

Spring 2006	Fall 2006	Spring 2007		Total
On-Island: 179	On-Island: 133	On-Island: 154	=	<u>466</u>
Off-Island: 220	Off-Island: 155	Off-Island: 191	=	<u>566</u>
		Sub-Total	=	<u>1,032</u>

Fall 2007- Fall 2008

**Program Year 3
Unduplicated Application**

Fall 2007	Spring 2008	Fall 2008		Total
On-Island: 154	On-Island: 35	On-Island	=	<u>189</u>
Off-Island: 169	Off-Island: 33	Off-Island	=	<u>202</u>
		Sub-Total	=	<u>391</u>

Awardees

Fall 2007	Spring 2008	Fall 2008		Total
On-Island: 120	On-island: 157	On-Island	=	<u>277</u>
Off-Island: 169	On-Island: 187	Off-Island	=	<u>356</u>
		Sub-Total	=	<u>633</u>

The Dollars & Sense of SHEFA Investing on Saipan's Future Workforce

The advent of the Fall 2007 semester marks SHEFA's third year of operation of the Saipan Higher Education Financial Assistance since the program was created by the Saipan and Northern Islands Legislative Delegation (SNILD) in Saipan Local Law 13-21 and first implemented last Fall 2004.

The commitment to investing college education pioneered by the 13th SNILD in 2004 is still evident today by the continued investment in the program mission of SHEFA, which is to develop the island's "limited human capital resources ... in recognition of the need for educated citizenry and workforce... in the private sector, government, non-governmental (NGO) organization... (and)...not-for-profit organization".

Saipan Local Law 13-21 initially appropriated a little over a million dollar for program assistance and operation in 2004. Since then, the Saipan delegation augmented the resources for students in subsequent legislations and delineated further the usage of the SHEFA operational resources.

In Fall 2004, nearly 200 students from Saipan attending colleges and universities on Saipan, Guam, Hawaii and throughout the United States received over \$400,000 in financial assistance. These numbers, however, paled in contrast to over 400 recipients in the first half of SHEFA's third year of operation this Fall. The amount of assistance in the fall 2007 semester this year reigns at a staggering \$1.3 million.

A comparison of the first and third year SHEFA scholars by types of awards is illustrative of the pivotal role of SHEFA in promoting college education among youths and adults on Saipan. At its inception, SHEFA received 221 applications and 188 awarded, or eighty-five percent (85%) of the Fall 2004 application pool.

Of all the Fall 2004 awardees, all one hundred eighty-eight received grant-in-aid assistance at \$600 per term for recipients studying on Saipan and \$1000 for students studying abroad. Only 126 or sixty-seven percent (67%) of the awardees received SHEFA's priority field in the amount of \$1500 per term, and even fewer at fifty-five or twenty-nine percent (29%) who received the coveted 3.5 term grade point average scholarship in the amount of \$2000 at the end of every term of the award cycle. Overall, the total SHEFA investment in grant-in-aid for fall 2004 amounted to \$150,400; \$187,500 in priority award; and \$110,000 in performance scholarship.

By contrast, the application pool for Fall 2007 towered at 585. This figure has more than double the number of applications at the inception of the program three years past. The surge in application could be attributed to SHEFA's multi-faceted outreach campaign. Every year since Spring 2005, Mayor Tudela and members of the SHEFA board make time to visit the public and private high schools on Saipan and spent close to an hour for program presentation and question-n-answer session and dialogue with students and school counselors. The presentation agenda focuses primarily on opportunities for financing college education through the SHEFA program. SHEFA's advocacy campaign extends to live appearances on television talk show such as the John Gonzales and the Tao Ta Talk Series. Feature articles in the local printed media also generate broader awareness in the community about the SHEFA program in promoting college education among Saipan residents. The SHEFA interactive website at <http://www.saipanshefa.com> makes the SHEFA program keyboard accessible and user friendly 24 / 7 anywhere there is internet access or wireless connection. All of these activities have contributed significantly to the increase in the number of SHEFA applicants in the Fall 2007 term.

The percentage of Fall 2007 awardees, however, did not fare at the eighty-five percent (threshold), which marked the Fall 2004 cycle. The Fall 2007 awardees tumbled at seventy-seven percent (77%) of the total awardees. When matched against the continuing recipient pool this year, the percentage inched up by four percentage points at eighty-nine (89%) percent though in actual count Fall 2007 reigned compared to semester's program participation since Fall 2004.

In a twist of irony, it was during this year that the operational funding level for the SHEFA program began to nose dive. In Fiscal Year 2006, the operation budget was slashed by \$75,000 in Saipan Local Law 15-4 and continued unabated in Fiscal Year 2007 and 2008. The combined reduction of \$100,000 was a direct consequence of a riveted chain of events, which the board was not provided an opportunity to comment or a forum to discuss the matter prior to or after the adoption of the enabling Local bill. The action left the SHEFA operation with \$150,000 less in operational funds from what it started out with at the inception of the program.

To date, none of the unexplained cuts in the program's operational budget was brought to the SHEFA Board of Directors or to even restore the cuts to the original level in SLL 14-28.

By contrast, senior representative and long-time education advocate Representative Jesus T. Attao of Saipan precinct 3 authored Saipan Local Law 14-28, which appropriated the funds needed to build the operational infrastructure and capacity of the SHEFA program in order to have stable program operation. But, the former representative's effort was scuttled when Saipan Local Law (SLL) 15-4, SLL 15-5 and SLL 15-26 surreptitiously co-opted the intent, application and effect of Saipan Local Law 14-28.

The series of inexplicable actions practically crippled SHEFA's planned community outreach project, among other things.

SHEFA's outreach is intended to build an increasingly progressive level of public awareness, education, and participation of students, parents and institutions in the SHEFA program is the major objective and focal point of the *SHEFA Community Outreach Project*. Connecting with students, parents, counselors, institutions and the greater community using various modalities and activities, collectively and individually, generate positive responses, which leads to a critical mass about the SHEFA program itself and the outreach project. This is demonstrated by increased knowledge of students, parents and the members of the community about the program, including potential employers. Moreover, there is significantly increased participation by students in the SHEFA program and the outreach project.

Reaching critical mass would inevitably hasten the development of a local cadre of educated and trained resident workforce for Saipan, which is the key reason for SHEFA's existence. The other residual or spin-off benefit in permanently addressing the perennial shortage of local workforce on Saipan is the personal stake or risks that participants take in independently choosing their career path and career growth and development based on the priority areas of workforce needs on Saipan.

Ultimately, the personal success of the participating SHEFA scholars in the project, with SHEFA's support and assistance, is measured in direct proportion to the cadre of educated, trained skilled and contributing members and citizens of the Municipality of Saipan and the Northern Islands, the Commonwealth and the nation.

In a nutshell, SHEFA's planned outreach model involves activities that include, among other things, personalized mentoring and guidance to all SHEFA recipients, including recipients studying abroad; updating of graduation plan or individualized degree plan with recipients and / or institutional advisers / registrar; work with career development and guidance officials and organizations to address the manpower development goals and objectives of the receipts and the island.

With the state of the economy nationwide and locally, the workplace becomes increasingly competitive and selective in recruitment, promotion and retention, placing a premium not only on the acquisition of technical knowledge and skill set, but also the appropriate interpersonal relation repertoire, work attitude and workplace ethos that is expected by clients, consumers or customers on Saipan and globally.

The SHEFA program mission mirrors the generally expected knowledge, skill set, attitude and work ethos by employers in their provision of services to clients, consumers and customers in business, local government agencies, private non-profit organizations or non-government establishments, inclusive of self-employed entrepreneurship ventures. In this respect, SHEFA helps prepare recipients to be competitive in the workplace, requiring recipients to obtain professional career guidance and counseling, attend career or job fairs or any other type of career planning and preparation, such as internship, work study, workshop, on-site training, on-the-job work enhancement activities, etc.

As shown on Chart 3, SHEFA continues to demonstrate a remarkable capacity in providing guidance to its recipients to graduate in colleges and universities. Not completely at its third year of operation since its inception in Fall 2004, SHEFA facilitated over 140 college graduates at home and abroad. Thus far, thirty-seven (37) have obtained their Masters Degree (MA); fifty-nine (59) Bachelors Degree (BA); and forty-eight (48) Associate of Arts Degree (AA).

When it comes to enforcement of the terms and conditions of SHEFA's memorandum of agreement with recipients, SHEFA ensures graduates do not neglect their responsibilities in rendering their services on Saipan that would commensurate with the term of assistance. Gainful employment in the private sector is preferred to government sector jobs, including working for non-profit organizations or other non-government sectors. Working for oneself (self-employment) is recognized and accepted in much the same way as volunteering in social service agencies (e.g., Health Center Gift Shop volunteer).

In addition, SHEFA graduates are required to comply with the SHEFA's graduate close-out procedure. This requires submission of recipient employment verification, end-of-year official transcript, and copy of college degree or technical school diploma.

As part of its enforcement and continuing education, program participants are reminded about their obligations when signing a legally binding memorandum of agreement with SHEFA and the Municipality of Saipan through the Mayor of Saipan.

Based on the increasing number of participation in SHEFA, one ranging from high school graduates to those holding or seeking associates (AA) or bachelors degrees (BA) to those seeking Masters (MA / MS), Ed.D or PH.D degrees, the intent of Saipan Local Law 13-21 is closely adhered to: which is to provide assistance to the residents of Saipan in the pursuit of a college education. Indeed, the program mission is being realized with increasing level of sophistication and efficiency by the SHEFA board, notwithstanding initial setbacks experienced in the early formative stages of program implementation over funding uncertainty and differing interpretations on certain provisions of law. The instability caused to the program by quixotic program tinkering, lack of collaboration and unilateral and ill planned program changes in program design, structure and requirements definitely cause more

harm than good to the sustainability of SHEFA as a program, not to mention the legal implications of such actions. Moreover, any incidental intervention, if not properly planned and assessed, may, instead of leading to program success, ultimately result in stifling program improvement in both the short-term and long run. For the bottom line principle of accountability applies in wisdom as well as in practice to transparency and open communication as a standard operating procedure in policymaking as it is in policy execution and implementation.

Not only is participation in the SHEFA program steadily climbing since the inaugural year (Table 2), topping over 3000 applications in less than three years, but so as the increased level of participant interest in SHEFA's priority field of study referenced in Chart 1 and accounted over time in Table 4.

Late last year, SHEFA conducted a survey among relevant government agencies and the hospitality community. The survey responses in Chart 2 show an almost perfect fit or match between the existing priority fields of study listed in section eight of the SHEFA rules and regulations and the top three priority by employers on Saipan. In other words, the survey participants reaffirmed SHEFA's existing career priority initially established in 2004 in collaboration with the business, education, and other public service providers on Saipan. Conducted in November-December 2007, the survey results, nonetheless, show two apparent unmet needs: one is a suggestion by a hotel outlet on Saipan to engage recipients to be fluent in Russian and Korean languages. (Interestingly enough, none of the hoteliers seem to see a need for Japanese foreign language). The other suggestion by the same hotel is to focus on culinary arts: that is, to generate interest in a career as an executive chef, which is consistent with complaints by high-end Japanese tourists that Saipan lacks fine dining facilities, if at all.

With respect to program participation at the village or precinct level, the village-by-village analysis on referenced on Table 18 proves precinct one (1) to be formidable, maintaining its reign over the rest of the Saipan precincts, and continues to do so from the inception of SHEFA in August 2004. Precinct four (4) comes second, followed by Precinct three (3). Precinct two (2) ranked a not-so-distant fourth in program participation. This is probably not surprising given that precinct one is home to Southern High School, Kagman High School, Saipan International School, and Marianas Baptist Academy, including the Northern Marianas Academy College a Preparatory high school. Precinct three boasts of only Marianas High School, Grace Christian Academy and Eucon International School. Precinct four, on the other hand, has a high concentration of students attending Kagman High School relative to the size of the community and population (i.e., high density area).

The number of academically and technically high-performing recipients speaks volumes of SHEFA's authentic scholarship portfolio. To qualify for the SHEFA scholarship requires that a recipient registers and completes a minimum of 12 credits with a grade point average of 3.5 on a scale of 4.0 at the end of the semester. Under no circumstances is anyone allowed to register for remedial course(s). Doing so is prima facie for automatic disqualification from award consideration.

Out of 188 awardees in Fall 2004, 55 or less than thirty percent (30%) were the inaugural recipients of SHEFA's academic performance achievement award. In less than two years, the number skyrocketed threefold: 152 recipients were awarded the coveted scholarship in Spring 2007. In percentage term, the Spring 2007 percentage stood at thirty five percent (35%) of the 430 total awardees that term, when compared to the Fall 2004 merit scholars.

The potency of SHEFA's incentive scholarship readily revealed itself even from cursory observation on the trend statistics in Table 7. SHEFA's merit scholarship tend to drive recipients to excel academically and challenge themselves to perform at above par performance where taken at a semester interval as opposed to having to wait annually for SHEFA's extra award of \$2000. At the same time, SHEFA recipients are driven constantly by the challenge and the incessant demand for academic excellence and peak academic performance in the Fall and / or Spring term- in essence, twice a year. Peaking every semester bears positively on the overall cumulative grade point average of recipients not only at every term but also at the end of the academic year. Therein lies SHEFA potent devise or incentive in taking students where they are at and providing them with academic guidance while in college and building the momentum necessary and sufficient to energize their aspiration for excellence in making the grade. This drive ultimately become habit-forming and in obtaining a well-rounded college education- one that is vital in being a productive member of the local workforce and a contributing member of the community on Saipan, the Commonwealth and the world.

Despite unintended flaws and shortcomings in initial implementation designs, engendered program instability generated by unanticipated abrupt operational funding reductions, Saipan's flagship postsecondary program remains a cornerstone program, maintaining a unique standard of excellence and effectiveness despite extraneous external pressures. Such has been SHEFA's modus operandi under the able guidance of the SHEFA board and the mayor, inclusive of SHEFA recipients, external agencies, its own self-evaluation and reflections and no less attributable to the stipulations and requirements anchored in SHEFA's promulgated rules and regulations and internal operational procedures. This operational model has successfully guided SHEFA in processing over 3000 applications in a span of less than three years, professionally manned at an average operational cost of \$100,000 annually! Two of three professional personnel are directly SHEFA-funded at \$82,000 annually.

Table 5 shows SHEFA's portfolio of over eight million dollars in awards thus far. Even at the beginning of its third year of operation, SHEFA has incurred neither programmatic nor operational fund deficit, much less incur expenses for a government vehicle or pay for cellular phone expenses, gasoline, personnel training, or travel outside of Saipan (Table 4).

Yet, as shown on Chart 3, even at this early stage in its operation, SHEFA has proven effective in the development of the local workforce needs of Saipan as viewed by its graduates: thirty seven of whom have obtained their Master of Arts degrees; fifty nine their Bachelors of Arts; and forty eight their Associate of Arts degrees. Hundreds more are currently in pursuit of their college degrees and in technical trade areas of specialties, many of which are in SHEFA's priority areas delineated on Chart I.

Although the initial groundbreaking trial run of the SHEFA program got started in August-September of the Fall 2004 academic year, its effective implementation did not actually take place until the Fall 2006 academic term.

At the end of the Fall 2008 academic term on May of 2009 year, the SHEFA program, as originally created by Saipan Local Law 13-21 and established through the companion SHEFA Rules and Regulations, will celebrate its first-year anniversary from the date of its full-fledged implementation on July 1, 2005, the official application deadline for the Fall 2005 academic term.

The delay in implementation was largely due to over-commitment on SHEFA's premier funding source derived from Saipan Local Law 13-8, the fees collected from local license fees for poker and pachinko machines on Saipan. This over-extended appropriation in SLL 13-8 (i.e., advanced appropriation of unrealized revenue, e.g., retro-pay, CIP, etc.) created a predicament for the Department of Finance, which resulted in an aggravated cash flow situation, thereby causing delays in the transfer of funds to the SHEFA Fund account. Even worse was the lapsing of the funds intended for SHEFA, but did not get transferred to the SHEFA account before Fiscal Year ends.

Because of over-appropriation, the Department of Finance held the Planning and Budgeting Act to a higher standard of interpretation on funds appropriated for SHEFA in fiscal year 2004, which Finance lapsed on September 30, 2004 without the benefit of having transferred the funds to the SHEFA Fund account first!

In signing the seminal law on February 2, 2004, Governor Juan N. Babauta wrote: "I commend the author(s) of this bill and the members of the (Saipan Representatives and Senators) for passing this important piece of legislation. As you all know, quality education is one of the priority goals of this Administration and I am very happy to sign this bill into law in order to provide an opportunity to all qualified Saipan students to continue (to) pursue their dreams, dreams which can be made possible with the attainment of higher education."

As a direct result of the Saipan Local Law (SLL) 13-21, the SHEFA Rules and Regulations, milestone legislations in support of SHEFA, and the due diligence and timeliness of the SHEFA governing board of directors in timely acting on all SHEFA applications, over 3000 applications have been reviewed to Saipan residents in pursuit of a higher form of education in colleges and universities, including technical institutes and trades schools in multi- disciplines of academic priorities and priority areas in vocational and industrial specialties.

The 13th Legislative leadership together with Saipan Mayor Juan B. Tudela are living proof of visionary leaders in postsecondary scholarship. Included among them as authors of Saipan Local Law 13-21 Representative Arnold I. Palacios (current Speaker), SNILD Chairman and Senator Pete P. Reyes (current Senate President), 13th Speaker Heinz S. Hofschneider (current representative), Rep. Jesus T. Attao (former Vice Speaker), Rep. Stanley T. Torres (current), Rep. Ramon A. Tebuteb (current SNILD Chairman), Rep. William S. Torres (former), Rep. Joseph P. Deleon Guerrero (current Vice Speaker), Rep. Martin B. Ada (former), Rep. Francisco DLG. Aldan (former), Rep. & Speaker Oscar M. Babauta (former Speaker and current representative) and former Rep. Gloria DLC. Cabrera; Rep. Pedro P. Castro; Rep. Herman T. Palacios; Rep. Andrew S. Salas; Rep. Benjamin B. Seman; Rep. Manuel A. Tenorio; Sen. Ramon S. Deleon Guerrero; and Sen. Thomas P. Villagomez.

Table 4: Operations Cost

No.	Description	FY: 2004	FY: 2005	FY: 2006	FY: 2007	FY: 2008
1	Personnel Resources/Services					
2	Travel					
3	Vehicles (Leased/Owned)					
4	Fuel (Gas) & Lubrication					
5	Cellular Phone Communication					
6	Professional Training					
7	Freight & Handling					
8	Rental		\$ 90.00		\$ 600.00	
9	Utilities					
10	Honorarium		\$ 6,480.00	\$ 2,400.00	\$ 630.00	\$ 645.00
11	Advertising	\$ 350.00	\$ 3,788.00	\$ 1,350.00	\$ 250.00	
12	Books, Library Materials & References		\$ 350.00			
13	Cleaning Services			\$ 1,050.00	\$ 720.00	\$ 720.00
14	Communications/Postage/PTI	\$1,100.00	\$ 6,330.00	\$ 6,700.00	\$ 3,500.00	\$ 2,350.00
15	Controlled Assets		\$ 7,194.74		\$ 720.00	
16	Cooperative Agreement					
17	Dues & Subscriptions		\$ 445.75	\$ 510.00	\$ 534.00	
18	Food Item/Drinking Water		\$ 506.00	\$ 300.00	\$ 150.00	\$ 125.00
19	Furniture & Fixtures		\$ 1,147.00			
20	License & Fees		\$ 2,280.00			
21	Machinery/Tools/Equipment		\$ 1,472.00			
22	Office Equipment		\$ 6,662.57			
23	Printing	\$ 480.00	\$ 4,920.00	\$ 6,770.00	\$ 1,660.00	\$ 415.00
24	Professional Development fee				\$ 60.00	
25	Repair & Maintenance		\$ 3,537.56	\$ 805.00	\$ 533.20	\$ 216.50
26	Security Services/Alarm		\$ 1,880.00	\$ 440.00	\$ 50.00	\$ 50.00
27	Student Activity	\$1,880.00	\$ 3,481.67	\$ 1,550.00		\$ 1,250.00
28	Supplies - Office		\$ 2,484.55	\$ 3,843.56	\$ 791.00	\$ 1,300.00
29	Supplies - Operations		\$ 4,289.45	\$ 456.00	\$ 2,224.51	\$ 380.00
	Sub-Total	\$3,810.00	\$57,339.29	\$26,174.56	\$12,422.71	\$ 7,451.50
	Grant Total					\$107,198.06

***Unreconciled Data**

Table 5: Saipan Higher Education Financial Assistance

Saipan Higher Education Financial Assistance
Cumulative Awards: Fall 2004 to Spring 2008
September 2004 to February 29, 2008

Award # 1

Award # 2

FALL 2004 TERM

SPRING 2005 TERM

New

On-Island

Grant-in-Aid: N= 94 \$56,400.00
 Priority Field: N= 64 \$ 96,00.00
 Performance Based: N= 19 \$ 38,000.00
 Total Awardees= 94*
 Total Amount Awarded: \$190,400.00

New

On-Island

Grant-in-Aid: N= 56 \$ 33,600.00
 Priority Field: N= 40 \$60,000.00
 Performance Based: N= 12 \$24,000.00
 Total Awardees=56*
 Total Amount Awarded: \$117,600

On-Island Grand Total New Awards= \$308,000 (Fall 2004 & Spring 2005)

On-Island Grand Total New Awardees=150*

No. of New Awardees is based on the new recipients receiving grant-in-aid.

Off-Island

Grant-in-Aid: N=94 \$94,000.00
 Priority Field: N=61 \$91,500.00
 Performance Based: N= 36 \$72,000.00
 Total Awardees=94
 Total Amount Awarded= \$257,500

Off-Island

Grant-in-Aid: N= 64 \$64,000.00
 Priority Field N= 49 \$73,500.00
 Performance Based: N= 27 \$54,000.00
 Total Awardees=64
 Total Amount Awarded=\$191,500

Off-Island Grand Total New Awards= \$449,000 (Fall 2004 & Spring 2005)

Off-Island Grand Total New Awardees*=158

No. of New Awardees is based on the new recipients receiving grant-in-aid.

GRAND TOTAL AMOUNT for New Recipients: FALL 2004 & SPRING 2005 =\$757,000
GRAND TOTAL NO. FALL 2004 & SPRING 2005=308 New Recipients

SPRING 2005 TERM

SPRING 2005 TERM

On-Going On-Island

Grant-in-Aid: N=71 \$42,600.00
 Priority Field: N=49 \$73,500.00
 Performance Based N= 17 \$34,000.0
 Total Awardees=71*
 Total Amount Awarded: \$150,100

On-Going Off-Island

Grant-in-Aid: N= 69 \$69,000.00
 Priority Field: N= 57 \$85,500.00
 Performance Based N= 33 \$66,000.00
 Total Awardees=69*
 Total Amount Awarded: \$220,500.00

Off-Island On-Going Total Awards \$220,500.00 Off-Island On-Going Total Awardees=69 On-Island On-going Total Awards \$150,100 On-Island On-Going Total Awarded=71 No. of Awardees is based on the recipients receiving grant-in-aid.

GRAND TOTAL NO. FALL 2004 & SPRING 2005 ON-GOING =140 Recipients
GRAND TOTAL AMOUNT: FALL 2004 & SPRING 2005 ON-GOING=\$370,600.00

Saipan Higher Education Financial Assistance
Cumulative Awards: Fall 2004 to Spring 2008
September 2004 to February 29, 2008

Award # 3

Award # 4

FALL 2005 TERM

SPRING 2006 TERM

New On-island

Grant-in-Aid: N=152 \$91,200.00
Priority Field: N= 117 \$175,500.00
Performance Based: N= 50 \$100,000
Total Awardees= 152
Total Amount Awarded \$366,700.00

New On-Island

Grant-in-Aid: N=69 \$41,400.00
Priority Field: N=51 \$76,500.00
Performance Based: N= 29 \$58,000.00
Total Awardees=69
Total Amount Awarded=\$175,900

On-Island Grand Total New Awards= \$542,600.00(Fall 2005 & Spring 2006)

On-Island Grand Total New Awardees=221* (Fall 2005 & Spring 2006)

*No. Of Awardees is based on the recipients receiving grant-in-aid.

Off-Island

Grant-in-Aid: N= 147 \$147,000.00
Priority Field: N= 108 \$162,000.00
Performance Based: N= 30 \$60,000.00
Total Awardees=147
Total Amount Awarded= \$369,000.00

Off-Island

Grant-in-Aid: N=37 \$37,000.00
Priority Field: N= 26 \$39,000.00
Performance Based: N=10 \$20,000.00
Total Awardees=37
Total Amount Awarded=\$96,000

Off-Island Grand Total New Awards= \$465,000.00(Fall 2005 & Spring 2006)

Off-Island Grand Total New Awardees*=184

*No. Of Awardees is based on the recipients receiving grant-in-aid.

Grand Total New Awards=\$1,007,600.00(Fall 2005 & Spring 2006)

Grand Total New Awardees=405 (Fall 2005 & Spring 2006)

On-Going: On-Island

Grant-in-Aid: N=80 \$48,000
Priority Field: N=70 \$105,000
Performance Based: N= 36 \$72,000.00
Total Awardees=80
Total Amount Awarded \$225,000.00

On-Going: On-Island

Grant-in-Aid: N=180 \$108,000
Priority Field: N=157 \$235,500
Performance: N=74\$148,000
Total Awardees=179
Total Amount Awarded \$491,500.00

On-Island Grand Total On-Going Awards= \$716,500.00 (Fall 2005 & Spring 2006)

On-Island Grand Total On-Going Awardees=259* (Fall 2005 & Spring 2006)

*No. Of Awardees is based on the recipients receiving grant-in-aid.

On-Going: Off-Island

Grant-in-Aid: N=104 \$104,000
Priority Field: N=83 \$124,500
Performance Based: N= 31 \$62,000
Total Awardees=104
Total Amount Awarded=\$290,500

On-Going: Off-Island

Grant-in-Aid: N=220 \$ 220,000
Priority Field: N=176 -\$264,000
Performance Based: N=52 \$104,000
Total Awardees=220
Total Amount Awarded=\$588,000

Off-Island Grand Total On-Going Awards= \$878,500 (Fall 2005 & Spring 2006)

Off-Island Grand Total On-Going Awardees=324* (Fall 2005 & Spring 2006)

*No. Of Awardees is based on the recipients receiving grant-in-aid.

GRAND TOTAL ON-GOING AWARDS=\$1,595,000.00 (FALL 2005 & SPRING 2006)

GRAND TOTAL NO. ON-GOING AWARDEES=582* (FALL 2005& SPRING 2006)

Saipan Higher Education Financial Assistance
Cumulative Awards: Fall 2004 to Spring 2008
September 2004 to February 29, 2008

Award # 5

FALL 2006 TERM

New On-Island

Grant-in-Aid: N= 102 \$61,200
Priority Field: N= 89 \$ 133,500
Performance Based: N=32 \$64,000
Total Awardees=102
Total Amount Awarded=\$258,700

Award # 6

SPRING 2007 TERM

New On-Island

Grant-in-Aid: N= 62 \$37,200
Priority Field: N= 40 \$ 60,000
Performance Based: N= 14 \$28,000
Total Awardees= 62
Total Amount Awarded= \$ 125,200

On-Island Grand Total New Awards= \$383,900 (Fall 2006 & Spring 2007)

On-Island Grand Total New Awardees=* 164 (Fall 2006 & Spring 2007)

*No. Of Awardees is based on the recipients receiving grant-in-aid.

Off-Island

Grant-in-Aid: N=73 \$73,000
Priority Field: N= 72 \$108,000 0
Performance Based: N=50 \$100,000
Total Awardees=73
Total Amount Awarded= \$281,000

Off-Island

Grant-in-Aid: N= 24 \$ 24,000
Priority Field: N= 9 \$13,500.00
Performance Based: N=7 \$14,000
Total Awardees=24
Total Amount Awarded=\$ 51,500.00

Off-Island Grand Total New Awards= \$332,500 (Fall 2006 & Spring 2007)

Off-Island Grand Total New Awardees*=97

*No. Of Awardees is based on the recipients receiving grant-in-aid.

Grand Total New Awards=\$716,400- (Fall 2006 & Spring 2007)

Grand Total New Awardees=*261 (Fall 2006 & Spring 2007)

On-Going: On-Island

Grant-in-Aid: N= 134 \$80,400.00
Priority Field: N=135 \$202,500
Performance Based: N=64 \$128,000
Total Awardees=134
Total Amount Awarded=\$410,900.00

On-Going: On-Island

Grant-in-Aid: N= 157 \$94,200.
Priority Field: N= 131 \$196,500
Performance Based: N=65 \$ 130,000
Total Awardees= 157
Total Amount Awarded=\$420,700

On-Island Grand Total On-Going Awards= \$831,600.00 (Fall 2006 & Spring 2007)

On-Island Grand Total On-Going Awardees= 291 (Fall 2006 & Spring 2007)

*No. Of Awardees is based on the recipients receiving grant-in-aid.

On-Going: Off-Island

Grant-in-Aid: N= 155 \$155,000
Priority Field: N= 138 \$207,000
Performance Based: N= 48 \$ 96,000
Total Awardees=155
Total Amount Awarded=\$458,000

On-Going: Off-Island

Grant-in-Aid: N= 191 \$ 191,000
Priority Field: N= 178 \$267,000
Performance Based: N=67 \$134,000
Total Awardees=191
Total Amount Awarded=\$592,000

Off-Island Grand Total On-Going Awards= \$1,050,000 (Fall 2006 & Spring 2007)

Off-Island Grand Total On-Going Awardees=*346 (Fall 2006 & Spring 2007)

*No. Of Awardees is based on the recipients receiving grant-in-aid.

GRAND TOTAL ON-GOING AWARDS=\$1,881,600 FALL 2006 & SPRING 2007)
GRAND TOTAL NO. ON-GOING AWARDEES=* 637(FALL 2006& SPRING 2007)

Saipan Higher Education Financial Assistance
Cumulative Awards: Fall 2004 to Spring 2008
September 2004 to February 29, 2008

Award # 7

Award # 8

Fall 2007 TERM

Spring 2008 TERM

New On-Island

Grant-in-Aid: N= 94 \$56,400.00
Priority Field: N= 71 \$106,500.00
Performance Based: N=39 \$ 84,000.00
Total Awardees= 94
Total Amount Awarded= \$246,900.00

New On-Island

Grant-in-Aid: N= 39 \$23,400.00
Priority Field: N= 22 \$33,000.00
Performance Based: N= 10 \$=20,000
Total Awardees= 39
Total Amount Awarded=\$74,400.00

On-Island Grand Total New Awards=\$323,300.00 (Fall 2007 & Spring 2008)

On-Island Grand Total New Awardees=133 (Fall 2007 & Spring 2008)

*No. Of Awardees is based on the recipients receiving grant-in-aid.

Off-Island

Grant-in-Aid: N= 70 \$70,000.00
Priority Field: N= 16 \$24,000.00
Performance Based: N=43 \$86,000.00
Total Awardees=70
Total Amount Awarded= \$180,000.00

Off-Island

Grant-in-Aid: N= 19 \$19,000.00
Priority Field: N= 13 \$19,500.00
Performance Based: N= 3 \$6,000.00
Total Awardees=19
Total Amount Awarded=\$44,500.00

Off-Island Grand Total New Awards=\$224,500.00(Fall 2007 & Spring 2008)

Off-Island Grand Total New Awardees=89

*No. Of Awardees is based on the recipients receiving grant-in-aid.

Grand Total New Awards=\$547,800.00(Fall 2007 & Spring 2008)

Grand Total New Awardees=222 (Fall 2007 & Spring 2008)

On-Going: On-Island

Grant-in-Aid: N=124 \$74,400.00
Priority Field: N= 118 \$177,000.00
Performance Based: N=59 \$ 118,000.00
Total Awardees=124
Total Amount Awarded= \$369,400.00

On-Going: On-Island

Grant-in-Aid: N= 157 \$94,200.00
Priority Field: N= 142 \$213,000.00
Performance Based: N= 57 \$114,000
Total Awardees= 157
Total Amount Awarded= \$421,200

On-Island Grand Total On-Going Awards= \$790,600.00 (Fall 2007 & Spring 2008)

On-Island Grand Total On-Going Awardees=-281 (Fall 2007 & Spring 2008)

No. Of Awardees is based on the recipients receiving grant-in-aid.

On-Going: Off-Island

Grant-in-Aid: N= 170 \$170,000.00
Priority Field: N=136 \$204,000.00
Performance Based: N=69 \$ 138,000.00
Total Awardees=N=170
Total Amount Awarded = \$512,000.00

On-Going: Off-Island

Grant-in-Aid: N=187 \$187,000.00
Priority Field: N= 156 \$234,000.00
Performance Based: N= 58 \$116,000
Total Awardees= 187
Total Amount Awarded=\$537,000

Off-Island Grand Total On-Going Awards= \$1,049,000.00 (Fall 2007 & Spring 2008)

Off-Island Grand Total On-Going Awardees= 357 (Fall 2007 & Spring 2008)

No. Of Awardees is based on the recipients receiving grant-in-aid for Fall 2007

GRAND TOTAL ON-GOING AWARDS=\$1,839,600.00 (FALL 2007 & SPRING 2008)

GRAND TOTAL NO. ON-GOING AWARDEES= 638 (FALL 2007& SPRING 2008)

Saipan Higher Education Financial Assistance
Cumulative Awards: Fall 2004 to Spring 2008
September 2004 to February 29, 2008

Grand Total of Awarded Applicants & Disbursements

BASE YEAR: Fiscal Year 2004

Fall 2004: New On-Island=94, New Off-Island= 94, Total New Awardees =188
Total Financial Assistance Awards=\$447,900*

*Figure reflects total awards only.

Award # 2 (Fiscal Year 2005)

Spring 2005: New On-Island=56, New Off-Island=64, Total New Awardees= 120

On-Going On-Island=71 On-Going Off-Island=69, Total On-Going Awardees=140,

Grand Total New & On-Going Awardees=260, Total Financial Assistance Awards=\$679,700.00

*Figure reflects total awards only

Award # 3 (Fiscal Year 2005)

Fall 2005: New On-Island=152, New Off-Island=147, Total New Awardees=299
On-Going On-Island=80, On-Going Off-Island=104, Total On-Going Awardees=184
Grand Total New & On-Going Awardees=483
Total Financial Assistance Awards=\$1,251,200

*Figure reflects total awards only

Award # 4 (Fiscal Year 2006)

Spring 2006: New On-Island=69, New Off-Island=37, Total New Awardees=106
On-Going On-Island=80, On-Going Off-Island=179, Total On-Going Awardees=259
Grand Total New & On-Going Awardees=259
Total Financial Assistance Awards=\$1,351,400.00

*Figure reflects total awards only

Award # 5 (Fiscal Year 2006)

Fall 2006: New On-Island=102, New Off-Island=73, Total New Awardees=175
On-Going On-Island=133, On-Going Off-Island=155, Total On-Going Awardees=288

Grand Total New & On-Going Awardees=463
Total Financial Assistance Awards=\$1,408,600.00

*Figure reflects total awards only

Award # 6 (Fiscal Year 2007)

Spring 2007: New On-Island=62, New Off-Island=24, Total New Awardees=86
On-Going On-Island=157, On-Going Off-Island=191, Total On-Going Awardees
348

Grand Total New & On-Going Awardees=434
Total Financial Assistance Awards=\$1,189,400

*Figure reflects total awards only

Award # 7 (Fiscal Year 2007)

Fall 2007:New On-Island= 94,New Off-Island= 70,Total New Awardees= 164
On-Going On-Island= 124, On-Going Off-Island= 170, Total On-Going Awardees= 294

Grand Total New & On-Going Awardees= 458
Grand Total New & On-Going Awards=\$1,308,300.00

Award # 8 (Fiscal Year 2008)

**Spring 2008: New On-Island=39, New Off-Island=19 Total New Awardees=58
On-Going On-Island=157 On-Going Off-Island=187, Total On-Going Awardees=344**

**Grand Total New & On-Going Awardees=402
Grand Total New & On-Going Awardees=\$1,079,100.00
*Figure reflects total awards only**

**Fall 2008: New On-Island=n/a, New Off-Island=n/a, Total New Awardees=n/a
On-Going On-Island=n/a, On-Going Off-Island=n/a, Total On-Going Awardees=n/a
Grand Total New & On-Going Awardees=n/a**

**Grand Total New & On-Going Awardees=n/a
*Figure reflects total awards only**

Grand Total of Awarded Applicants & Disbursements

**(Fall 2004, (N=188; \$447,900) Spring 2005, (N=260; \$679,700.00) Fall 2005, (N=483; \$1,251,200) Spring 2006,
(N=259; \$1,351,400) Fall 2006 (N=462; \$1,408,600), Spring 2007 N=434; \$1,189,400) Fall 2007 N=458; \$1,308,300.00)
Spring 2008 N= 402 \$1,079,100.00.**

N=new + on-going recipients per award term.

\$=Grant-in-aid, priority, & performance-based awards.

Total Awards = \$8,715,500 posted as January 31, 2008.

SHEFA Program Year in Operation / Implementation

Program Year 1

Fall 2004, Spring 2005 & Fall 2005

Program Year 2

Spring 2006, Fall 2006 & Spring 2007

Program Year 3

Fall 2007, Spring 2008 & Fall 2008

SHEFA's Building Capacity for Local Workforce and Educated Citizenry

The hallmark of the SHEFA program lies in its lofty though straightforward program mission. It closely parallels the SHEFA law (Saipan Local Law 13-21), which established the SHEFA program three years ago on February 2, 2004.

The SHEFA program aims to help SHEFA recipients pursue an education at U.S. accredited institutions of higher learning or technical institutes at home or abroad. SHEFA expects its recipients to be educationally well-rounded and informed citizens. Not only is the program aimed at molding informed and responsible citizenry, but its mission also recognizes these educated citizens to be technically trained and versatile in varying workplace environment.

In other words, SHEFA expects graduates to be willing, ready and able to fully participate in the local workforce on Saipan once they matriculate or complete a prescribed course of postsecondary study in their specific fields, such as accounting, nursing, aviation mechanics, computer technology, journalism, teaching, etc.

SHEFA, moreover, recognizes that a college degree alone does not guarantee success in the workplace. Nor does it readily serve as a passport to a successful entry or transition into the labor market. Simply because employers are increasingly demanding more adept and versatile workforce especially in an economy that is increasingly attuned to or girded in information technology (i.e., knowledge economy) and also anchored in the provision of service, as opposed to manual labor.

This reality is especially evident on Saipan where the major sectors of the economy is predominantly hospitality-oriented or service driven not only in the private sector, but also in the provision of government services in which customer relation is at a premium.

Consequently, the workplace becomes increasingly competitive and selective in recruitment, promotion and retention, placing a premium on the acquisition of not only the necessary and sufficient technical knowledge and skill set, but also the appropriate interpersonal relation repertoire, work attitude and workplace ethos commensurate with the brand or quality of service demanded or expected by clients, consumers or customers on Saipan and globally.

The SHEFA program mission thus mirrors the generally expected knowledge, skill set, attitude and work ethos by employers in their provision of services to clients, consumers and customers in business, local government agencies, private non-profit organizations or non-government establishments, inclusive of self-employed entrepreneurship ventures.

SHEFA helps prepare recipients become competitive in the workplace through its career prep voucher. This aspect of the program is a distinguishing feature of and is unique to SHEFA. SHEFA participants could use the voucher to obtain professional career guidance and counseling. Recipients could also utilize the voucher to participate in career or job fairs or any other type of training in career planning and preparation (i.e., internship, work study, workshop, on-site training, on-the-job work enhancement activities, etc.

The goal of the program is to equip SHEFA recipients with the tools that would make them competitive in the job market on Saipan and globally, making certain that these recipients become effective, efficient, productive and spirited citizens in the local workplace.

This policy expectation is enforced by making the SHEFA assistance contingent on signing a memorandum of agreement (MOA) as a condition for the disbursement of checks. The MOA defines and highlights in detail the requirement for the delivery of local services on Saipan. Once signed by all parties, the MOA becomes contractually binding: all SHEFA recipients must provide services on Saipan through gainful employment or as local entrepreneurs.

The provision of service is commensurate with the duration of financial assistance. A semester's (or three months) worth of financial assistance requires the recipient to provide semester-length period of service on Saipan or other acceptable work arrangement that directly (not peripherally) benefit the municipality of Saipan.

Failing to honor the terms and conditions of the MOA is prima facie breach of contract. In which case, the recipient is declared in default by SHEFA. This status requires and demands re-payment on the default amount. If the default gets in arrears, a referral action is subsequently taken by the SHEFA board against the debtor and processed for collection of the entire debt amount.

SHEFA makes any and all SHEFA financial assistance provided to successful applicants debt convertible the recipient is declared in default by SHEFA. Default arises when a recipient fails to comply with the terms and conditions of the MOA and the SHEFA rules and regulations.

Rarely, if any, exception is granted. SHEFA promotes and practices a zero tolerance policy on any breach of contract or on any violation of its regulations. Once a recipient is in default, administrative action is taken to recover the entire financial assistance granted: a re-payment schedule is set in accordance with the re-payment chart incorporated in and made a part of the SHEFA rules

and regulations and the provisions of the MOA. Indeed, SHEFA has invigorated its collection efforts and proceedings in earnest this year. At the end of every semester and / quarter throughout each academic year, the board maintains its watchful eye over the scholastic performances of SHEFA recipients. The performance of newly awarded applicants are monitored and tracked for anomalies by the board as are continuing and past recipients of SHEFA financial assistance.

SHEFA netted a slightly under three thousand dollars in repayment this year. The default payments are deposited with the CNMI Treasury in the SHEFA assistance fund account.

Failing SHEFA's required minimum grade point average (GPA), for instance, constitutes a default. The same applies when a recipient does not register, enroll and complete SHEFA's minimum 12-credit course load every semester or quarter.

Attaining a degree in college isn't good enough for SHEFA. Every graduate is required to demonstrate effort beyond a reasonable doubt in making provisions to provide gainful employment services on Saipan. Anything short of a gainful employment on Saipan or active engagement in voluntary work in the community would trigger a default on the terms and conditions of the SHEFA MOA.

Default action is remedied when the graduate submits to SHEFA the end-of-program official transcript, a copy of the college degree attained, and an official verification of employment sent directly to SHEFA by the employer on Saipan within 90 days of matriculation.

As part of its mission, the SHEFA governing board provides technical assistance to SHEFA recipients looking for employment on Saipan. SHEFA scholars are required to provide an updated resume and college graduation plan signed by the college adviser and endorsed by the institution of record. Usually during the third year in college, SHEFA scholars are expected to begin the process of searching for jobs on Saipan. Some agencies like the Office of the Public Auditor have downloadable employment application much like the Public School System. In this way, job seekers could send employment applications to prospective employers electronically. Moreover, the SHEFA Office provides assistance upon request in identifying prospective employment, including making employment referral or placement only when the office is provided with the necessary and sufficient information, documentation and authorization by the applicant to act on his / her behalf due to the federal and local privacy restrictions on personal information and data.

Last year, for example, the SHEFA board made a rare appearance before the Saipan Chamber of Commerce to plead for the assistance of the business community for employment of SHEFA graduates. The board also made similar appearance at the Saipan Rotary Club monthly luncheon meeting to promote the employment of its scholars. The board's appearance is in response to calls by the business community for help in recruiting local graduates.

Other efforts in promoting local employment for SHEFA scholars included meeting with the Division of Employment at the Department of Labor. A meeting with the government's human resources arm also took place with the SHEFA board. In the same vain, Mayor Juan B. Tudela sought the assistance of Governor Benigno R. Fitial and the Chairman of the Saipan and Northern Islands Legislative Delegation (SNILD), Senator Pete P. Reyes in placing SHEFA scholars in the local job market.

The board participated and helped coordinate the Northern Marianas College's held workforce summit on November 30, 2006.

Presently, SHEFA intends to continue its collaboration with the Saipan Chamber of Commerce using its *jobs online* technology infrastructure, including the Northern Marianas College (NMC) community service program.

Of the agencies and avenues for recruiting local graduates, SHEFA has been most successful with the Public School System (PSS), placing graduates in the classroom and school support personnel. The Office of Personnel Management has also been extremely cooperative and helpful in the recruitment of SHEFA graduates. SHEFA is least successful with the Division of Employment within the Department of Labor.

As of Spring 2007, SHEFA documented over one hundred forty graduates who have availed of the postsecondary financial assistance program. Fields of studies include business management, accounting, marketing, computer science, communications, education, nursing, hospitality, mathematics, psychology, sociology, nursing and liberal arts studies.

Chart I: SHEFA's Priority Fields of Study

Social Science

- Anthropology
- Bilingual Ed
 - Biology
- Counseling
- Criminal Justices
- Early Childhood
 - Education
- Library Science
- Mathematics for Teaching
- Medical & Allied fields
 - Nursing
 - Psychiatry
 - Psychology
 - Social Worker
 - Sociology
- Specialized Special Education

Business

- Accounting
- Business Mgmt & Administration
 - Computer Application
- Hospitality & Information Technology
- Human Resources Development

Environmental

- Archeology
- Fish & Wildlife
- Marine Biology
- Natural Resources

Technology

- Computer Graphic
- Computer Program
 - Lab Technology

Technical Fields

- Automotive Technology
 - Aviation
 - Journalism
- Management Information

Trades

- Architect
- Civil Engineering

Chart 2: Field of Study / Career Priority Survey Summary
Government Sector

NMC: 1. Health 2. Education 3. Business Source: OPA Job Study, 2006 CNMI Workforce Summit, & DOL Data

PSS: 1. SPED 2. Language Arts—English 3. Math / Science Source: Hard-to-Fill positions list & unmet needs by NMC for secondary level math / science teacher in Elem. Ed. BA Program

Dept. of Commerce: 1. Healthcare Related Fields (nurses, lab technicians, certified nurse assistant (CAN), X-Ray Technicians, etc. and Medical Fields. 2. Business Management / Teachers (Early Childhood, SPED) 3. Civil Engineer / Accounting Source: Micronesians Chief Executives Summit (WMCE, Nov. 14, 2007, Healthcare Committee) / 80% of staff in health and medical field are non-residents and 95% in the accounting profession are non-residents while local teachers are fast retiring with no identifiable replacements in sight whereas business management is crucial for business development, but esp. during the difficult economic times. Civil Engineers are needed for the impending military build-up in Guam.

Dept. of Public Safety: 1. Computer Technology 2. Advanced Accounting & Budgeting 3. Business Administration
Source: no citation

Business Community

Saipan Chamber of Commerce: 1. Physician 2. Nurse 3. Teacher Source: Survey of Chamber Members

Hafa Adai Hotel: 1. Radiology 2. Engineer (all fields) 3. Hotel Industry Source: Public Health, and CUC

Aqua Resort Hotel: 1. Engineering 2. Sales & Marketing 3. Executive Chef Source: Selected Staff Interviews

Pacific Islands Club (PIC): 1. Hospitality / Business Management 2. (Foreign) Language in Korean and Russian
3. Finance / Computer Technology Source: no citation

Fiesta Resort Hotel: 1. General Manager 2. Rooms Division Manager 3. Food & Beverage Manager
Source: no citation

Hyatt Regency Hotel: 1. Medical Technicians 2. Physicians: Psychiatrist / Psychologist 3. Pharmacist
Source: self-appraisal based on an observation that there are almost no locals in the Fields indicated above.

Conclusion from Survey Outcome

Of the prioritized fields of study indicated by government and business respondents in the first SHEFA written survey to the community, the only unmet needs by the SHEFA priority fields of study list are in the areas of 1. Foreign Language (Korean, Russian) and 2. Executive Chef.

Date of Survey: Nov. 2007

Table 6: Priority Field of Study Awards

Priority Field of Study
NEW
As of February 29, 2008

Fall 2004

On-Island	Off-Island
N= 64	N=61
\$96,000.00	\$91,500.00

Spring 2005

On-Island	Off-Island
N= 40	N=49
\$60,000.00	\$73,500.00

Fall 2005

On-Island	Off-Island
N=117	N=108
\$162,000.00	\$175,500.00

Spring 2006

On-Island	Off-Island
N=51	N=26
\$76,500.00	\$39,000.00

Fall 2006

On-Island	Off-Island
N= 89	N=72
\$133,500.00	\$108,000.00

Spring 2007

On-Island	Off-Island
N= 40	N=9
\$60,000.00	\$13,500.00

Fall 2007

On-Island	Off-Island
N=71	N= 16
\$106,500.00	\$24,000.00

Spring 2008

On-Island	Off-Island
N=17	N=8
\$25,500.00	\$12,000.00

Sub-Total On-Island:
N=472
\$733,500.00

Sub-Total Off-Island:
N=341
\$523,000.00

Grand-Total: \$1,256,500.00

Priority Field of Study Awards
ON-GOING
As of February 29, 2008

Spring 2005

On-Island	Off-Island
N=49	N=57
\$73,500.00	\$85,500.00

Fall 2005

On-Island	Off-Island
N=70	N=83
\$105,000.00	\$124,500.00

Spring 2006

On-Island	Off-Island
N=157	N=176
\$235,500.00	\$264,000.00

Fall 2006

On-Island	Off-Island
N=135	N=138
\$202,500.00	\$207,000.00

Spring 2007

On-Island	Off-Island
N=131	N=178
\$196,500.00	\$267,000.00

Fall 2007

On-Island	Off-Island
N=114	N=136
\$171,000.00	\$204,000.00

Spring 2008

On-Island	Off-Island
N=142	N=156
\$213,000.00	\$234,000.00

Fall 2008

On-Island	Off-Island
N=0	N=0
\$0.00	\$0.00

Sub-Total: N= 798
 \$1,197,000.00

Sub-Total: N= 924
 \$1,386,000.00

Grand-Total: \$2,583,000.00

Saipan's Premier Postsecondary Municipal Program

On April 2004, the Saipan and Northern Islands Legislative Delegation (SNILD) leadership challenged Saipan Mayor Juan B. Tudela to implement the newly created Saipan Higher Education Financial Assistance program (SHEFA) in the fall semester of the year it became law.

With little time to spare and a daunting task cut out for him, Mayor Tudela wasted no time in assembling his "dream team" and immediately engaged the Saipan Higher Education Financial Assistance Board of Directors in full gear.

Former legislator and board of education member Felicidad T. Ogomoro heads the SHEFA board. Assisting Ogomoro are long-time public school educators Jose Leon Guerrero and Maximo Olopai. Former congressman and current director of Aging Howard Macaranas joined the stellar team together with current director of the Marianas Visitors Authority (MVA) Perry Tenorio.

Within five months of establishing SHEFA, Mayor Tudela met the daunting challenge: the flagship program was up and in operation in a flash for the opening of fall 2004 classes in September of the program inaugural year.

SHEFA received close to two hundred (200) applications on its inaugural semester test run in August 2004, in stark contrast to the record breaking five hundred eighty five (585) applications three years later this Fall 2007 semester.

Of the 221 applications in the fall 2004, fifteen percent (15%) of the applicants did not receive SHEFA awards. Reasons ranged from failing to satisfy the Saipan residency requirement of Saipan Local Law 13-21 to applicants not satisfying SHEFA's grade point average requirement of 2.5 on a 4.0 scale stipulated in its rules and regulations.

To qualify for the highly coveted SHEFA award, one must be a United States citizen or a U.S. permanent resident. The applicant, by law, must reside on Saipan at least one (1) year prior to submitting an application for SHEFA assistance. Proof of residency based on credible and verifiable information and related data is mandatory, which includes, but not limited, to a copy of income tax filed on Saipan; a voter registration card issued by the Commonwealth Election Commission CEC); and proof of voting on Saipan. Other requirements are delineated in the SHEFA regulations, which list the initial eligibility and the prerequisites for continuing eligibility in the program. The specific details are available on-line by logging to www.saipanshefa.com in the rules and regulations menu.

Of the three types of available assistance (grant, scholarship and loan), only the student loan has yet to be implemented to date.

As SHEFA's basic or foundation award, the grant-in-aid is available to Saipan residents pursuing college education in U.S. accredited colleges or universities. Among its requirements include for recipients to register for, enroll and complete at least twelve credit hours of college work every semester / quarter of the award schedule and have a grade point average of at least 2.5 on a 4.0 grade point scale. For fall 2004, of the 221 new applicants, only 188 received SHEFA awards.

If the recipient decides to remain and work abroad after completion or termination of his or her college studies, the grant assistance converts to a loan in accordance with the provisions in the memorandum of agreement signed between SHEFA and the award recipient. When this happens, the grant recipient must re-pay SHEFA the amount awarded with interest.

The provisions of the promissory note / memorandum of agreement (MOA) entered into by and between SHEFA and the recipient govern the terms and conditions of the award. Before the SHEFA award is disbursed and the MOA accepted by SHEFA, the MOA must be first signed by the recipient in the presence of a notary public, and subsequently recorded and eventually filed with the Office of the Attorney General.

No SHEFA award checks can be disbursed by the SHEFA board without the express approval of the SHEFA request by the Secretary of Finance. Even when the SHEFA checks are processed and subsequently printed, the CNMI Treasury is the only one who can authorize their release to authorized SHEFA staff when Treasury completes the check scanning process.

Moreover, SHEFA regulations disallow students from taking *remedial courses or below level courses*. The only exception to the rule applies to recipients in freshmen standing who are required to take remedial Math or English based the placement test score in Math or English.

SHEFA scholars studying abroad, on the average, take the least number of remedial classes compared to their on-island counterparts.

No SHEFA recipient is allowed to *repeat* the same course previously taken.

No *religion classes or related courses* not specifically prescribed in the student's graduation plan or individualized degree plan is allowed by SHEFA regulations.

A *religious degree* is unequivocally disallowed by SHEFA regulations.

Since the inception of the SHEFA program, SHEFA scholars studying abroad receive \$400 more than their counterpart on Saipan at \$1000 in the fall and, again, in the spring semester/quarter. Students on Saipan receive only \$600 for each term in the fall and spring semester / quarter.

Of the 188 awardees in the Fall 2004, approximately fifty percent (50%) were registered and enrolled at or through the Northern Marianas College; the other half chose to study abroad in Guam, Hawaii, and the U.S. mainland.

The number of awardees in the spring 2005 inched up to 260 (compared to 188 in Fall 2004). This slight increase was followed by a dramatic surge in the number of successful applicants in the spring 2007 at 430 recipients.

The differential award for grant-in-aid is based on the cost-of-living differential index of a locale: staying home on Saipan is comparatively inexpensive to studying abroad, where the student bears the full brunt of the opportunity costs living abroad and going to college away from Saipan.

This way SHEFA's grant-in-aid or foundation assistance levels the playing field for all qualified and eligible residents of Saipan pursuing a higher education either on Saipan or abroad. For every recipient must meet SHEFA's basic eligibility and award criteria, unlike SHEFA's other awards which demands a higher and stiffer benchmark, making them more competitive and selective in terms of initial and continuing eligibility, as in the case of SHEFA's top-of-the-line performance-based scholarship and priority field awards.

SHEFA's coveted scholarships, nonetheless, supplements the basic foundation grant-in-aid. Unlike the basic grant, however, the SHEFA scholarship consists of three subsets of assistance based generally on a higher academic achievement and other competitive criteria.

A priority field scholarship of \$1500, awarded in the Fall and Spring term of each academic year, is granted to all qualified applicants who declared their formal intentions to pursue any one of SHEFA's priority fields of study.

Though the G.P.A. (grade point average) requirement is maintained at a minimum of 2.5, the priority field of study scholar must formally declare a major in accordance with the range of studies listed in the SHEFA regulations. These include nursing, medicine, counseling, social work, forensic science, accounting, business, content area teaching, computer science, psychology, etc.

Of the thirty three (33) Spring 2007 SHEFA graduates with Bachelors of Arts degrees, for example, twenty seven (27) majored in education; two (2) in psychology; and one each in business, computer science, marketing, and sociology.

In the previous spring term, on the other hand, of the eighteen who obtained their B.A. degrees, only five (5) graduated with an education major compared to six (6) in business and accounting and one each in computer science, communications, political science, psychology, math, and nursing.

A recipient is also required to secure a four-year degree plan referred to as the *individualized degree plan (IDP)*. The IDP must be endorsed by the institution of record and be specifically listed in the recipient's memorandum of agreement with SHEFA. In addition, the signature and endorsement of the institution's program advisor(s) signature must be secured. This protocol legitimizes the declaration of major in a specific area of study, thereby making it legally and programmatically enforceable not only with the college, but also between SHEFA and the recipient.

Prior to establishing the priority field of study by regulation, Saipan Mayor Juan B. Tudela and the SHEFA Board of Directors consulted with its community partners in government and the private sector in the early months leading to the implementation of SHEFA. SHEFA partners include, but not limited to, the Saipan Chamber of Commerce, the Public School System, Northern Marianas College, the Department of Labor Division of Employment, Office of Personnel Management, and the study body at the private and public high schools and at the Northern Marianas College.

Subsequently, the board expanded the original list with other priority areas based on emerging community needs governing the local workforce (e.g., workforce summit).

Like the grant-in-aid, the priority study award requires a minimum grade point average of 2.5 on a 4.0 scale. The recipient must enroll fulltime taking and completing within a given term a minimum course load of twelve (12) undergraduate (AA or BA), graduate (MS / MA) or advanced graduate (Ph.D. or Ed.D) credits. Like the grant award, no students are allowed to take a remedial course, re-take the same course, or make up for less-than-fulltime status in the fall or spring term in the summer session.

The \$1500 semester scholarship amount is awarded to students studying at home and abroad. Unlike SHEFA's foundation grant award, which is differentiated by place of study, the priority award is uniform: every recipient gets \$1500 for fall and spring provided all requirements are met, including the classes taken each semester must match or be consistent with the signed IDP

Not only is the priority scholarship an incentive for students to maintain high grade point average, but it also drives SHEFA scholars (at home and abroad) to enter into specialty area of employment that are urgently needed and in high demand on Saipan.

Of the 188 awardees in the Fall 2004, 125 or sixty-six percent (66%) elected to pursue degrees within SHEFA's priority fields. In Spring 2007 term, this number quadrupled to 430 recipients consisting of new and continuing students. Of the 430, 393 or ninety-one percent (91%) had chosen SHEFA's priority career path.

Saipan's Premier Municipal Scholarship Program
Saipan's Best & Brightest

The SHEFA municipal scholarship program established in Saipan Local Law 13-21 by the 13th Saipan legislative delegation has generated unparalleled and unprecedented exemplary academic performance and scholastic excellence in the history of postsecondary program in the commonwealth.

Unlike traditional financial assistance and scholarship program limiting its pool of scholastic achievers to the top graduating seniors upon graduation, the SHEFA program takes students from where they are upon submission of an application (either as a high school graduates or at any level in college) and provide them the incentive to excel in college from semester to semester. The trick—SHEFA's merit program.

In addition to SHEFA's bread-and-butter grant-in-aid and priority major (calibrated to workforce needs on Saipan) postsecondary assistance, SHEFA's highly coveted and competitive high achieving award is a term-based scholastic performance incentive. Unlike the grant and priority awards, which only require a minimum cumulative grade point average of 2.5, the merit scholarship (a.k.a. performance-based or GPA award) challenges students to excel academically every semester, for the award is based on the semester grade point average performance.

The exceptionally high academic standard of SHEFA's merit scholarship requires an a minimum of 3.5 grade point average on a scale of 4.0 at the *end of every term* in the fall and spring semester / quarter. But, like the grant (foundation) and priority awards, a recipient of merit scholarship must garner twelve (12) college credits. Credits from courses that are preparatory or developmental in nature are not counted in the twelve-credit requirement. Remedial college classes do not qualify for the merit award.

In fact, merit scholars are absolutely barred from taking remedial classes, irrespective of the outcome of the student's placement test in Math or English (which is allowed for freshmen on grant and priority awards). Repeating the same courses (or "course repeat") automatically disqualifies a SHEFA applicant from consideration of a merit award under any circumstances. Any college-level classes taken for a non-credit unit does not add up to the twelve-credit requirement, including a class taken for a pass / no-pass grade.

On the other hand, a merit scholar is awarded \$2000 every semester upon satisfying all merit-based requirements. This award is in addition to the grant-in-aid and priority studies financial assistance. Like the priority award, a merit scholar who pursues his / her college education abroad and at home are awarded the same amount, only the grant award is pegged at \$600 for on-island recipient and \$1000 for off-island students every semester. Priority awardees are also given \$1500 per semester for both on-island and off-island, albeit at a cumulative grade point average of 2.5 compared to 3.5 grade point average at the end of every semester for merit scholarship.

All three types of assistance are awarded twice a year in the fall and in the spring term of every semester, however.

Unlike the priority scholarship, which is restricted to SHEFA's list of priority studies, the merit scholarship is open to all qualified SHEFA applicants irrespective of the field of study. Only those with declared majors in the priority fields are eligible for priority award, however.

On the other hand, the grant-in-aid assistance is granted to any qualified SHEFA applicant who is taking at least twelve credits of college courses with a minimum grade point average of 2.5 in the latest official transcript. Only students with a term grade point average of 3.5 on a scale of 4.0 are eligible for the merit scholarship.

Of the 188 awardees in the fall 2004, only 55 of them, or less than thirty percent (30%), received SHEFA's inaugural performance-based award. This number skyrocketed by almost threefold to 152 awardees in spring 2007, but not far in percentage at thirty five percent (35%) of the total awardees at 430, when compared to the fall 2004 merit scholars.

SHEFA's merit scholarship is both a driving force to excel and a challenge to perform well in college among the SHEFA scholars: the incentive aspect of award is the extra \$2000 awarded every term; the challenge, on the other hand, is the incessant demand on scholars to constantly achieve high academic excellence and perform at exemplary scholastic standard every semester/ quarter in the fall and / or spring term of every academic year. Their term performance ultimately impacts on the overall cumulative grade point average. Therein lies SHEFA potent devise or approach in providing academic guidance to students from where they are before becoming a SHEFA scholar and making them excel in college.

On the other hand, the value and benefit of the merit award is immediate in augmenting student financial resources for college education. The merit award also has long-term programmatic value-added feature: it builds a culture of academic excellence and exemplary scholastic performance while building a capacity for an informed and participatory citizenry, educated and trained workforce (skilled, technical and professional) and leaders expected to internalize impeccable work and career values, leadership and people skills, and positive work and nation-building attitude and ethics.

Overall, the statistical trend seems to indicate that the SHEFA recipients are driven to excel by the extra monetary incentive. This trend would also seem to indicate that SHEFA scholars are prepared for and are willing take up the challenges befitting a merit scholar. Without guidance and direction from the school and the home coupled by the individual desire (i.e., incentive) to excel academically, meeting the expectations and requirements of the merit award may prove extremely challenging, if not overly difficult.

Clearly, the number of merit scholarship awarded over time since the inception of SHEFA is encouraging and bodes well for the future of Saipan and the Commonwealth as a growing island nation.

Career Prep Voucher is another scholarship feature endemic to the SHEFA program. The scholarship is an incentive for SHEFA recipients to undergo and receive formal career guidance and counseling while in college. The voucher could be used to help SHEFA recipients build effective job search skills. It could also be used by SHEFA awardees to participate in formal career sessions on or off campus and are aimed at instilling and reinforcing positive work ethos among the SHEFA scholars.

The career prep scholarship is issued in a form of a credit voucher. Though it is strictly a non-cash voucher, its value is pegged at \$200 per voucher. Every SHEFA recipient is eligible to a maximum of two (2) vouchers. The voucher is usually issued during the last two years in a four-year college plan. The vouchers are targeted for use while students are in college, and applied strategically during the last two years or terms prior to graduation. The voucher is for student use in career guidance and counseling sessions or to partake in career or job fairs or any other type of training in career planning and preparation. Though the career prep voucher is non-cash, it still could be used to offset any loan granted by SHEFA.

To date, not one voucher has been requested from nor issued by SHEFA. SHEFA is set to actively promote its use this year, however.

Of the three types of postsecondary assistance available by regulation (grant, scholarship and loan), only the student loan has yet to be implemented.

The loan program has three components. One is need-based loan. Another is typically referred to loan on demand or demand loan: it is a type of assistance through a loan arrangement based on the urgency (i.e., emergency type) of the need and the time of receipt and acceptance of application to SHEFA. The third and final type of assistance under the proposed loan program is referred to as merit loan. A merit loan is intended strictly to enable a recipient to enroll in an accredited U.S. institutions of higher education to “challenge” up to two courses on campus in order to: (a) accelerate degree/program completion, or (b) fulfill a graduation requirement. The course(s) must be taken on campus only.

Should a loan recipient fail to return to Saipan after completion of his/her studies, he/she must repay SHEFA with interest in accordance with the terms and conditions stipulated in the memorandum of agreement with SHEFA. On the other hand, when a SHEFA scholar provides services on Saipan upon graduation, the recipient is obligated to repay only a minimum of twenty-five percent (25%) of all loans granted or received while in school and provide a minimum of three (3) years service in either the private or public sector on Saipan.

All in all, the SHEFA program, with the support of the SNILD leadership, Saipan Mayor Juan B. Tudela, and the SHEFA Board of Directors, is directly responsible for a penned up interest in college and a desire to go to college among graduating seniors on Saipan demonstrated by the surge in SHEWFA applications from an average of 200 applications every semester to close to 600 applications for the Fall 2007 term alone.

SHEFA provides not only supplemental financial assistance for college education, but also program guidance and counseling to students based on individualized degree program curriculum. SHEFA also helps its recipients prepare for the workplace in two ways: one, by making available SHEFA’s Career Prep Scholar Voucher during the junior and / or senior year of the student in college and two, by requiring recipients to submit to the SHEFA Office updated resumes, including the posting of student resumes in available online websites such as the Saipan Chamber of Commerce jobs on-line web page.

The SHEFA board is also closely monitoring the delivery of services on Saipan by SHEFA recipients who are studying at home and those abroad upon the completion of their postsecondary studies.

Scholars who fail to complete their studies are deemed in default of the program and are required to repay the investment in accordance with the terms and conditions stipulated in the regulations and in the memorandum of agreement entered into between the SHEFA recipient and the SHEFA Board of Directors and the Mayor of Saipan.

Saipan’s premier post secondary municipal program is adminstred by the board of director under the Mayor of Saipan & pegged al service a cost \$82,000.00 annually in addition to a staff from the mayor office.

Table 7: 3.5 Term Scholars
(New) Performance Based Awards

<u>Fall 2004</u>		<u>Spring 2005</u>	
On-Island	Off-Island	On-Island	Off-Island
N=19	N=36	N=12	N=27
\$38,000.00	\$72,000.00	\$24,000.00	\$54,000.00
<u>Fall 2005</u>		<u>Spring 2006</u>	
On-Island	Off-Island	On-Island	Off-Island
N=50	N=30	N=29	N= 10
\$100,000.00	\$60,000.00	\$58,000.00	\$20,000.00
<u>Fall 2006</u>		<u>Spring 2007</u>	
On-Island	Off-Island	On-Island	Off-Island
N=32	N=50	N=14	N=7
\$64,000.00	\$100,000.00	\$28,000.00	\$14,000.00
<u>Fall 2007</u>		<u>Spring 2008</u>	
N=42	N=43	N=10	N=3
\$84,000.00	\$86,000.00	\$20,000.00	\$6,000.00
Sub-Total On-Island: N=208 \$416,000.00		Sub-Total Off-Island: N=206 \$412,000.00	

Grand-Total: \$802,000.00

As of February 29, 2008

Performance Based Awards
(ON-GOING)

Spring 2005

Fall 2005

On-Island	Off-Island	On-Island	Off-Island
N=17	N=33	N=36	N=31
\$34,000.00	\$66,000.00	\$62,000.00	\$72,000.00

Spring 2006

Fall 2006

On-Island	Off-Island	On-Island	Off-Island
N=74	N=52	N=64	N=48
\$148,000.00	\$104,000.00	\$128,000.00	\$96,000.00

Spring 2007

Fall 2007

On-Island	Off-Island	On-Island	Off-Island
N=65	N=67	N=59	N=69
\$130,000.00	\$134,000.00	\$118,000.00	\$138,000.00

Spring 2008

Fall 2008

On-Island	Off-Island	On-Island	Off-Island
N=57	N=58	N=0	N=0
\$114,000.00	\$116,000.00	\$0.00	\$0.00

Sub-Total: N=372
\$744,000.00

Sub-Total: N= 358
\$716,000.000

Grand-Total: \$1,230,000.00

As of February 29, 2008

FIRST SHEFA SCHOLARS TO GRADUATE

In less than two years since the implementation of the Saipan Higher Education Financial Assistance Program (SHEFA) by the Office of the Mayor of Saipan, Saipan Mayor Juan Borja Tudela and the Board of Directors of the Saipan Higher Education Financial Assistance (SHEFA) have a reason to be proud of SHEFA and the opportunities the program has generated for Saipan residents pursuing postsecondary education on Saipan or abroad in U.S. accredited institution of higher learning.

The SHEFA program was initially funded by Saipan Local Law (SLL) 13-21 and governed by its promulgated rules and regulations. SHEFA also recently received a substantial boost in program funding in Saipan Local Law 14-28.

SHEFA's first twenty seven (27) scholars to graduate this June will soon return home equipped and ready to provide services in various areas of business management, accounting, computer science, communications, education, nursing, hospitality, mathematics, psychology and general studies.

Of the twenty seven (27) college graduates from Saipan (a majority of whom received their college degrees in the United States), eleven (11) received their Associate of Arts (AA) degrees and four (4) got their Bachelors of Arts (BA) at the Northern Marianas College while twelve (12) obtained their Bachelors of Arts (BA) in the United States, including California, Oregon, Idaho, Washington State and Nevada. This number has fine steadily climbed to a total of thirty-seven (37) with masters, fifty-nine with Bachelors & Forty (40) with associate degrees as shown on Chart 2.

In breaking the welcome news to Governor Benigno R. Fitial and Saipan Delegation Chairman and Senator Pete P. Reyes this month, Mayor Tudela also sought the "undivided assistance and resolve" by the top leaders "in giving our youth top priority in local employment, be it in the private sector or in government."

The mayor also urged the top leaders "to take an active interest in seeking, if not creating, job opportunities for our youth upon their graduation from college", and provided both leaders with SHEFA's 2006 Saipan College Graduates statistical information.

To help secure jobs for SHEFA's first college graduates, Mayor Tudela shared the same statistical information with the Saipan Chamber of Commerce, Public School System, Northern Marianas College, Department of Labor Employment Division, Office of Public Auditor, Office of CNMI Personnel Management, and the Saipan and Northern Islands Legislative Delegation (SNILD), including the Hotel Association and various other autonomous agencies in government and the Saipan Municipal Council, and offered the services of the SHEFA office in coordinating with these agencies job interviews, employment referrals, and job placement of SHEFA's first 27 college graduates here on Saipan.

In his letter, the mayor also noted the lead role taken by the Saipan Chamber of Commerce past president Lynn Knight in putting up a website for jobs posting in the private sector, urging the governor to consider putting similar electronic job postings and on-line application for employment in the executive departments and autonomous agencies in the government.

A system in government similar to the Chamber's would greatly improve the employment prospects of Saipan's college and high school graduates, noted the mayor.

To be a SHEFA scholar requires a minimum grade point average of at least 2.5 on a 4.0 grade point average for undergraduate students and 3.0 GPA for graduate and advanced students. A student must also be a bona fide resident of Saipan, including the Northern Islands and be enrolled in a US accredited college or university on full-time status, in addition to being a United States citizen or a United States permanent resident.

In addition to its grant-in-aid assistance program, SHEFA offers an achiever incentive grant, requiring a minimum grade point average of 3.5 on a 4.0 scale, otherwise known as the performance scholarship.

The deadline for Fall applications is July 1st; Decemeber 1st for the Spring Applications.

Spring 2005-Fall 2007
Chart 3: SHEFA Graduates
Master of Arts (MA) Degree by Field of Study

<u>Major Area</u>	<u># of Graduates</u>	<u>Place of Study</u>
Accounting	1	Washington
Business Admin		California
Business		Washington
	1	Hawaii
Criminal Justices		Hawaii
Criminology Psychology		Oregon
Education	28	Saipan
Mathematics	1	Oregon
Psychology	1	Seattle
37		

Bachelors of Arts (BA) Degree by Field of Study

<u>Major Area</u>	<u># of Graduates</u>	<u>Place of Study</u>
Accounting	2	California
Business	1	Arizona
	5	Oregon
Computer Science	1	Oregon
	1	Utah
Communication		Oregon
Education	31	Saipan
	1	Oregon
Elementary Education		Guam
	2	Saipan
Engineering	1	Hawaii
History		Texas
Marketing	1	Idaho
Mathematics	1	Oregon
Nursing		Seattle
	1	Las Vegas
Psychology	2	Arizona
	1	Idaho
	1	Hawaii
Sociology	1	Seattle
	1	Oregon

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Associate of Arts (AA) Degree by Field of Study

<u>Major Area</u>	<u># Of Graduates</u>	<u>Place of Study</u>
Business		California
	18	Saipan
Criminal Justice		Saipan
Economics	1	Oregon
Hospitality Mgmt	4	Saipan
Liberal Arts	18	Saipan
Nursing		Saipan
Psychology	1	California
	2	Oregon

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*** Funded by the Office of the Mayor of Saipan, Saipan Higher Education Financial Assistance program (SHEFA) pursuant to Saipan Local Law 13-21 and the Promulgated SHEFA Rules and Regulations**

As of March 6, 2008

These stats are combining Spring 05, Fall 05, Spring 06, Fall 06, Spring 07, and Fall 07.

Profile of SHEFA Services & Products
Harnessing a Culture of Service

Saipan's premier college assistance program offers a wide range of services for college students, other than providing useful information on college financial opportunities, or issuing scholarship checks every semester for that matter.

Under the leadership and direction of Saipan Mayor Juan B. Tudela, the SHEFA governing board performs its multi-faceted tasks in great strides, despite being un-salaried. Board members only get a fixed allowance of \$30 performing its statutory functions and duties that do not exceed four hours of work, and \$60 for work performed beyond four hours.

The law was enacted on September last year. Public Law 15-32, however, applies primarily to government boards and commissions in the same manner the open government act (OGA) applies to boards and commissions. (The legislature is exempted from the application and effect of the work and compensation limits of Public Law 15-32 and the open government law).

Dubbed the Boards and Commissions Reform Act of 2006, Public Law 15-32 defines, among other things, the work activities or work parameters for boards and commissions. In defining the scope of work for boards and commissions, the law imputed the value of work performed by members of boards and commissions like the SHEFA governing board. PL 15-32 also placed a fix on as well as defines the scope of work activities that are allowable for compensation, including the rate at which board and commission members are to be compensated.

For its part, the SHEFA board reviews, processes and approves or denies scholarship applications submitted to SHEFA during the fall and spring terms. The fall deadline falls on July 1st and the spring deadline on December 1st. Not only does the board engage in screening applications, but also monitors and tracks student progress during and at the end of fall and spring semester / quarter.

SHEFA scholars are required to provide sealed official transcripts at the end of every semester or quarter. The transcript is then referenced to and compared with the current and updated class schedule provided to SHEFA at the beginning of the semester. When recipients take classes not prescribed in their graduation or individualized degree plan (IDP), the board issues an advisory alert. The notice alerts recipients to show cause and justify how the apparent deviation in course-taking pattern is not contrary to the IDP endorsed by the student's advisor at their institution of record.

Moreover, every undergraduate recipient is required to register, enroll and complete a minimum of 12 credit hours every semester or quarter. Undergraduate scholars are also required to achieve a minimum cumulative grade point average of 2.5 on a 4.0 grade scale every semester/ quarter in order to maintain eligibility for the program.

On the other hand, masters and doctoral scholars are required to maintain a cumulative grade point average of at least 3.0 on a 4.0 grading scale and must take a minimum of twelve (12) credits every semester / quarter.

When a SHEFA scholar fails to complete 12 credits and / or maintain at least a 2.5 cumulative GPA as an undergraduate and 3.0 as a graduate and doctoral student, the recipient is automatically in default with SHEFA. A default status makes one ineligible for SHEFA award for the subsequent semester /quarter unless the default is cured.

Taking and passing twelve (12) credit hours every semester / quarter with a cumulative grade point average of 2.5 following the term of default automatically offsets the default. Another option for curing default is to re-pay the entire default amount in one lump sum payment or partial. The default re-payment is then deposited into a scholarship account at the CNMI Treasury for future scholarships.

In addition to the administrative, guidance and counseling functions performed by the SHEFA governing board, the board also conducts school outreach activities with participating high schools on Saipan. This outreach function has become a traditional mainstay of the board and Mayor Juan Tudela from the program's inception in the fall 2004 semester.

The board and Saipan Mayor Tudela visit public and private high schools at least once a year to dialogue with graduating seniors on topics ranging from college in general to specific discussions about the SHEFA financial assistance program, procedures and requirements.

SHEFA's 45-minute college prep talk, now in its third year, gives graduating seniors an opportunity to ask questions or discuss issues up close with the board and Mayor Tudela from financial opportunities to the types of non-financial assistance by SHEFA provided to students interested in pursuing postsecondary education on Saipan or abroad.

Participating schools on Saipan include Kagman High School, Marianas High School and Southern High School (public high schools) and Northern Marianas Academy, Marianas Baptist Academy, Mt. Carmel and Grace Christian Academy (private schools).

Though not mandated by the enabling law that established the program, the SHEFA board, nonetheless, provides employment assistance to SHEFA-funded college graduates. This service by the board is the primary reason for requiring SHEFA scholars to submit updated resumes and career assessment profiles. These two instruments are useful tools in recruitment activities, both at home and abroad. In fact, SHEFA expects every graduating high school seniors to have a working profile of their activities and accomplishments in school and in the community they could build upon after high school.

The board partners with business and nongovernmental groups such as the Saipan Chamber of Commerce and the Saipan Rotary Club. On the government side, SHEFA partners with the Division of Employment within the Department of Labor, Public School System (PSS), and the Office of Personnel Management in facilitating the entry of graduates in the local job market. Part of the recruitment tool

The SHEFA board also collaborates with these same agencies in establishing SHEFA's baseline priority fields of study for Saipan.

Thus far, SHEFA graduates are most successful in receiving favorable employment reviews and in actual job placement among its partners with the Public School System (PSS).

The other service made possible through the effort of the SHEFA board is SHEFA's versatile *website* (www.saipanshefa.com); the first-of-a-kind *on-line application* capability; and the soon-to-complete interactive *online resume posting* by SHEFA scholars.

The SHEFA website site now provides timely updates on the latest rules and regulations. SHEFA scholars could also download and print SHEFA's promissory note / memorandum of agreement (MOA), including board directives and other program announcements and requirements.

Students find the *on-line application* process most helpful, especially among students studying abroad, enabling them to timely submit their applications to SHEFA, which their on-island counterparts usually take (the paperless process) for granted.

In keeping with SHEFA's mission "to invest in the limited human capital resources of qualified residents of Saipan ... in recognition of the need for educated citizenry and workforce on Saipan, with the broad expectation ... (from its scholars to possess)... the necessary and sufficient knowledge, skill, attitude and work ethic in order to provide services on Saipan in the private sector, government, nongovernmental (NGO) organization as well as not-for-profit organization.", the SHEFA board embraces the idea of providing employment assistance among its multi-faceted functions.

Not only is that board tasked with monitoring and closely tracking student academic progress. The board is also keen on the college graduation schedules of SHEFA scholars: the board wants to ensure SHEFA recipients comply the terms and conditions of the memorandum of agreement, which among other things, require recipients to provide services on or for the island of Saipan within ninety days following their graduation from college.

SHEFA is actively monitoring student progress and uses the data in projecting and forecasting potential local workforce. Meanwhile, the SHEFA website is undergoing various upgrades which, when completed, the enhanced electronic resume posting (currently under construction) would facilitate the recruitment efforts of SHEFA graduates into the local workforce.

The board is actively involved in the recruitment of SHEFA graduates in the business community, the state and municipal governments and non-profit organizations on Saipan. The board also seeks assistance from government agencies that provides assistance to local entrepreneurial start-up business ventures (e.g., Commonwealth Development Authority), hoping to get SHEFA scholars interested in self-employment in the private sector.

SHEFA has documented a little over 100 graduates financed by SHEFA since the program's inception in Fall 2004. Fields of studies include business management, accounting, marketing, computer science, communications, education, nursing, hospitality, mathematics, psychology, sociology, nursing, criminal justice, economics, engineering and liberal arts studies.

Of the agencies and avenues for recruiting local graduates, SHEFA has been most successful with the Public School System (PSS), placing graduates in the classroom and school support personnel. The government's office of personnel management has also been extremely cooperative and helpful in the recruitment of SHEFA graduates.

SHEFA graduates may choose to remain abroad to gain valuable work experience. To avoid default with SHEFA, however, the recipient must provide proof of service having direct link or benefit to Saipan. For example, a graduate may elect to work at the Guam Liaison Office; Hawaii Liaison Office or the Washington Representative Office in D.C. and still be in compliance with the terms and conditions of the memorandum of agreement.

Any student abroad not working directly in any of these offices must provide proof or demonstrate direct benefit to Saipan by being gainfully employed there. A recent graduate at Chaminade University in Hawaii, for example, is presently employed at the National Oceanic and Atmospheric Administration (NOAA) Regional Center in Honolulu. NOAA services the Pacific Region, including Saipan and the Northern Islands.

Another graduate is employed at the office of the Washington Representative's Office in Washington, D.C.

Graduates who choose to gain work experience in the mainland, Hawaii or Guam must re-pay the program on its investment.

SHEFA COMMUNITY OUTREACH MODEL

Purpose / Objective / Outcome: Building an increasingly progressive level of public awareness, education, and participation of students, parents and institutions in the SHEFA program is the major objective and focal point of the SHEFA Community Outreach Project. Connecting with students, parents, counselors, institutions and the greater community vis-à-vis the modalities and activities identified below, collectively and individually, generate positive responses that nurture critical mass about SHEFA itself and the outreach project as demonstrated in increased knowledge in and participation by students and the community in the project. Reaching critical mass would inevitably hasten the development of a local cadre of educated and trained resident workforce for Saipan, which is the key reason for SHEFA's existence. The other residual or spin-off benefit in permanently addressing the perennial shortage of local workforce on Saipan is the personal stake or risks that participants take in independently choosing their career path and career growth and development based on the priority areas of workforce needs on Saipan. Ultimately, the personal success of the participating SHEFA scholars in the project, with SHEFA's support and assistance, is measured in direct proportion to the cadre of educated, trained skilled and contributing members and citizens of the Municipality of Saipan and the Northern Islands, the CNMI and the Nation.

Portfolio Inventory: The SHEFA Board of Directors in partnership with Saipan Mayor Juan Tudela has initiated this outreach project from the inception of the SHEFA program in the Fall 2004 semester. The range of activities since that time included, but not limited to: **1.** Appearance in the *I Tano Ta* M.C.V. Talk Show (2005 & 2006). **2.** Visits to Public and Private High Schools on Saipan dedicated to Juniors & Seniors. **3.** Appearance before the Association of N.M.C. Student Body. **4.** Speaking Invitation (2006) by the Office of Carolinian Affairs for Carolinian students in Kagman High School. **5.** Appearance before the P.S.S. Counselors Group (2005) on college readiness / preparation. **6.** Presentation before the Saipan Chamber of Commerce Meeting (7/6/2006 pitch to hire SHEFA graduates) and in establishing priority field of study (2004) along with Dept. of Labor and P.S.S. **7.** Appearance before the Saipan Rotary Club Meeting (7/11/2006 pitch to hire SHEFA graduates). **8.** Mayor's Letter to Governor Fitial and SNILD Chairman Pete Reyes about employment for SHEFA scholars (June 1, 2006). **9.** Press Releases & T.V. Coverage about SHEFA Scholars (Tribune:7/1,7,8, & 12 /2006; Variety: 7/12/2006 & M.C.V.). **10.** SHEFA Website Advisory Bulletins. **11.** Workforce Summit Preparation for Nov. 30, 2006 with N.M.C. **12.** Collaborative Project with Saipan Chamber of Commerce, N.M.C. Service Learning Program, Dept. of Labor, SHEFA and Angil Design on Jobs Online Vacancy Job Vacancy Posting and Employment Registration with DOL. **13.** I.D.P. On-Site Summative Evaluation. **14.** On-Site Face-to-Face Forum with SHEFA students abroad by regional cluster: Pacific Region which includes Saipan, Guam, Hawaii and California headed by Joe Guerrero; Eastern Region headed by Howard Macaranas that encompasses Washington State, Idaho, Washington, D.C., Boston / New York / Michigan / Others; and the Western Region by Felicidad Ogomoro which includes Oregon, Arizona, Florida, Nevada, New Mexico and others. This year will be the first year to implement this project abroad.

SHEFA's Future Role and Prospect in Higher Education Assistance

(SHEFA Program; Office of Mayor of Saipan): Heading into its third year since SHEFA began issuing scholarship checks in September 2004, Saipan Mayor Juan Tudela and the SHEFA board have remained focus on the mission of SHEFA “to invest in the limited human capital resources of qualified residents of Saipan ... in recognition of the need for educated citizenry and workforce on Saipan, with the broad expectation ... (from its scholars to possess)... the necessary and sufficient knowledge, skill, attitude and work ethic in order to provide services on Saipan in the private sector, government, nongovernmental (NGO) organization as well as not-for-profit organization.”

The unwavering commitment by the Saipan legislative delegation together with Mayor Tudela and the SHEFA board on investing in the higher education aspirations of young adults seeking college education at home and abroad has proven tremendously successful.

Over 3000 Saipan residents have submitted applications to SHEFA to date. The Fall 2007 applications alone accounted for over 500, slightly twice the average received since Fall 2004.

Of the 500 applications this fall, more than two hundred (200) are new applicants and over three hundred (300) are *continuing* students. The number of applicants taking classes on island (e.g., Northern Marianas College, Argosy Univ., Framingham Univ., Univ. of Phoenix, Univ. of Maryland, etc.) is slightly higher than their counterparts attending U.S. accredited colleges and universities abroad in Guam, Hawaii and the U.S. mainland at 282 on-island and 248 off-island respectively.

For the fall semester this year, the SHEFA board has already approved over 400 applications last month, or slightly more than eighty percent (80%) of the application pool. Of the 530 total applications received, over seventy (70) have been denied for reasons ranging from low grade point average to less-than-fulltime status, including failure to meet SHEFA's residency requirement pursuant to its law. The remaining fall 2007 applications, which have not been reviewed by the board due to lack of supporting documents (e.g., official transcript, signed memorandum of agreement, etc.), have until the end of this month to satisfy the deficiencies identified by SHEFA. After which the applications will be summarily denied for the term.

All applications submitted past the deadline of July 2, 2007 are deferred to the Spring 2008 review cycle. To date, SHEFA has received 49 applications after the July 2nd deadline for the Fall 2007 semester / quarter. Of the 49 late applications, only eight (8) of them have the necessary supporting documents while the rest are without documents at all.

Late applications will be reviewed and acted upon for the Spring 2008 award cycle.

Meanwhile, the fall 2007 awards approved by the SHEFA board amounted to over \$700,000. Of that amount, more than \$400,000 is allocated for priority field awards; a little over \$300,000 for grant-in-aid; and none have been awarded for the 3.5 grade point average term or merit scholarship to date, however. This batch of request will be forwarded to the Secretary of Finance by the end of the month.

From all indications, the investment in college education for Saipan residents by the leadership of the Saipan and Northern Islands Legislative Delegation (SNILD) headed by its chairman, Senator Pete P. Reyes working in tandem with Saipan Mayor Juan B. Tudela and the SHEFA governing board, not only provides supplemental financing to qualified residents pursuing college education at home or abroad, but is also pivotal in generating awareness and interest in higher education among young adults on Saipan.

SHEFA offers a bridge of hope and an alternative path to a military career or unemployment. Since SHEFA's inception, the program has netted a little over one hundred (100) college graduates in less than three years.

SHEFA scholars are as diverse as the fields of study they are pursuing. SHEFA provides supplemental assistance to undergraduates and students pursuing masters degree, including post-graduate scholars and those in pursuit of Ph.D. degrees, medical degree and in the field of jurisprudence. Specific areas of studies range from business management, accounting, marketing, computer science, communications, education (teaching), nursing, hospitality, mathematics, psychology, sociology, and nursing to criminal justice, economics, engineering and liberal arts studies.

Of SHEFA's partner agencies and avenues for recruiting SHEFA graduates, the Public School System (PSS) tops the list in job placement of SHEFA scholars as classroom instructors. Graduates also find employment as support personnel at the school site and at central office.

SHEFA also works closely with the office of personnel management (OPM). The board has observed that OPM has demonstrated sincere interest in tapping SHEFA talents. For example, a recent SHEFA graduate was placed at the Department of Public Safety as a public intern before being promoted to an area of greater responsibility and independence. Another local talent was hired as a case manager right out of college last year.

On the hand, the board realizes that there are SHEFA graduates that are not as efficient in landing a job in government or the private sector, but quantifiable and verifiable efforts must be demonstrated by the SHEFA recipient, nonetheless. In which case, SHEFA would intervene, upon individual request, and act on the student's behalf in finding suitable employment among its local partner agencies.

Though its rate of success in placing graduates is disappointing compared to SHEFA's success with the PSS and OPM, the SHEFA board, nonetheless, intends to continue harnessing the cooperative spirit of the Division of Employment in the Department of Labor in helping SHEFA graduates find gainful employment in the private sector, non-government agencies and non-profit work outlets.

The SHEFA board is also contemplating on developing a local entrepreneurial program in cooperation with the Commonwealth Development Authority (CDA) to introduce and get SHEFA scholars grounded in the various facets of entrepreneurship (i.e., apprenticeship). When the students graduate from college, they could start a business of their own under the tutelage and support of CDA.

Indeed, the SHEFA board places a high premium in harnessing a close working partnership with the local business roundtable organizations. Not only is the Saipan Chamber of Commerce tapped by the SHEFA board in identifying priority fields of study from the perspective of business, but the board also expects this partnership to translate in providing opportunities for internships, on-the-job training, professional development, school-to-work partnerships and long-term employment prospects for SHEFA graduates in the private sector.

Graduates who choose to stay back in the U.S. mainland, Guam or Hawaii after graduation in order to gain work experience that they could not otherwise get or receive on island have the burden of proof to demonstrate how the decision to stay behind (and not return home) have any direct benefits to the island of Saipan in the short term and in the long run.

Otherwise, graduates who choose to stay off-island will be deemed in default of the provisions of the memorandum of agreement signed between the recipient and the SHEFA board.

To avoid default with SHEFA, however, the recipient must provide a proof of service having direct link or benefit to Saipan. For example, a SHEFA graduate who works at the Guam Liaison Office is providing direct service to the island of Saipan. The same goes to a graduate in Hawaii working at the Hawaii Liaison Office, or for that matter, one who works at the Washington Representative Office in D.C..

However, a student who decides to stay off-island whose line of work does not have direct benefit to Saipan will be deemed in default and be required to repay the entire amount of investment by SHEFA within 90 days of graduation.

A spring 2007 graduate, for example, decided to gain work experience by working for the National Oceanic and Atmospheric Administration (NOAA) Regional Center in Honolulu. In this case, the incumbent would be required to demonstrate how this line of work would benefit the island, which his / her supervisor must certify though NOAA services the Pacific Region, including Saipan and the Northern Islands.

Another SHEFA graduate opted to stay behind in Washington to continue his employment at the office of the Washington Representative's Office and did submit a certification from the CNMI representative in D.C.

Graduates who choose to remain abroad in order to gain work experience in the mainland, Hawaii or Guam whose services there have no direct bearing or attributable benefit to Saipan are required to re-pay on SHEFA's investment based on the terms and conditions of the memorandum of agreement (MOA).

Through its annual outreach project with participating schools, the mayor and the SHEFA board have observed relative degrees of unevenness in preparing graduating high school seniors for college, or for the world of work, for that matter. For one thing, only a handful of seniors have taken the initiative in registering to take the scholastic aptitude test (SAT), often initiated by the student and parent. The number of seniors who have taken some sort of formal SAT preparation is almost negligible. A common factor in preventing wider participation is the cost involved in preparing for and actually taking the test itself. Students often are not aware of the fee waiver for SAT, which must be applied for and approved in New Jersey. Perhaps, this is not surprising given that regular guidance and counseling for college is uneven throughout the schools, if at all. Career guidance and counseling needs to be strengthened beyond the annual rite of career fair, for example.

In that regards, the board plans to work closely with participating schools in providing college preparatory services especially to graduating high school seniors.

Meanwhile, the job study report recently released on May of this year by the Office of the Public Auditor demonstrated how critical a role SHEFA has been as a program geared to *“to invest in the limited human capital resources of qualified residents of Saipan ... in recognition of the need for educated citizenry and workforce on Saipan, with the broad expectation ... (from its scholars to possess)... the necessary and sufficient knowledge, skill, attitude and work ethic in order to provide services on Saipan in the private sector, government, nongovernmental (NGO) organization as well as not-for-profit organization.”*

At its peak, the number of non-resident workers in the Commonwealth of the Northern Mariana Islands (CNMI) reached close to 40,000. The number has since been declined at around 28,000 in 2006. Governor Fitial, in his recent testimony in Washington, D.C. earlier this year, projected the figure to decline even further to 20,000 by year’s end and 15,000 in 2008.

Based on Labor statistics, the top ten jobs presently occupied by temporary permit workers include accounting, administrative assistant and middle to top management positions (e.g., human resource director). Though Labor touted its effort at placing over 300 residents in the private sector, the workplace distribution statistics is not provided which shows the kinds of jobs being taken over by resident workforce.

The recent job study report by the Office of the Public Auditor indicates that jobs in the private sector by the hundreds, if not by the thousands, could be easily occupied by qualified home grown talents.

At the present level of non-local workforce in the private workplace, SHEFA plays a pivotal role in the non-resident workforce gap reduction effort by providing college educated citizenry and the needed homegrown labor force critical to private businesses on Saipan. Indeed, SHEFA’s role is in accord with the recent policy directive announced by Governor Fitial for the Department of Labor to exercise tighter enforcement of the twenty-percent (20%) resident hire provision of the non-resident worker law.

The SHEFA board and Mayor Tudela intend to work closely with the SNILD in assisting the governor meet this policy initiative.

For example, last month the 9th Saipan and Northern Islands Municipal Council requested the Retirement Fund Office to provide the council with statistics on the number of retirees from Saipan. The purpose of the request was to determine the extent to which the retiree pool could augment the needed local workforce in the private sector. There is a sense by the council that the federalized wage scale would encourage more resident workers, especially retirees, to seek gainful employment in local businesses, including SHEFA graduates.

In addition, a local omnibus labor bill in the 15th legislature successfully passed intensive scrutiny by the business community. The bill also met Governor Fitial’s approval and is now law. One of the aims of the bill is to facilitate the entry of resident workers into the private sector. Again, this further accentuates the need for programs like SHEFA to be strengthened and expanded into the future.

Though the federalization of immigration bill in the U.S. Congress has reduced in intensity, the proponents have not lost sight of seeing it eventually passed. If anything, the federalization bill is likely to heighten the need for more home grown local talents in businesses, which, incidentally, is the primary objective of the leadership of the Saipan and Northern Islands Legislative Delegation in establishing the SHEFA program in the first place, an objective equally endorsed and shared by Mayor Tudela and the SHEFA board of directors in ensuring the full-fledged implementation of SHEFA, notwithstanding initial difficulties in funding.

SECTION FOUR: SHEFA LONGITUDINAL TREND STATISTICAL ANALYSIS

Table 6 : Profile of SHEFA Applications

Place of Study	Fall 2004	Spring 2005	Fall 2005	Spring 2006	Fall 2006	Spring 2007	Fall 2007
On-Island	121	68	166	108	145	80	157
Off-island	100	78	166	48	134	56	107
Sub-Total	221	130	332	156	279	136	264

Grand Total: 1,518

Note: New entry data only. Continuing recipient data is not included. For detailed info refer to cumulative award & unduplicated count in Section 3 Sub section 2 under SHEFA Highlights.

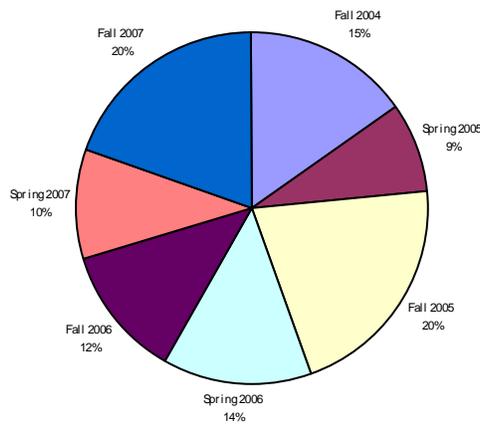
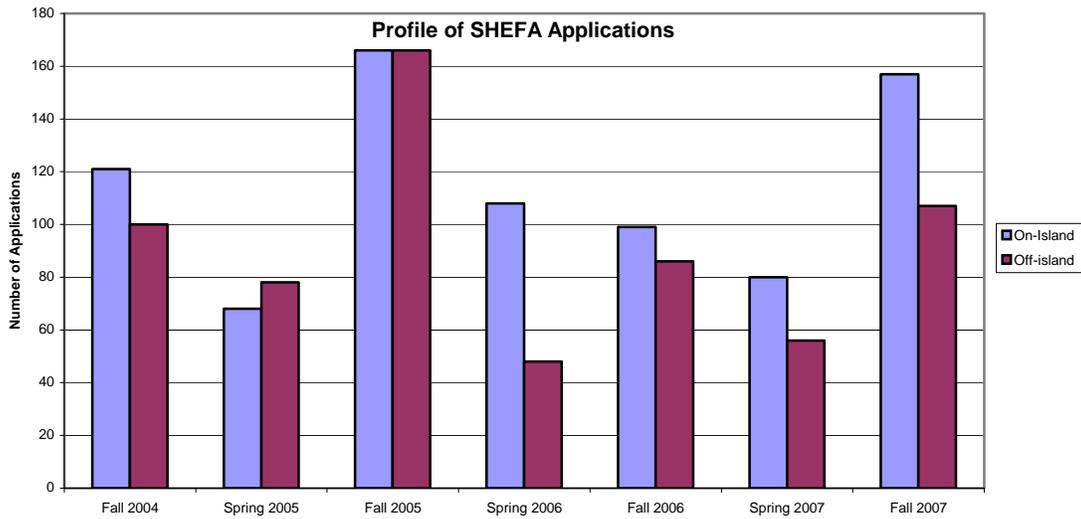


Table 7: Profile of SHEFA Awards

Place of Study	Fall 2004	Spring 2005	Fall 2005	Spring 2006	Fall 2006	Spring 2007	Fall 2007
On-Island	94	55	131	67	101	65	94
Off-Island	93	64	120	37	73	24	70
Sub-Total	187	119	251	104	174	79	164

Grand Total: 1,078

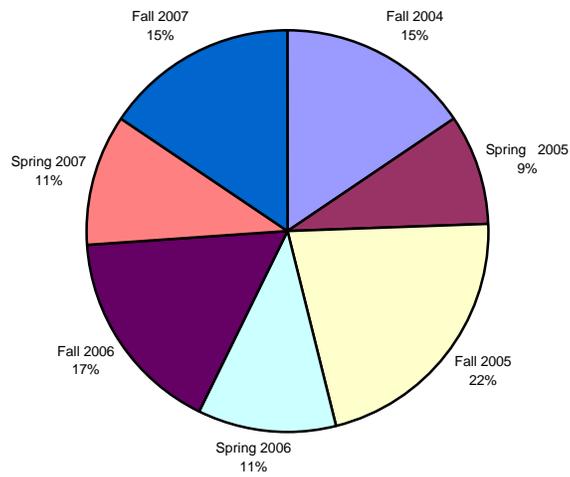
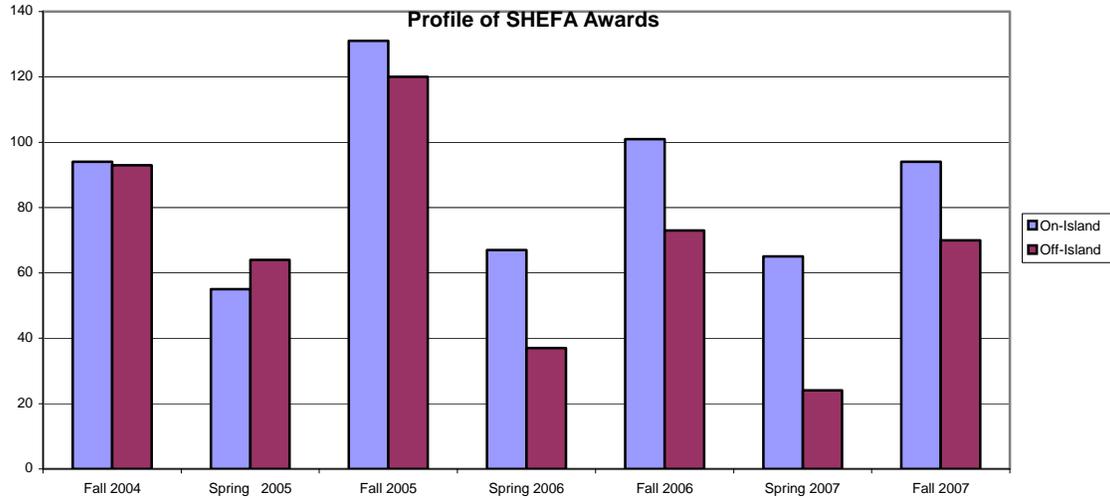


Table 8: Reasons for Ineligibility

	Fall 2004	Spring 2005	Fall 2005	Spring 2006	Fall 2006	Spring 2007	Fall 2007
Application	221	130	356	156	145	81	164
Authentication	0	0	0	0	0	0	0
Residency	3	0	2	2	0	0	2
GPA*	32	20	42	21	0	0	33
Less-Than-full Time*	4	1	10	1	0	0	1
Non Credited*	2	0	1	0	1	0	0
Remedial Course*	4	0	0	0	0	0	0
On-line Study	1	2	2	0	2	6	0
Withdrawn/Cancellation*	3	7	12	1	2	2	0
Appeal Case	02	1	22	0	21	2	0
Total	66	31	92	25		10	36

Note: bar and pie graphs are based on those with asterisk only.

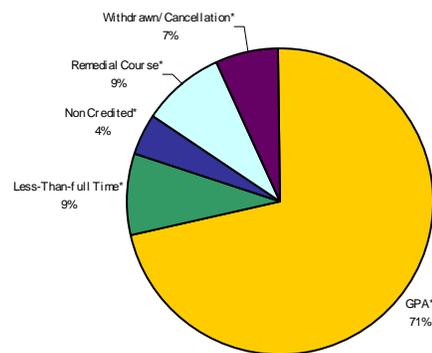
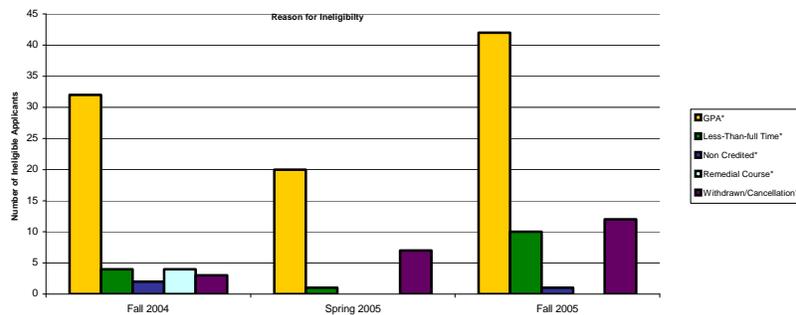


Table 9: Types of Financial Assistance

		On-Island	Off-Island
Fall 2004	3.5 GPA	19	32
	Grant-In-Aid	94	94
	Priority Field	63	61
Spring 2005	3.5 GPA	12	26
	Grant-In-Aid	55	64
	Priority Field	40	50
Fall 2005	3.5 GPA	38	25
	Grant-In-Aid	131	120
	Priority Field	114	92
Spring 2006	3.5 GPA	16	10
	Grant-In-Aid	67	37
	Priority Field	51	25
Fall 2006	3.5 GPA	32	50
	Grant-In-Aid	102	73
	Priority Field	89	72
Spring 2007	3.5 GPA	14	7
	Grant-In-Aid	62	24
	Priority Field	40	9
Fall 2007	3.5 GPA	42	43
	Grant-In-Aid	94	70
	Priority Field	71	13

Grand Total: N= 1,086

Note: Total is only based on Grant-in-Aid

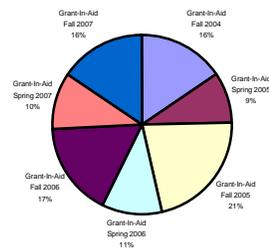
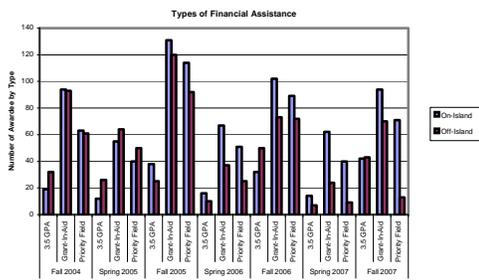


Table 10: Students Classification

	FALL 2004	SPRING 2005	FALL 2005	Spring 2006	Fall 2006	Spring 2007	Fall 2007
On-Island	Masters	3	2	27	1	0	4
	Undergraduate	53	26	104	65	25	65
	Graduate	0	0	0	1	2	2
	Unknown *	38	28	0	0	35	1
Off-Island	Advanced	1	1	0	0	0	0
	Graduate	5	5	2	0	0	2
	Unknown *	11	26	0	0	25	0
	Undergraduate	76	31	118	37	15	20

Grand total: 1,086

Note: The asterisk represents student s who did not indicate their classification status.

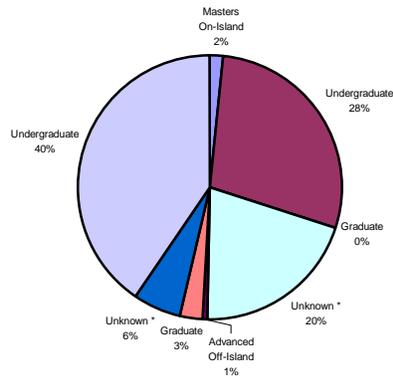
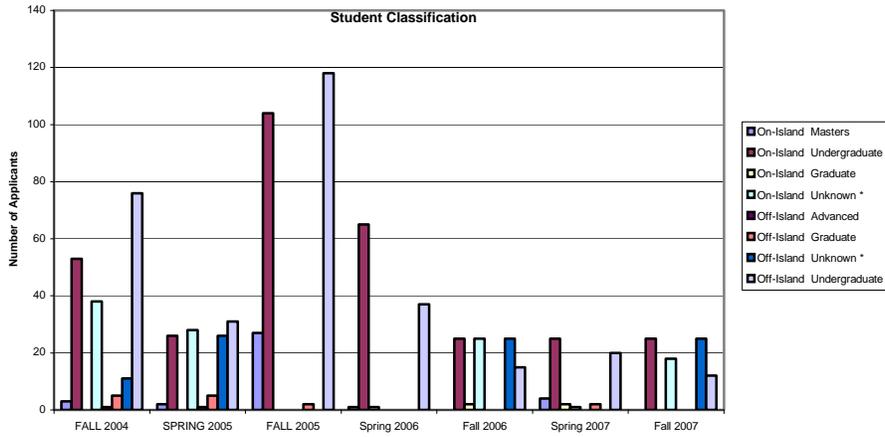


Table II: Class Standing by Year in College

		Fall 2004	Spring 2005	Fall 2005	Spring 2006	Fall 2006	Spring 2007	Fall 2007
On-Island	Senior	8	9	11	11	2	1	1
	Junior	11	11	7	12	4	2	2
	Sophomore	2	7	29	2	4	2	4
	Freshman	1	1	60	7	1	4	2
	Unknown *	72	28	28	35	38	23	0
Off-Island	Senior	11	9	21	8	4	2	1
	Junior	32	17	4	6	6	2	2
	Sophomore	7	10	29	1	1	1	5
	Freshman	17	9	34	4	1	0	2
	Unknown *	26	19	37	18	37	25	26

Grand-Total: 1,086

Note: The asterisk represents student who did not indicate their year in college.

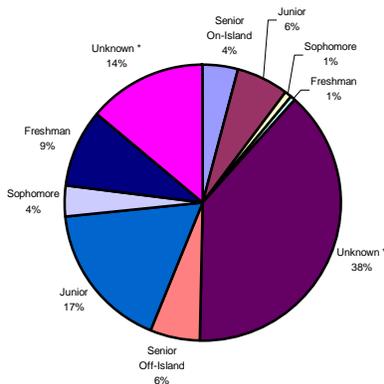
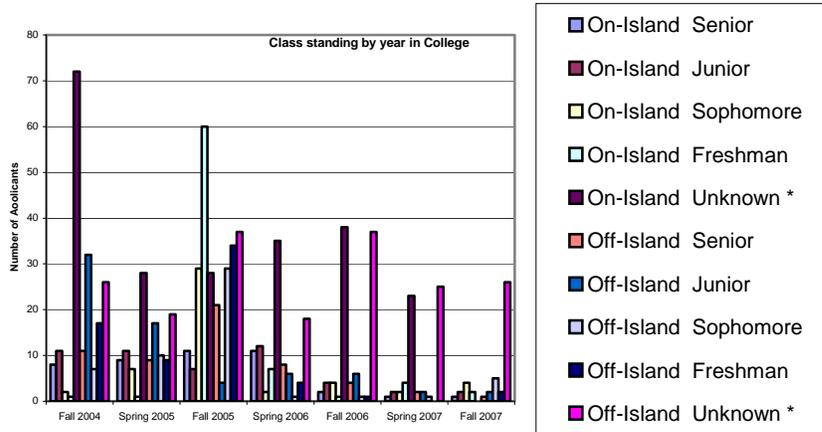


Table 12: Graduation Schedule

	Fall 2004	Spring 2005	Fall 2005	Spring 2006	Fall 2006	Spring 2007	Fall 2007
2004	3	0	0	0	0	0	0
2005	17	24	3	1	0	0	0
2006	43	31	19	12	2	4	0
2007	3	21	40	19	40	25	12
2008	16	10	15	40	12	10	11
2009	2	1	24	2	1	1	1
2010	0	0	0	3	2	2	2
Unknown *	103	28	92	89	25	24	12

Grand Total: 1,086

Note: The asterisk represents students who did not indicate their year of graduation.

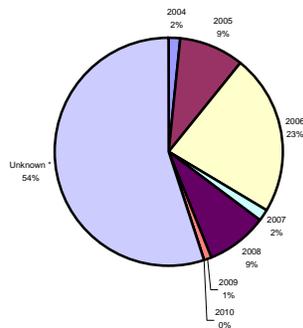
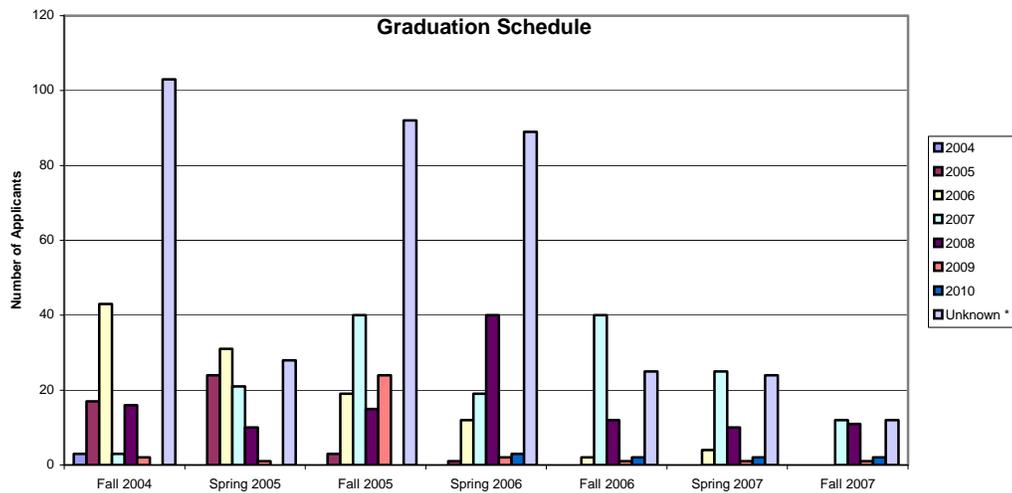


Table 13: Selected Field of Study

	Fall 2004	Spring 2005	Fall 2005	Spring 2006	Fall 2006	Spring 2007	Fall 2007
*Accounting	6	5	15	3	5	5	4
*Biology	10	1	2	0	0	0	2
*Business	19	15	17	15	15	10	2
*Criminal Justice	14	9	7	8	4	3	1
*Education	48	22	43	17	24	20	5
*Liberal Arts	28	13	13	1	2	2	1
*Nursing	6	6	11	7	6	1	2
*Psychology	10	9	12	1	3	2	1
*Unavailable	0	12	59	0	1	3	3

Grand Total: 592

Note: bar and pie graphs are based on selected priority field only.

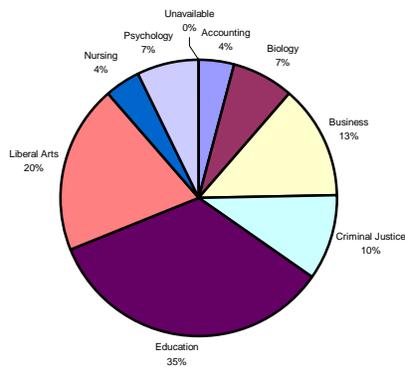
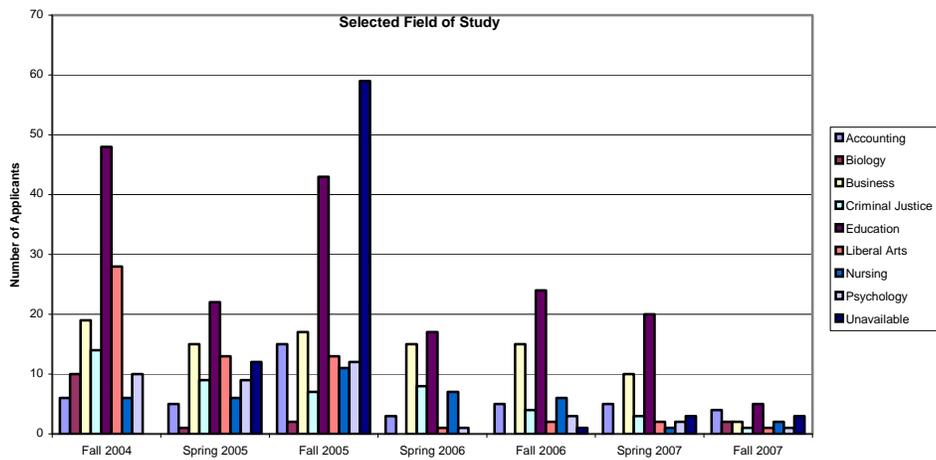


Table 14: Selected Career Choice

	Fall 2004	Spring 2005	Fall 2005	Spring 2006	Fall 2006	Spring 2007	Fall 2007
Business	2	4	15	4	5	5	5
Computer	2	2	7	2	2	2	1
Engineering	3	0	2	0	2	1	2
Lawyer	6	5	2	1	0	0	0
Liberal Arts	2	0	0	0	0	0	0
Medical Doctor	2	2	0	0	0	1	0
Nursing	2	6	15	3	5	3	1
Teacher	13	15	43	2	21	10	1
Unavailable	100	48	95	19	15	5	2

Grand Total: 513

Note: bar and pie charts are based on selected career choice only.

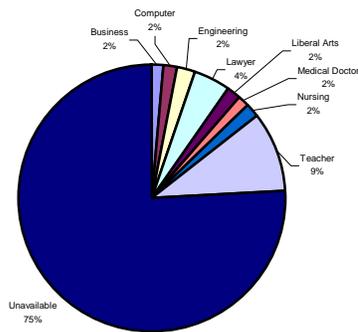
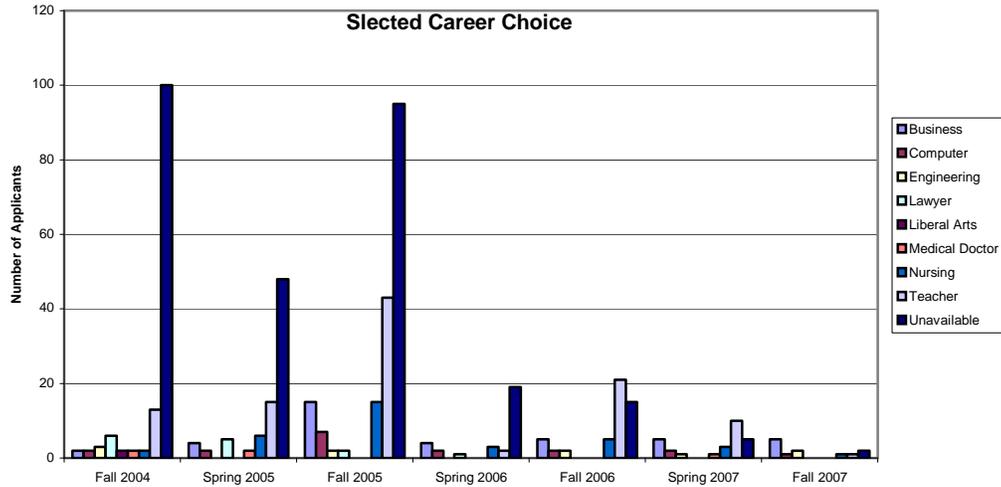


Table 15: Place Of Study

Place of Study	Fall 2004	Spring 2005	Fall 2005	Spring 2006	Fall 2006	Spring 2007	Fall 2007
On-Island	121	68	166	108	145	81	157
Off-Island	100	78	166	48	134	69	107

Grand Total : 1,548

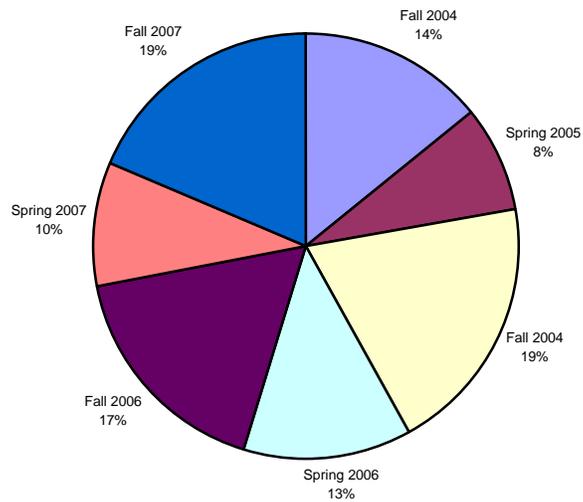
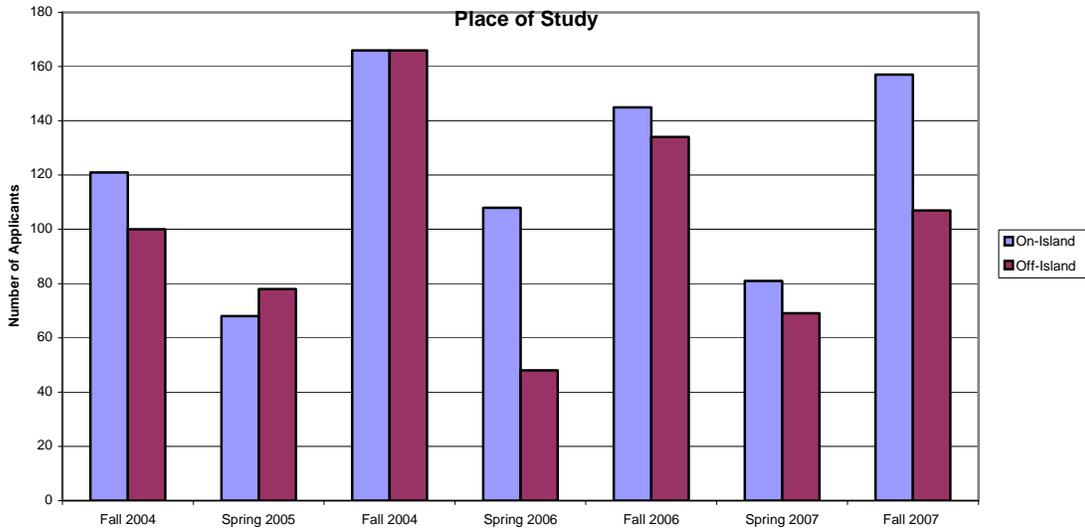


Table 16: Memo of Agreement w/SHEFA

MOA	FALL 2004	Spring 2005	Fall 2005	Spring 2006	Fall 2006	Spring 2007	Fall 2007	Total Count
Completers	176	97	217	100	172	68	162	992
Non Completers	16	11	18	7	3	3	3	61
Subtotal	192	108	235	107	175	71	165	1,053

Grand Total: 1,053

Note: Out of the 1,086 applicants only 1,053 turned in a Memo of Agreement w/SHEFA.

* As of January 31, 2008

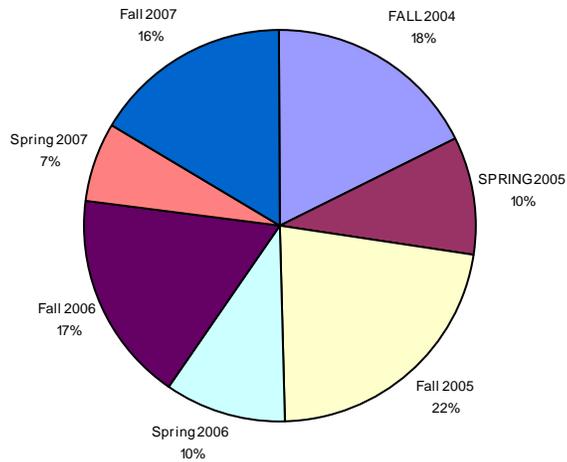
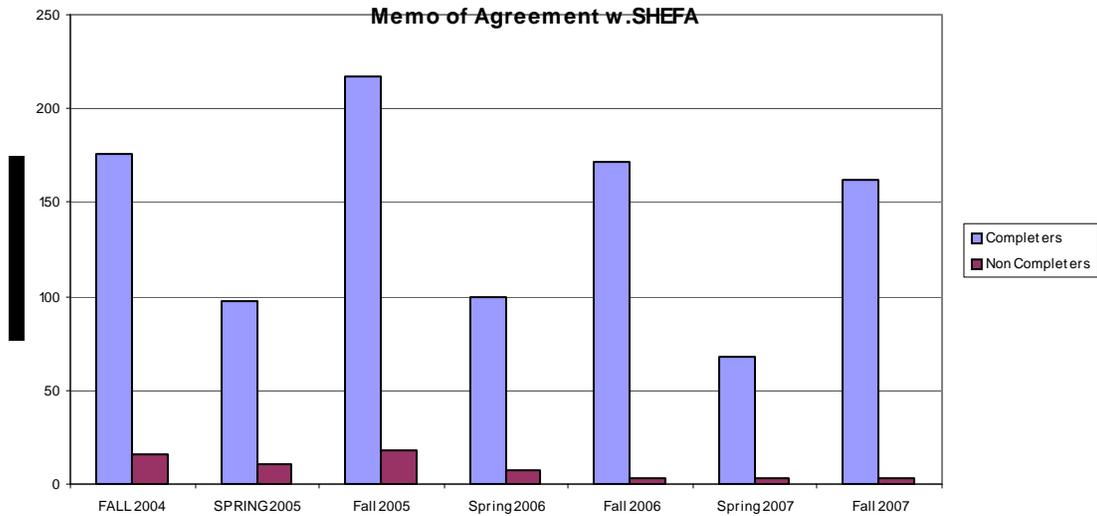


Table 17 : Types of Learning Institution

		FALL 2004	Spring 2005	FALL 2005	Spring 2006	Fall 2006	Spring 2007	Fall 2007
Two Year Institution Community College	On-Island	100	56	131	63	102	62	94
	Off-Island	21	10	46	18	25	4	25
Four Year Institution	On-Island	0	0	0	0	0	0	0
	Off-Island	72	54	74	17	48	20	45
Technical Institute	On-Island	0	0	0	0	0	0	0
	Off-Island	5	5	5	3	0	0	0

Note: The numbers are extrapolated based on available information.

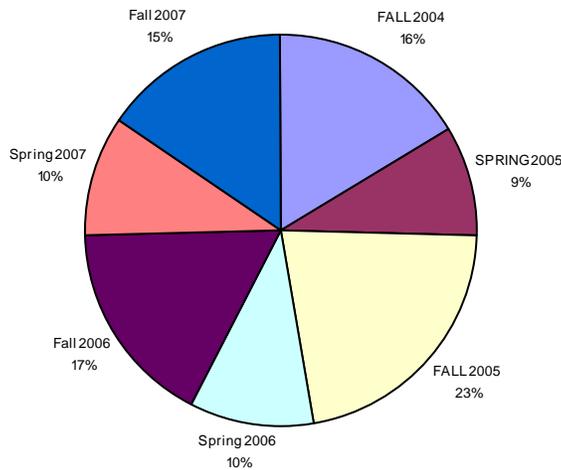
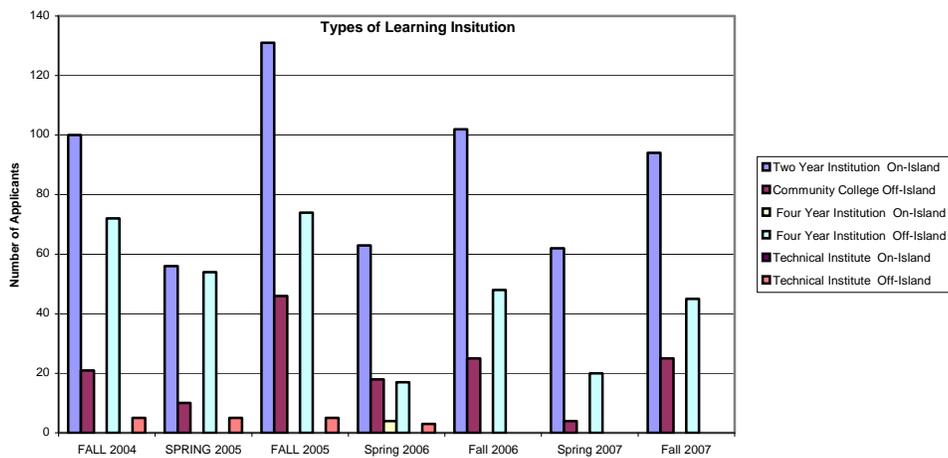


Table 18a : Precinct-by -Precinct Analysis

		Fall 2004	Spring 2005	Fall 2005	Spring 2006	Fall 2006	Spring 2007	Fall 2007
On-Island	Precinct 1	56	38	85	36	26	14	18
	Precinct 2	4	2	7	2	12	15	10
	Precinct 3	12	10	18	13	20	13	20
	Precinct 4	22	5	21	14	13	12	21
Off-Island	Precinct 1	50	40	63	19	22	25	20
	Precinct 2	5	0	3	1	4	12	10
	Precinct 3	13	11	28	8	26	14	22
	Precinct 4	25	13	31	6	12	16	12

Grand-Total: 1,086

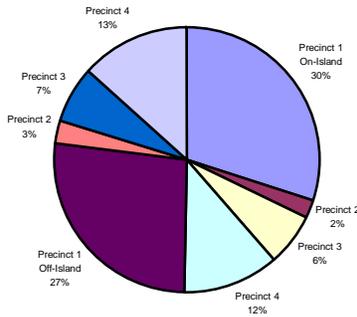
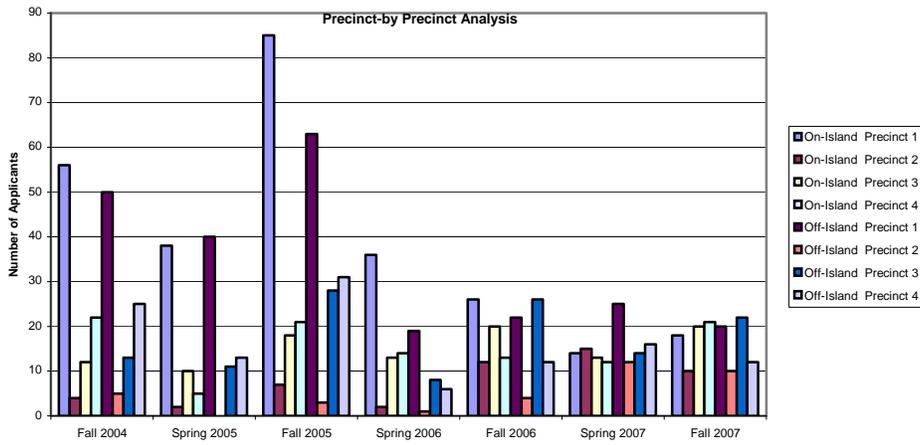


Table 18 b : Village By-Village Analysis

Fall 2004	On-Island	Off-Island	Spring 2005	On-Island	Off-Island
Achugau	1	9	Airport Road	0	1
As Lito	4	1	As Gonno	1	1
As Mahetog	1	1	As Lito	5	5
As Matuis	1	15	As Matuis	1	1
As Teo	5	2	As Mahetog	0	1
As Terlaje	1	1	As Teo	3	2
Capital Hill	6	2	As Terlaje	1	0
Chalan Kanoa	3	1	Chalan Kanoa	2	0
Chalan Kiya	3	15	Capital Hill	0	6
Chalan Lau Lau	3	2	Chalan Kiya	2	0
Chalan Piao	1	3	Chalan Lau Lau	2	0
DanDan	16	5	China-Town	1	4
Fina-Sisu	1	3	DanDan	8	6
Kagman	4	2	Fina-Sisu	1	0
Kannat Tabla	1	1	Garapan	4	3
Koblerville	14	1	Kagman (I, II, III)	7	3
Mt Tapochau	1	1	Kannat Tabla	1	0
Navy Hill	3	2	Koblerville	8	4
Sadog Tasi	2	4	Navy Hill	1	2
San Antonio	4	2	Mt. Tapochau	0	1
San Jose	1	3	San Antonio	1	3
San Roque	2	2	Papago	0	1
San Vicente	7	7	San Jose	0	1
Susupe	1	3	Sadog Tasi	0	1
Tanapag	5	1	San-Roque	1	0
As Perdido	1	4	San Vicente	5	10
Sub-Total	94	93	Sub-Total	55	64

Table 18c : Village By-Village Analysis

Fall 2005	On-Island	Off-Island	Spring 2006	On-Island	Off-Island
Airport Rd	0	1	Airport Road	0	0
As Lito	8	4	As Gonno	1	0
As Mahetog	0	0	As Lito	3	5
As Matuis	6	4	As Matuis	2	0
As Teo	4	2	As Mahetog	0	0
As Terlaje	1	0	As-Perdido	3	0
Afetnas	1	1	As Teo	2	1
Capital Hill	3	6	As Terlaje	0	0
Chalan Kanoa	5	0	Chalan Kanoa	1	1
Chalan Kiya	1	1	Capital Hill	3	2
Chalan Lau Lau	4	3	Chalan Kiya	1	0
Chalan Piao	3	3	Chalan Lau Lau	2	1
China-Town	1	1	Chalan Piao	1	0
DanDan	22	17	China-Town	2	2
Denni Hill	1	0	DanDan	3	2
Fina-Sisu	2	3	Fina-Sisu	1	4
Garapan	1	11	Garapan	1	3
Gualo Rai	4	9	Gualo Rai	3	2
Kagman	14	12	Kagman (I,II,III)	5	0
Kannat Tabla	0	3	Kannat Tabla	0	0
Koblerville	12	14	Koblerville	10	0
Mt Tapochau	0	0	Lower Base	1	0
Navy Hill	4	1	Navy Hill	3	1
Papago	2	3	Mt. Tapochau	0	0
Puerto Rico	1	0	San Antonio	2	1
Sadog Tasi	1	1	San Vicente	6	4
San Antonio	7	4	Papago	2	2
San Jose	3	0	San Jose	1	0
San Roque	4	1	Sadog Tasi	0	0
San Vicente	8	6	San-Roque	1	0
Susupe	1	3	Susupe	1	0
Tanapag	1	2	Tanapag	4	0
As Perdido	2	4	N/A	0	3
Sub-Total	131	120	Sub-Total	67	37

Table 18d : Village By-Village Analysis

Fall 2006	On-Island	Off-Island	Spring 2007	On-Island	Off-Island	Fall 2007	On-Island	Off-Island
Airport Rd	1	0	Airport Road	0	0	Airport Road	0	0
As Lito	4	5	As Gonno	1	0	As Gonno	0	0
As Mahetog	0	0	As Lito	3	5	As Lito	2	1
As Matuis	6	4	As Matuis	2	0	As Matuis	4	2
As Teo	2	2	As Mahetog	0	0	As Mahetog	0	0
As Terlaje	1	1	As-Perdido	3	0	As-Perdido	1	1
Afetnas	0	0	As Teo	2	1	As Teo	0	0
Capital Hill	4	8	As Terlaje	0	0	As Terlaje	0	0
Chalan Kanoa	3	1	Chalan Kanoa	1	1	Chalan Kanoa	5	3
Chalan Kiya	5	0	Capital Hill	3	2	Capital Hill	4	5
Chalan Lau Lau	0	0	Chalan Kiya	1	0	Chalan Kiya	1	1
Chalan Piao	0	4	Chalan Lau Lau	2	1	Chalan Lau Lau	0	0
China-Town	0	0	Chalan Piao	1	0	Chalan Piao	1	1
Dan Dan	7	8	China-Town	2	2	China-Town	2	3
Denni Hill	0	0	Dan Dan	3	2	Dan Dan	10	9
Fina-Sisu	2	2	Fina-Sisu	1	4	Fina-Sisu	5	2
Garapan	1	7	Garapan	1	3	Garapan	7	5
Gualo Rai	1	7	Gualo Rai	3	2	Gualo Rai	1	2
Kagman	18	3	Kagman (I, II, III)	5	0	Kagman (I, II, III)	5	4
Kannat Tabla	12	3	Kannat Tabla	0	0	Kannat Tabla	1	0
Koblerville	1	4	Koblerville	10	0	Koblerville	8	5
Mt Tapochau	0	0	Lower Base	1	0	Lower Base	0	0
Navy Hill	1	2	Navy Hill	3	1	Navy Hill	2	0
Papago	0	5	Mt. Tapochau	0	0	Mt. Tapochau	0	0
Puerto Rico	1	0	San Antonio	2	1	San Antonio	1	1
Sadog Tasi	1	1	San Vicente	6	4	San Vicente	9	3
San Antonio	8	3	Papago	2	2	Papago	0	0
San Jose	4	2	San Jose	1	0	San Jose	1	1
San Roque	2	3	Sadog Tasi	0	0	Sadog Tasi	0	0
San Vicente	7	9	San-Roque	1	0	San-Roque	9	5
Susupe	0	1	Susupe	1	0	Susupe	2	5
Tanapag	3	0	Tanapag	4	0	Tanapag	1	1
As Perdido	0	4	N/A	0	3	N/A	12	10
Sub-Total	97	84	Sub-Total	67	37	Sub-Total	94	70

Grand-Total: 1,086

Table 19: Survey of Colleges and University

Saipan

Northern Marianas College
Phoenix University (On-Line)
Framingham State College
University of Maryland University College (On-Line)

Guam

Guam Community College
University of Guam

Hawaii

University of Chaminade
University of Hawaii at Manoa
University of Hawaii at Hilo
Hawaii Pacific University
Kapi'olani Community College
Florida Metropolitan University (On-Line)
Honolulu Community College
Brigham Young University

Western United States

Alaska

University of Alaska

Arizona

Arizona State University
Mesa Community College
Grand Canyon University
Glendale Community College
University of Phoenix

California

Maric College
Grossmont College
Chabot Community College
St Mary College of California
San Jose University
Sequoia Institute
Sierra College
ITT Technical Institute
West Hills College
Sacramento State University
California State University
CSU Fresno State
Fresno City College
Golden West College
Irvine Valley College
Santa Carla University
Universal Technical Institute
University of California Berkeley
Modesto junior College
University of San Francisco
San Francisco Academy of Arts
Stanford University
San Diego State University

Massachusetts

University of Massachusetts Amherst
Massachusetts Institute of Tech (MIT)

Idaho

Boise State University

Nevada

Nevada State College
Community College of Southern Nevada
University of Nevada

Oregon

Portland Arts Institute
Portland Community College
Portland State Community College
Eastern Oregon University
Mt. Hood College
Chemeketa Community College
University of Oregon
Portland State University
Linn-Benton Community College
Pioneer Pacific College

Utah

Brigham Young University
University of Utah

Washington

University of Washington
Highline Community College
Eastern Washington University
George Washington University
Washington State University
Pierce College Fort Steilacoom
Gonzaga University
Clark Community College
Seattle University
Bryman College
Edmonds Community College
Shoreline Community of College
Bellevue Community College
South Puget Sound Community

Mid Western United States

Illinois

Dervry University

Missouri

Southwest Missouri State University

Northeastern United States

Maryland

University of Maryland

Florida

Valencia Community College
Embry Riddle Aeronautical University
Miami Dade University

Kentucky

Western Kentucky University

Rhode Island

Brown University

SECTION FIVE: SHEFA FORMS
Form IA

SHEFA APPLICATION & SUPPORT MATERIAL CHECKLIST

Applicant Name: _____ In-Take Date: _____; Electronic: ___; Walk-In ___; Postal: ___

TERM: Fall 200 _____ Deadline: July 1st; Winter/Spring 200 _____ Deadline: Dec. 1st

Official Transcript: Cumulative GPA : _____ Term GPA: _____

Undergraduate: (circle one): Freshmen; sophomore; Junior; Senior;
Graduate / Advance: 1st Yr., 2nd Yr. 3rd Yr.

Student I.D. # _____ In-Take Staff _____ New _____ On-Going _____ Previously Applied _____

On-Island _____ Off-Island _____ Transfer _____ Major _____ Career _____

Document _____ Yes No Receipt Date Below 18 Yrs. Student Status Deadline: Fall: July 1st; Winter / Spring: Dec. 1st

1). **APPLICATION:**

a). On-line _____ Yes _____ No _____ ALL same same

b). Print _____ ALL same same

2). Admission Letter _____ New / Transfer same same

3). Passport _____ New same same

4). **RESIDENCY:**

a). Voter Reg. _____ Yes _____ No _____ same same same

b). Income Tax _____ Yes _____ No _____ same same same

c). Birth Certificate (below 18 yrs.) _____ Yes _____ No _____ same same same

d). Failed to Vote Election/Year _____ Yes _____ No _____ ALL Election/Year

5). **TRANSCRIPT:**

a). Receipt _____ ALL July 1st. Dec. 1st.

b). Official _____ Cum GPA _____ Term GPA _____
Fall: July 1st. Winter/Spring: Dec. 01

c). Unofficial Course Repeat: _____ Remedial Religion _____ Cum: GPA _____ ; Term GPA _____

6). Class Schedule _____ ALL Sept.30th Feb. 28th

7). **IDP:**

a). Signed _____ ALL same same

b). Unsigned _____ ALL same same

c). Unavailable _____

8). **Resume:**

a). Update _____ ALL same same

9). **Career Profile:**

Updated _____ ALL same same

10). **MOA:**

a). Original _____ Yes _____ No _____ ALL same same

b). Copy _____ ALL same same

Form IB

Note: All valid and most recent supporting documents, including the application for assistance must be packaged individually and separated as new or on-going applications prior to presentation to the Committee on Award. Any authorized reviewing official must place his / her initial and “ok” or “?” if it is not ok in all applicable parentheses provided herein, which must be approved by the Award Committee Chairperson prior to the Board of Directors’ action on any application for assistance.

Complete and Signed Application Form	NEW ()	ON-GOING ()
Proof of One (1) year Residency in the Municipality of Saipan (E.G) _____ Tax Return (Tax Year:200__, 200__, 200__)	<i>New Applicant Only</i> ()	()
_____ Saipan Driver Lic.	()	()
_____ Voter Reg.	()	()
_____ Spn Municipal ID	()	()
_____ U.S.Passport	()	()
Recent & Official Sealed Transcript	()	<i>On-Going Only</i> ()
Most Recent Official & Sealed Transcript	<i>New Applicant Only</i> ()	()
_____ High School _____ College		
Acceptance Letter into Institution	()	()
_____ Transfer Student	()	()
_____ New		
Official and Current Class Registration Must be Full-Time Status Undergrad.=12 credits; Graduate/Advanced: TBA	NEW ()	ON-GOING ()
Minimum Cumulative GPA for Undergraduate: 2.5	()	()
Minimum Cumulative GPA for Graduate/Advanced: 3.0	()	()
GPA Verification Term / Year (e.g., Fall 2005) _____ Cumulative as of _____		
Reviewed By SHEFA Board Member: _____		Date: _____
Approved By SHEFA Chairman of Award Committee: _____		Date: _____

(All applications and supporting documents must be stamp dated.)

Form 2

SHEFA supporting documents requirement for New / On-Going / Previously Applied SHEFA Applicants***.

Greetings from the Saipan Higher Education Financial Assistance Team!

Thank you for your interest in seeking financial assistance from the Saipan Higher Education Financial Assistance (SHEFA).

SHEFA, however, is unable to officially receive and accept your application pending the receipt by the SHEFA Office of a completely filled SHEFA on-line application and the required minimum supporting documents identified and enumerated below.

1. Letter of Admission (initial entry or transfer student). Deadline is July 1st for Fall Term and December 1st for Spring Term. This is required for all new and previously applied SHEFA applicants, including new, on-going or previously applied applicants or recipients who transfer to or change the official institution of record entered in the signed and notarized promissory note / memorandum of agreement (MOA).

2. Copy of United States of America Passport (updated and clear copy). Deadline is July 1st for Fall Term and December 1st for Spring Term. This is required for all new and previously applied SHEFA applicants or recipients, on-going applicants or recipients and everyone with expired passport.

3. Proof of Continuing Residency (i.e., current voter registration and income tax return of at least one year filed on Saipan). Deadline is July 1st for Fall Term and December 1st for Spring Term. This is required for all new, on-going and previously applied SHEFA applicants or recipients who are required to maintain continuing residency on Saipan. Failure to vote and file income taxes on Saipan would place your Saipan residency status in doubt or question.

4. Most Recent Official & Sealed Transcript. Deadline is July 1st for Fall Term and December 1st for Spring Term to submit an official transcript or an official receipt of request for transcript in lieu of a transcript. However, no applications will be processed without receipt of the latest and most recent official transcript no later than **September 30th** for the Fall Term and **February 28th** for the Spring Term, after which applications will be automatically denied. There is no exception to this requirement: all new, continuing or on-going and previously applied SHEFA applicants or recipients must comply. Effective Fall 2007, all SHEFA applicants / recipients (undergraduate, graduate and advanced student classification) must register, enroll and complete 12 credit hours in the official institution of record.

5. Current Class Registration & Schedule. This is required for all new, on-going and previously applied SHEFA applicants or recipients. If it is unavailable on or before July 1st for the Fall Term or December 1st for the Spring Term, then the latest or most current class registration and updated class schedule must be submitted no later than **September 30th** for the Fall Term and **February 28th** for the Spring Term. In addition, effective Fall 2007, all SHEFA applicants / recipients (undergraduate, graduate and advanced student standing or classification) must register, enroll and complete 12 credit hours in the official institution of record.

6. Individual Degree Plan (IDP) Signed & Endorsed by Program / Academic Advisor. This is required for all new, on-going and previously applied SHEFA applicants or recipients or for any change in field of study or institution of record. Transfer students must also submit a copy of an individualized degree plan (IDP) or graduation plan which is signed and endorsed by an official program / academic advisor from the latest and most current institution of record. The latest or most current and updated IDP or graduation plan must be submitted no later than **September 30th** for the Fall Term and **February 28th** for the Spring Term. Under no circumstance will a priority award be considered without an IDP or graduation plan which is signed and endorsed by a program /academic advisor. Failure to submit a signed IDP would delay the processing and disbursement of SHEFA financial assistance and would ultimately place your SHEFA application at risk.

7. Updated Resume. This is required for all new, on going and previously applied SHEFA applicants or recipients. All SHEFA applicants / recipients are encouraged to avail of SHEFA's Career Prep Voucher for career guidance and counseling and to fine-tune job search skills and work ethos. However, the latest or most current and updated resume must be submitted no later than **September 30th** for the Fall Term and **February 28th** for the Spring Term.

8. Career Assessment Profile (half-a-page to one-page statement on how your intended major relates to your career interest and plan). This is required for all new and previously applied SHEFA applicants or recipients and for any change in field of study and / or career plan. However, the latest or most current and updated career assessment profile must be submitted no later than **September 30th** for the Fall Term and **February 28th** for the Spring Term.

9. Proof of Vote Cast at the Last General or Mid-Term Election. Off-Island must apply for absentee ballot. This is required for all new, on going and previously applied SHEFA applicants or recipients.

10. Promissory Note / Memorandum of Agreement (MOA). This is required for all new, on going and previously applied SHEFA applicants or recipients and for any change in field of study or change in the institution of record. A notarized original copy of the latest or most current and updated MOA must be submitted no later than **September 30th** for the Fall Term and **February 28th** for the Spring Term. Under no circumstances would a SHEFA financial assistance check to be disbursed without receipt of the original copy of a fully signed and notarized promissory note / memorandum of agreement. The MOA must be submitted annually. If your case file remains deficient after the deadline above, your application will be automatically denied for that term, and your original application and document(s) returned upon your written request and at your own expense. You may request in writing or by phone for your application to be considered for the subsequent term within the year. Remember, all new, on-going and previously applied applicants or recipients must submit an on-line application and the required minimum supporting documents identified above every year and a signed and notarized MOA.

You may send the required document(s) directly by fax (except the MOA) to SHEFA at fax number (670) 233-5996 or at postal address PO Box 10001 PMB 3648, Saipan, MP 96950, or by e-mail using *pdf file* attachment at contact@saipanshefa.com pending receipt by SHEFA of the original memorandum of agreement (MOA) and the original official transcript.

*** **New SHEFA Applicant:** First time to submit a SHEFA application. **On-Going or Continuing SHEFA Applicant:** Recipient of SHEFA assistance. **Previously Applied SHEFA Applicant:** Submitted SHEFA application but denied assistance, in default of previous SHEFA assistance or failed to re-apply in a semester following an award, denial or default.

Application Deadline: FALL TERM= July 1st. WINTER / SPRING=December 1st. Submission of Fall Term application covers Winter/Spring Term as well. Winter/Spring application, however, does not cover the subsequent fall term the following year. A renewal application must be submitted every Fall term of each year.

Minimum Required Cumulative Grade Point Average: 1. Undergraduate= 2.5; 2. Graduate=3.0; Advanced=3.0

Course Repeat, Below Level Course, Religion and Failed Grades do not count toward SHEFA's twelve credit load minimum requirement every semester / quarter. If a religion course is not specifically prescribed by the institution of record in the student's individualized degree plan (IDP) or graduation plan endorsed and signed by a program advisor, it does not count toward the minimum course load requirement. All twelve-credit requirements must be taken at the student's institution of record stated in the notarized memorandum of agreement. For other SHEFA requirements refer to the SHEFA rules and regulations, directive(s) and applicable provision(s) of law which are posted in the SHEFA website at www.saipanshefa.com. It is the responsibility of SHEFA applicants and recipients to be cognizant of all SHEFA requirements.

Form 3

**SAIPAN HIGH EDUCATION FINANCIAL ASSISTANCE PROGRAM
(SHEFA)
MUNICIPALITY OF SAIPAN, OFFICE OF THE MAYOR
PMB 3648, P.O. BOX 10001, SAIPAN, MP 96950**

THIS PROMISSORY NOTE/ MEMORANDUM OF AGREEMENT made and entered into this _____ day of _____, 20_____, by and between the Board of SHEFA for the Municipality of Saipan within the Office of the Mayor of Saipan and _____, and/or with his/her parent, _____, if below 18 years, hereinafter referred to as the “Debtor” at address: _____ (permanent & current postal address) residing in _____ (village) of SAIPAN.

WITNESSETH

WHEREAS, Saipan Local Law (SLL) 13-21 established the Saipan Higher Education Financial Assistance within the Office of the Mayor of Saipan to be governed by the Saipan Higher Education Financial Assistance Board (SHEFA);

WHEREAS, the SHEFA Board, in administering the SHEFA fund, will enter into a legally binding and enforceable Promissory Note / Memorandum of Agreement with a qualified and eligible resident of Saipan together with a parent, if recipient of SHEFA financial assistance is below 18 years, prior to the disbursement of any SHEFA fund. In entering into a mutually binding promissory note / memorandum of understanding, the SHEFA board becomes the “Lender” of record for SHEFA fund and the recipient of SHEFA financial assistance together with the parent, if recipient is below 18 years, become severally and collectively the “Debtor” of any and all type and amount of SHEFA financial assistance received and acknowledged herein pursuant to Section Eight (8) of the SHEFA rules and regulations including: 1. Grant-in-Aid. 2. Scholarship. and 3. Loan.

WHEREAS, the Saipan Higher Education Financial Assistance (SHEFA) is established as a supplementary financial assistance to eligible residents of the Municipality of Saipan, inclusive of the Northern Islands who desire to pursue post-secondary education at a U.S. accredited institution of higher learning on Saipan or abroad on the condition that a recipient of SHEFA fund shall return to Saipan pursuant to SHEFA rules and regulations for purposes of employment, and to provide services to the private or public sector or both, in recognition of the need for educated citizenry and workforce on Saipan.

NOW, THEREFORE, in consideration of SHEFA financial assistance including grant-in-aid, scholarship and loan which recipient / debtor received and acknowledged by signing this promissory note / memorandum of understanding between the Debtor AND the Lender, the Debtor agrees, covenants and represents as follows:

1. The Debtor is admitted to or enrolled in _____ (name of institution), a U.S. accredited post-secondary institution of higher learning in pursuit of a degree in _____ (specify type of degree or certificate, e.g., A.A., B.A., M.A., PH.D., J.D. M.D., etc. and field of study).
2. The Debtor shall utilize all financial assistance for educational expenses directly related or incidental to attendance and continued attendance at said an institution of record and shall take full-time load of credits at least a minimum of 12 credits for undergraduate; 12 credits for graduate; and 12 credits for

advanced standing and maintains the minimum or higher grade point average (GPA) in accordance with the SHEFA Rules and Regulations.

3. The Debtor shall complete the required credits at each academic term for the financial assistance received (mark one):

- I Undergraduate Full-Time: Twelve (12) or more credits
- ii. Graduate Full-Time: ~~Defined by the institution~~
Twelve (12) or more credits
- iii. Advanced Full-Time: ~~Defined by the institution~~
Twelve (12) or more credits

4. The Debtor shall maintain at the end of each academic term the required cumulative grade point average and term grade point average as it applies below by marking the appropriate category:

- i. Undergraduate: 2.5 Cumulative GPA ~~Full-Time~~
Twelve (12) or more credits
- ii. Performance-Based Scholarship 3.5 Term ~~**GPA Full-Time~~
Twelve (12) or more credits

** Term refers to Fall Term and Spring Term per academic year for applicant or recipient on semester system; Fall Term, Winter Term and Spring Term for applicant or recipient on quarter system; Winter and Spring Term GPA may be combined in computing the higher of the term GPA for purposes of GPA scholarship. GPA scholarship for semester term is awarded on the fall and spring semester and fall and spring for quarter term.

- iii. Graduate: 3.0 Cumulative GPA ~~Full-Time~~
Twelve (12) or more credits
- iv. Advanced: 3.0 Cumulative GPA ~~Full-Time~~
Twelve (12) or more credits
- v. Priority Field of Study: 2.5 Cumulative GPA
- vi. Loan Applicant / Recipient: 2.5 Cumulative GPA.

5. The Debtor shall submit a copy of his/her official grade report / transcript promptly after the conclusion of each academic term directly from the institution to the SHEFA Office. The grade report submittal will determine the eligibility for continued assistance on every subsequent term. ~~At the end of each academic year, however, an official transcript must be sent directly from the school to the SHEFA Office .~~ Within ninety (90) days upon matriculation from the institution of record, the Debtor shall submit a copy of his/her college degree and proof of employment on Saipan or the Northern Islands. The Debtor also fully understands and agrees to his / her legal obligations pursuant to the explicit and implicit terms and conditions set forth in this promissory note / memorandum of agreement.

6. The Debtor understands, acknowledges and accepts the ~~following~~ maximum duration of eligibility for financial assistance from the SHEFA fund:

- 2 Academic Years - Associate Degree
- 4 Academic Years - Bachelors' Degree*
- 2 Academic Years - Graduate Degree
- 3 Academic Years - Advanced Degree**

* maximum of five (5) academic years for specialized majors and / or specialized certification by the institution of higher education of record.

** maximum of ~~four(4)~~ three (3) academic years not including summer, with a provision for up to three (3) additional academic years for dissertation writing, dissertation defense, and internship requirements or medical degree training requirement, or specialized J.D. training requirement and up to two (2) years for jurisprudence work or related residency, internship or related training requirements.

7. The Debtor hereby declares that he/she is not pursuing an academic program that leads to a religious studies degree, and shall not take religion courses not specifically prescribed in the Individualized Degree Plan (IDP).

8. The Debtor shall agree to return to Saipan within three (3) months after the completion of his/her degree plan or termination of or non-enrollment from the institution of record, and provide services by working on Saipan for any employer—whether in the private or public sector or both. The Debtor further agrees to perform services in the private or public sector or both on Saipan for a period equal to the period for which the Debtor received financial assistance under Section 8(1)(2) of these rules and regulations from the Lender. The Debtor agrees to pay back twenty-five (25%) of the total amount of loan received under Section 8(3) of these rules and regulations and a minimum of three (3) years service to either in the private or public sector or both on Saipan. If the recipient of SHEFA financial assistance does not return back to Saipan after completion of his/her studies, or non-enrollment from school or termination from the institution of record, he / she must repay the entire debt back on all SHEFA funds received under Section 8(1)(2)(3) of these rules and regulations with interest in accordance with this Promissory Note / Memorandum of Agreement.

The Debtor understand and hereby agree that failure to comply with any part of sections 1-8 of this Promissory Note / Memorandum of Agreement and the SHEFA rules and regulations will constitute a material breach of the promissory note / memorandum of agreement and a default, and will require the Debtor to pay the entire award received. If such a default occurs, the Debtor must repay their entire debt to the Lender with equal monthly payments within (6) years of the default. The Debtor may repay according to any of the following repayment options as shown below.

Total Debt for repayment	Per Month 12 months	Per Month 24 months	Per Month 36 months	Per Month 48 months	Per Month 60 months	Per Month 72 months
\$1,000 - \$4,999	\$84 - \$417	\$42 - \$209	\$28 - \$139	\$121 - \$104	\$17 - \$84	\$14 - \$70
\$5,000 - \$9,999	\$417 - \$834	\$209 - \$417	\$139 - \$278	\$104 - \$209	\$84 - \$167	\$70 - \$139
\$10,000 - \$14,999	\$834 - \$1,250	\$417 - \$625	\$278 - \$417	\$209 - \$313	\$167 - \$250	\$139 - \$209
\$15,000 - \$19,999	\$1,250 - \$1,667	\$625 - \$834	\$417 - \$556	\$313 - \$417	\$250 - \$334	\$209 - \$278
\$20,000 - \$24,999	\$1,667 - \$2,084	\$834 - \$1,042	\$556 - \$694	\$417 - \$521	\$334 - \$417	\$278 - \$348
\$25,000 - \$29,999	\$2,084 - \$2,500	\$1,042 - \$1,250	\$694 - \$834	\$521 - \$625	\$417 - \$500	\$348 - \$417
\$30,000 - \$34,999	\$2,500 - \$2,917	\$1,250 - \$1,459	\$834 - \$973	\$625 - \$730	\$500 - \$584	\$417 - \$487
\$35,000 - \$40,999	\$2,917 - \$3,334	\$1,459 - \$1,667	\$973 - \$1,111	\$730 - \$834	\$584 - \$667	\$487 - \$556

The Debtor must inform the Lender of which repayment schedule he or she has accepted within thirty (30) days of the default. If the Debtor does not select a repayment schedule within thirty (30) days, the Debtor will be deemed to have selected the “Per Month 72 Months” repayment schedule listed above.

The Debtor(s)’s first monthly payment shall be due on the first of the month following the default, but at least thirty (30) days after the default. All subsequent payments will be due on the first of each following month until the Debtor repay the entire debt to the Lender. Note: The Debtor may pay the balance in full at any time within the schedule plan.

10. If the Debtor fails to pay any monthly payment, or of any part of any monthly payment, ("Payment Default") then the whole principal sum shall become immediately due and payable at the option of the Lender, without notice, and interest shall accrue at the rate of five percent (5%) per annum on the total amount outstanding. Interest shall accrue until Debtor fully cures the Payment Default by paying all past due monthly payments and all accrued interest. Payments received shall be applied first to the accrued interest and then the balance thereof to the principal.
11. Military Deferral. The time for the Debtor to comply with the requirements of Section 8, above, shall be extended upon request if the Debtor enlists in the armed forces of the United States of America. Specifically, the Debtor's obligation to comply with the requirements of Section 8 shall be deferred, upon request, until the Debtor's service in the armed forces ends. The Debtor may take advantage of this deferral for a maximum of three years after the termination or completion of his/her degree plan or non-enrollment from an institution of higher education of record. Once the Debtor's service in the armed forces ends or three years passes from the termination or completion of his/her degree plan or non-enrollment from institution of higher education of record, whichever event occurs first, the Debtor shall have to comply with the requirements of Section 8. All deferrals granted under this section are not valid unless approved in writing by SHEFA. The Debtor must renew his or her deferral annually.
12. In the event of commencement of suit to enforce payment of this Promissory Note / Memorandum of Agreement, the undersigned agree(s) to pay to the Lender for attorney's fees as the Court in the Commonwealth of the Northern Mariana Islands may deem reasonable.
13. The recipient of SHEFA financial assistance together with the parent, if applicant is below 18 years, fully understands and agrees that compliance with the provisions in this Promissory Note / Memorandum of Agreement and all provisions of the SHEFA rules and regulations shall constitute a condition for any and all financial assistance herein by SHEFA as hereby acknowledged and attested to by both the recipient and parent, if recipient is below 18 years. Moreover, this agreement shall authorize SHEFA to request and obtain any and all necessary information from other agencies related to the application for financial assistance, and shall further authorize the SHEFA Office to provide essential information and data such as resume, diploma or degree, name and contact mailing or e-mail addresses to potential employer(s) on Saipan, including posting such information and data on SHEFA's website or its affiliate on Saipan.
14. The parties agree that the courts of the Commonwealth of the Northern Mariana Islands (Superior Court and Supreme Court) shall have exclusive jurisdiction over any Action involving this Promissory Note/Memorandum of Agreement.

This Agreement shall be interpreted using the laws of the Commonwealth of the Northern Mariana Islands.

IN WITNESS WHEREOF, the recipient (Debtor) and / or parent, if recipient is below 18 years, have hereunto set his / her or their hand(s) on the date first above written.

 Print Recipient Name / Signature

 Date

 Print Parent Name / Signature
(If Recipient is below 18 yrs.)

 Date

NOTARY PUBLIC:

On this ____ day _____ of 20____, before me appeared _____ and _____ (recipient parent, if recipient is below 18 years), who executed the agreement contained herein, and duly acknowledge to me that he/she and parent, if recipient is below 18 years, executed the same freely and voluntarily for the uses and purposes therein mentioned.

Notary Public (Print & Sign)

My Commission expires: _____

For SHEFA:

Chairman, Board of SHEFA

Date

For the Municipality of Saipan:

MAYOR JUAN BORJA TUDELA

Date

Form 4
REQUEST FOR ACCESS TO ADMINISTRATIVE RECORDS

SAIPAN HIGHER EDUCATION FINANCIAL ASSISTANCE (SHEFA)

APPLICATION FOR ACCESS TO ADMINISTRATIVE RECORDS

(Any and all requests should be submitted and addressed to the SHEFA Chairperson)

Notice to Applicant:

This application will be processed and evaluated in accordance with applicable policy and statute for public access to administrative records. Applicant agrees to indemnify and hold harmless, in individual and official capacity, of the members of the SHEFA Board of Directors, the Mayor of Saipan and / or the Office of the Mayor of Saipan and the record custodian in charge severally, individually and collectively against any and all liability arising thereupon from this request for access to, utility of and reference to this specific request for administrative record(s), files, or information.

Applicant shall be responsible for the cost of complying with this request. Notification of such cost will be provided to applicant if the custodian determines the requested information or document(s) may be made available.

APPLICANT DATA: (Please type or print legibly).

Name: _____ Title: _____

Daytime Telephone: _____, E-Mail Address: _____

Mailing Address: _____

REQUEST. (Describe the records requested and the compelling governmental interest pursuant to NMI Constitution Article I, Section 10 on right of privacy as restated in I CMC 9903 and in compliance with I CMC 9917 and I CMC 9918 of the Commonwealth Code. Attach additional pages as required).

_____.

Applicant Name (print legibly) and Signature: _____, Date: _____

Dated this ____ day of _____, 2008.

(Print and signature)

IN WITNESS WHEREOF, the Requestor of said access to administrative record has signed as of the date first above written.

COMMONWEALTH OF THE NORTHERN MARIANA ISLANDS: SS

On this ____ day of _____, 2008, before me, the undersigned Notary Public in and for the Commonwealth of the Northern Mariana Islands, personally appeared _____, to me personally known to be the person who executed the foregoing instrument and who acknowledged execution of the same.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.

Notary Public
My commission expires:

Form 5
Survey Instrument: Updating Priority Field of Study

FROM : Felicidad T. Ogumoro _____
 Chairwoman, Saipan Higher Education Financial Assistance
 SHEFA

RE : Priority Field of Study for Saipan (Career Priority Listing)

Hafa Adai!, and Tirow.

Saipan Mayor Juan B. Tudela and the Board of Directors of the Saipan Higher Education Financial Assistance (SHEFA) wish to collaborate with partner agencies in and out of the government in conducting a seminal survey with respect to its administration of the Saipan Higher Education Financial Assistance program (SHEFA).

The purpose of the survey is to solicit input from the partner agencies and the community-at-large as to which fields of study are considered critical, in terms of SAIPAN's future needs for professional and technical manpower. Your feedback is then used to develop a listing of these professional and technical fields, which subsequently determine the selection of applicants for awards under SHEFA priority field of study awards. The listing of these critical career fields is referred to as the SHEFA Priority Field of Study List (career priority list).

We request your assistance to help the board in updating the career priority list (CPL) by recommending at least three (3) major careers, in rank order, that you think would be especially critical and important in terms of our island's future career needs. We'd like for you to provide information on the basis of your selection as well, if available.

This written survey is being undertaken in lieu of a public hearing in which we encourage participants to submit a written testimony or provide an oral presentation. You may also send by e-mail your recommendations to contact@saipanshefa.com or fax at (670) 233-5996. We ask that your input reach the SHEFA Office no later than December 17, 2007. For more information, please call the office at (670) 233-5995. You may also leave a message on the voice mail.

You may fax the form below as well.

TO : SHEFA
 FAX : (670) 233-5996
 SUBJECT : Career Priority List (CPL) Recommendations

I submit the following recommendations, in ranked order (one being most important or having high priority; three being least important or having low priority, but nonetheless important):

Priority Field of Study / Career Priority	Basis for Selection	Reference / Source Document***
1. _____		
2. _____		
3. _____		

Print Name : _____ Signature: _____

Title : _____ Date : _____

Contact No.:

***NOTE: state the reason(s) or basis for selecting the career or priority field of study above and cite what authoritative source document, if any, was your choice or selection based on.

Thank you for your cooperation and time in contributing to our effort in better gauging the workforce needs for the island of Saipan.

Sincerely,
 Felicidad T. Ogumoro
 Chairwoman
 xc. Saipan Mayor Juan B. Tudela

SECTION SIX: SHEFA STATUS / RULES & REGULATIONS

SECTION SEVEN: APPLICATION REVIEW PROCESS & PROCEDURE / FLOW CHART

PROCESS & PROCEDURE FOR REVIEW & PROCESSING OF SHEFA APPLICATION FOR FINANCIAL ASSISTANCE

Working Guideline

NEW, CONTINUING & PREVIOUSLY DENIED ON-ISLAND AND OFF-ISLAND APPLICANTS

Updated Effective Fall 2007 Semester / Quarter

July 3, 2007

(Last updated October 11, 2007)

Fall Term Deadline: July 1st (unless it falls on a weekend or holiday)

Spring Term Deadline: December 1st (unless it falls on a weekend or holiday)

1. No application for SHEFA financial assistance program, which is operated under the auspices of the Office of the Mayor of Saipan, shall be received and accepted that is not signed and dated by the applicant and / the parent if applicant is below 18 years old for new, continuing or on-going or previously denied applicants or recipients. In addition, no application shall be received and accepted by SHEFA without the required supporting documents or vice versa. This procedural requirement applies to undergraduate, graduate, and advanced or post-graduate level students who are on concurrent and sequential class program. It also applies to any applicant or recipient of SHEFA assistance who is required, upon a show of proof certified by the relevant institution of record, to undergo additional internship, training or fieldwork on their field of study. Moreover, this requirement applies to all applications irrespective of the mode of delivery of the application and supporting documents (i.e., postal, electronic or walk-in).

2. Daily downloading of electronic information and data is to be performed by staff daily. The process shall include, but not limited to, uploading and downloading of electronic mail, images, and pertinent documents. Staff shall endeavor to provide feedback or response on individual inquires. Electronic application is to be downloaded, printed, and analyzed by staff before the application packet is forwarded to the award committee chairperson for committee evaluation and recommendation to the full board.

3. A term master list of SHEFA applicants and recipients shall be bifurcated, maintained and updated for those who are on concurrent and sequential class program. (Sequential program is generally based on a cohort grouping, clock hours, or a method of computing course credit, grade point average, etc that is duly recognized and approved by an accrediting body or commission in the United States sanctioned by the U.S. Department of Education and / or the Commission on Higher Education in the United States). The purpose for bifurcating the list is to ensure record accuracy and timeliness in the review and disposition of the application packet (i.e., forward vs. reimbursement award).

4. The minimum required supporting documents for new or previously denied applicants shall include, but not limited to: 1. Letter of Acceptance to Post-Secondary Institution of Record for entering or transfer status (a). 2. United States of America Passport. 3. Proof of Residency (i.e., Current Voter Registration, Income Tax Form Filed on Saipan) (b). 4. Official Sealed & Most Recent/Current Transcript (c). If official transcript is unavailable at time of in-take prior to or on application deadline, then unofficial copy may be accepted for in-take only. Final deadline for official transcript per board is Sept. 30th for Fall term and February 28th for Spring term. 5. Current or Latest Class Registration & Schedule (d). If official class schedule / registration is unavailable at time of in-take prior to or on application deadline, then unofficial copy may be accepted for in-take only. Final deadline for official class schedule per board is Sept. 30th for Fall term and February 28th for Spring term. 6. IDP endorsed and signed by academic advisor. Applicants / recipients must be reminded to submit current and updated resume and career assessment information to SHEFA as part of the application package. If signed or unsigned IDP is unavailable at time of in-take prior to or on application deadline, then final deadline for signed IDP per board is Sept. 30th for Fall term and February 28th for Spring term.

(a) Copy of enrollment or application certification is deemed acceptable for in-take purposes, NOT to award. Letter of Admission must be submitted before financial assistance check is released, in addition to signed and notarized MOA and official transcript.

(b) Applicant / recipient of SHEFA assistance must not only register to vote on Saipan, but also cast a vote in an election precinct at every election in order to maintain a Saipan residency for purposes of eligibility for SHEFA assistance. Failure to cast a vote on an election requires a show cause hearing on residency.

(c) Official receipt of transcript request is acceptable for in-take purposes only.

(d) Class registration is an exception on number 5 of paragraph

5. The minimum required supporting documents for continuing or on-going applicants shall include, but not limited to the information and stipulation referenced in paragraph 7.

6. Any application and supporting document(s) shall be stamp dated on the date and time of receipt by SHEFA.

7. Completed application packet shall be certified for accuracy and completeness within ten (10) working days after the Fall or Spring term application deadline, after which the application packet attached with the appropriate in-take form and a listing of any applicant or recipient by batch number are forwarded by SHEFA to the SHEFA Board of Directors for its review, action and disposition. Completed application packet for in-take, processing and review is operationally defined as having satisfied the requirements identified on numbers 1-4 in paragraph 4 herein in order to receive and accept any new or previously denied application. The requirements on numbers 2 and 4-6 in paragraph 4 shall apply to continuing or on-going application. The requirement on item number 6 of paragraph 4 is required not only for an applicant or a recipient seeking consideration on a priority field of study, but also for all applicants and recipients seeking financial assistance from SHEFA in general. Any applicant or recipient may voluntarily withdraw or defer an application from consideration on a given term in writing or by phone. If an applicant or recipient requests for a withdrawal or deferment over the phone, then SHEFA must require an unequivocal identification from the caller (e.g., driver's license, date of birth, social security number, place of residence, place of birth, etc.).

8. No application or supporting document(s) shall be forwarded to the SHEFA Board of Directors for review, action and disposition without an in-take review form attached to the application packet and / or pertinent supporting document(s) which is (are) stamp dated and proof that the application and the required supporting document(s) are certified for prior review. Once an application packet is approved by the board for a grant-in-aid award, the priority award may be processed administratively by SHEFA for the chairperson's signature to the Secretary of Finance without the benefit of another board review and approval, unless the field of study in which the grant-in-aid was approved is different from the major in which it was previously approved.

9. Any application with the minimum required supporting documents submitted, received and accepted by SHEFA as complete for in-take purposes only after the deadline for the Fall term on **July 1st** or for the Spring term on **December 1st** of each calendar year shall be automatically returned to the applicant. The applicant, at his / her option, may request SHEFA in writing within ten (10) days for re-consideration of the application on the subsequent term, however. The deadline specified herein on this paragraph and hereinafter on all subsequent paragraphs shall be inclusive of the postmarked deadline of July 1st for the Fall term or December 1st for the Spring term.

10. Any application and the required supporting documents submitted, received and accepted by SHEFA as incomplete for in-take purposes on or before July 1st for the Fall term or December 1st for the Spring term shall be automatically returned to the applicant upon a request by the applicant in writing within ten (10) working days unless a request by the applicant is granted to consider the application packet for the subsequent term. SHEFA shall endeavor to communicate as expeditiously as it is practicable to the applicant on the status of an incomplete application and / or supporting document(s), including the deadline for submission, electronically (i.e., phone, fax or e-mail) or in person for walk-in with written copy of the communication filed in the applicant's record for future reference (i.e., appeal). This paragraph shall be interpreted to be consistent with the six minimum (6) requirement referenced in paragraph 4. At its discretion, SHEFA may also endeavor to make the information or data available electronically in the applicant's or recipient's electronic profile.

11. Any application submitted, received and accepted by SHEFA as complete for in-take purposes on or prior to the Fall or Spring deadline, including all required supporting documents, except the latest and current class schedule from the institution of record for new entrant to college after high school or as a transfer student to another institution of record, may be reviewed and processed by SHEFA and shall first received prior certification for accuracy and completeness within ten (10) working days after the application deadline, after which the application packet attached with the appropriate in-take form and a listing of applicants by batch number are forwarded by SHEFA to the SHEFA Board of Directors for its review, action and disposition. However, SHEFA shall not disburse or release any financial assistance check (i.e., grant, priority field, and / or

GPA scholarship) without first receiving a current official class schedule, an original copy of a signed and notarized memorandum of agreement, an official transcript from an institution of record (note: this is effective Fall 2007 forward) and SHEFA default clearance or other outstanding obligation with SHEFA.

12. Any official notification from or by the SHEFA Office relative to the status of a complete application submitted, received and accepted by SHEFA on or prior to the Fall or Spring deadline shall be communicated in writing by postal or electronic mail within ten (10th) working days following a review and certification by SHEFA and / or subsequent review, action and disposition by the SHEFA Board of Directors, whichever is sooner, unless it falls on a weekend or legal holiday. At its discretion, SHEFA may also endeavor to make the information or data available electronically in the applicant's or recipient's electronic profile.

13. Any official notification by the SHEFA Office on the status of an incomplete application that is submitted, received and by SHEFA at least five (5) working days prior to the Fall or Spring deadline shall be communicated in writing by SHEFA prior to the application deadline, unless it falls on a weekend or legal holiday. Any application submitted by any applicant without supporting documents by postal or electronic mail to SHEFA within the time period specified herein prior to July 1st for the Fall term or prior to December 1st for the Spring term must be required to submit any and all identified deficiencies no later than July 1st for the Fall term or December 1st for the Spring term, unless it falls on a weekend or legal holiday. At its discretion, SHEFA may also endeavor to make the information or data available electronically in the applicant's or recipient's electronic profile.

14. Any applicant who is denied SHEFA financial assistance by the SHEFA Board of Directors may appeal the decision in writing directly to the board within ten (10) working days of the postmarked date of the denial letter.

15. Any applicant who is denied financial assistance may request in writing for the return of the original application and supporting documents by SHEFA at the applicant's expense. Otherwise, the application and / or supporting(s) may be kept on file at SHEFA.

16. Under no circumstances shall a SHEFA financial assistance check be issued by or in the name of SHEFA or the Office of the Mayor of Saipan for any type of financial assistance unless and until the latest official transcript from the institution of record, current class registration and schedule and an original signed and notarized copy of the SHEFA Promissory Note/ Memorandum of Agreement (MOA) are received and accepted by SHEFA and provided further that the applicant or recipient has no outstanding obligation whatsoever with SHEFA.

17. No SHEFA check shall be disbursed or released to an unauthorized individual or third party other than the applicant / recipient himself or herself. The recipient may designate and duly authorize in writing a person other than himself or herself to receive any financial assistance checks from SHEFA covering the specific term (e.g., Fall) and year (e.g., Fall 2006). Any written designation and authorization shall only be valid for one year at a time and may be renewed every year thereafter at the discretion of the applicant. Any written authorization by a SHEFA applicant or recipient to any individual other than himself or herself or to a third party shall NOT be construed to impair or diminish the capacity, obligation or liability of the SHEFA applicant or recipient for any breach of contract based on representations on the application and supporting document(s) and specifically on the terms and conditions of the memorandum of agreement signed by and between the recipient of SHEFA financial assistance, the SHEFA Board of Directors and the Office of the Saipan of Saipan; the SHEFA rules and regulations; applicable laws; SHEFA advisory notice; and SHEFA board directive(s).

18. All applications submitted, received and accepted by SHEFA for financial assistance shall be organized, classified and disposed of in the following categories:

Category 1. Award. This category includes two sub-categories. The first subcategory includes applications that meet all SHEFA requirements in accordance with its rules and regulations, applicable statutes and procedures. The second subcategory includes all other applications whose deficiency is the current official class registration and schedule and promissory note / memorandum of agreement (i.e., conditional award).

Category 2. Denial. This application category does not meet the basic eligibility or qualification requirements pursuant to the SHEFA rules and regulations, applicable statutes and SHEFA procedures. Any applicant who is denied financial assistance may appeal in writing directly to the SHEFA Board of Directors within ten (10) working days of postmarked date.

Category 3. Deficient. This category involves a complete application and supporting documentation submitted on the deadline for Fall or Spring, except the most recent or current class schedule / registration / promissory note / memorandum of agreement / IDP and provided due diligence compliance period up to September 30th for the Fall Term and February 28th for the Spring Term. A deficient application with all supporting documents on file except the enumerated documents herein may be processed and forwarded for board action provided the official transcript is received upon which a request for the processing of check(s) shall be forwarded to the Department of Finance.

19. All applications received by SHEFA are to be organized and entered into an electronically retrievable file and classified as a new, renewal or previously denied application by cohort group for on-island and off-island applications respectively.

20. Only authorized board member and / or SHEFA personnel shall be allowed to deliver official communication or documents and perform follow-up queries with Finance and / or pick up check(s) at the CNMI Treasury. A batch tracking inventory sheet shall be signed and dated by the SHEFA staff or authorized board member and the CNMI Treasury when delivering the request for check processing to the Secretary of Finance and in accepting checks from Treasury. The crosschecking procedure herein is to ensure consistency and timeliness in check disbursement and improve on internal control and accountability on both SHEFA and Finance.

21. No check shall be disbursed by SHEFA without first having received an original copy of a signed and notarized promissory note / memorandum of agreement, the latest official transcript from the institution of record and the most current class schedule and provided further that the applicant does not have any outstanding default, current, or unmet obligation with SHEFA.
22. Any financial assistance check for grant, priority field, performance scholarship or any other form of SHEFA assistance not disbursed or released to the applicant or recipient by December 1st for the Fall Term and July 1st for the Spring Term shall be automatically prepared by for de-obligation by SHEFA and any and all checks to be returned to the Secretary of Finance with a cover letter signed by the Chairperson of the SHEFA Board of Directors and addressed to the CNMI Secretary of Finance and a copy provided to the CNMI Treasury. The same procedure applies in making re-payment deposits on default accounts. On any deposit made by SHEFA at the CNMI Treasury, the Treasury shall provide an original copy of a deposit slip or re-payment receipt to SHEFA and in turn for SHEFA to furnish the original copy to the payee on the default account. A duplicate copy of the receipt shall be kept on the payee's file at SHEFA.
23. Effective Spring 2007, no priority field of study assistance will either be considered or entertained by SHEFA without a written graduation plan or individualized degree plan (IDP) from the official institution of record that is endorsed and signed by the student's program advisor detailing the course requirements (i.e., general education, core, residency and program requirements) and course progress schedule on the declared major field of study indicated on the promissory note / memorandum of agreement. The deadline for submission of an IDP to SHEFA shall be adhered to at all times pursuant to paragraph 3 herein. Moreover, SHEFA shall monitor and enforce the course scope and sequence submitted by the applicant or recipient based on the graduation plan or IDP as endorsed and signed by the student's program advisor at the institution of record irrespective of the field of study. IN other words, all SHEFA applicants or recipients shall be required to submit a graduation plan or IDP.
24. Effective Fall 2007, all SHEFA recipients must register, enroll and complete a minimum of 12 credits at the institution of record pursuant to section 19 of the amended regulations. The minimum required college course credits (except remedial or course repeat) must be taken, completed and earned at the recipient's official institution of record referenced to and indicated on the most current and latest promissory note / memorandum of agreement. Furthermore, SHEFA will only use, apply and make reference to the cumulative and term grade point average based on the official transcript received from the recipient's official institution of record. SHEFA's minimum credit requirement shall be applied equally to any applicant or recipient of SHEFA (AA or BA), graduates (MA / MS) and advance or post-graduates (Ph.D., Ed.D., J.D., M.D., etc).
25. Effective Fall 2007, all applications for new, renewal or previously denied applicants are required to utilize SHEFA's on-line application platform, which automatically records, stores and makes files electronically accessible, timely and accurate. (Printed applications shall be manually entered by SHEFA into the SHEFA's electronic database). Applicants and recipients shall be required to periodically update resume on-line as well as use SHEFA's Career Prep Voucher in obtaining technical assistance for mapping out career options, job preference and work interest (career path) and to facilitate and expedite the development of job search skills and other essential work ethics and survival skills while in college, NOT afterwards.
26. A recipient or applicant of SHEFA assistance in default in or for any given term with SHEFA must immediately cure or provide immediate remedy to cure the default as a prerequisite in re-establishing eligibility with SHEFA and for SHEFA assistance. Default status is based on the SHEFA MOA, rules and regulations, applicable laws, advisory notice, and SHEFA board directive. Any applicant or recipient of SHEFA is to be notified in writing by SHEFA about the particulars of said default status and the remedies to take within a reasonable time to cure or resolve the default. Any SHEFA applicant or recipient who is in arrears of not more than five (5) monthly re-payments (provided it is within the statutory limit for recovery of loan) shall be given one last demand notice before any legal proceeding or action is taken against the recipient in default by the Office of the CNMI Attorney General through an official act in a duly constituted SHEFA Board of Directors special or regular meeting.
27. Any applicant or recipient of SHEFA shall comply with the SHEFA's mandatory record close-out requirement by providing SHEFA with the latest and most current official transcript from the institution of record, copy of degree (if graduated), verification of employment on Saipan.
28. A SHEFA applicant or recipient who graduates from college; fail to graduate from college or terminate his or her college study prior to matriculation is required to notify SHEFA in writing within 90 days (3 months) on his / her status pursuant to the SHEFA rules and regulations and the promissory note / memorandum of agreement. Otherwise, the applicant or recipient will automatically be placed on either term or matriculation default status.
29. No check shall be requested through the SHEFA program to the Department of Finance nor any check(s) disbursed to new, continuing or on-going or previously denied applicant or recipient without complying with the protocols heretofore, applicable provisions of the SHEFA rules and regulations, laws, SHEFA advisory notice and SHEFA board directive.

30. SHEFA financial assistance is a privilege and not an entitlement. Therefore, all applicable requirements of and by the SHEFA program must be severally and collectively adhered to at all times not only in initially establishing eligibility and subsequently remaining eligible for assistance, in which case any and all SHEFA financial assistance is considered a debt by the debtor, the applicant or recipient, on the part of the recipient until and unless SHEFA through the SHEFA Board of Directors **and** the Office of the Mayor of Saipan, SHEFA lender of record certifies compliance on all terms and conditions of the MOA, SHEFA rules and regulations, applicable law(s) governing the SHEFA program, SHEFA advisory notice, and SHEFA board directive.

31. It shall be the sole responsibility of the SHEFA applicant or recipient to keep abreast of the latest SHEFA rules and regulations, the terms and conditions of the SHEFA memorandum of agreement, SHEFA advisory alert(s), notice(s), or directive(s) and laws that are posted in the SHEFA website located in the *What's New* menu.

As a SHEFA applicant, recipient or one with interest in postsecondary opportunities, the incumbent is expected and required to log on regularly to www.saipanshefa.com in order to be abreast of information on opportunities, requirements, notices and advisory alerts by SHEFA. SHEFA's promissory note / memorandum of agreement (M.O.A.), SHEFA regulations, and general and specific information are also accessible electronically.

Beginning Fall 2007, SHEFA intends to fully automate all applications for new and renewing applicants into its database, and thus will require all new and on-going applicants to utilize SHEFA's On-Line application platform. Be further advised that effective Fall 2007 and thereafter SHEFA applicants and recipients (new and on-going) are required to register and enroll in at 12 credits to be on fulltime status pursuant to the SHEFA regulations.

Just as important to SHEFA is to be kept abreast and updated on the scholastic progress and life experiences from any SHEFA applicant or recipient while in college and following graduation and thus encourages all applicants and recipients to communicate regularly with SHEFA by regular mail or electronic mail (e-mail). It is further encouraged upon all applicants and recipients to make recommendations on how SHEFA could better serve the needs of students in college and in seeking gainful employment or establishing entrepreneurship after graduation. SHEFA applicants or recipients are expected to regularly update the SHEFA Office on e-mail and mailing addresses as well as applicable phone contact information on Saipan and abroad.

Applicants and recipients alike are reminded to update resumes regularly, incorporating significant life changing and career related experiences. Moreover, SHEFA implores on all applicants and recipients of SHEFA assistance to avail of SHEFA's vintage *Career Prep Voucher* in order to get an early start in determining career preference and interest (i.e., career path) in order to have sufficient lead time to develop job search skills and other essential work ethos while in college.

No. 2 is a new addition while no. 8 is an expanded proviso as of Oct. 11, 2007

SECTION EIGHT: SHEFA BOARD BY LAWS

BY-LAWS
BOARD OF DIRECTORS
Of
SAIPAN HIGHER EDUCATION FINANCIAL ASSISTANCE

(SHEFA)

We, the undersigned Members of the Board of Directors of the Saipan Higher Education Financial Assistance, hereinafter refer to the SHEFA Board, for the purpose of establishing and facilitating the orderly conduct of the regular or special meetings of SHEFA Board, do hereby endorse and approve these by-laws as the By-Laws of the Board of Directors of the Saipan Higher Education Financial Assistance in accordance with Saipan Local Law 13-21 as amended.

ARTICLE I. NAME OF ORGANIZATION

The name of this organization is the Board of Directors of the Saipan Higher Financial Assistance (SHEFA Board”).

ARTICLE II. PRINCIPAL OFFICE

The principal office is P.O. Box 10001, PMB 3648, Garapan, Saipan, MP, 96950.

ARTICLE III. AUTHORITY

The Saipan Higher Education Financial Assistance is established and organized pursuant to the Saipan Local Law 13-21 et seq. on February 2, 2004 as amended.

ARTICLE IV. COMPOSITION, APPOINTMENT AND TERM OF THE SHEFA BOARD

Section 1. The SHEFA Board is composed of five (5) voting members who are appointed at-large from the third senatorial district of the CNMI by the Mayor of Saipan hereinafter refer to the "Mayor" and the mayor's appointees are subject to confirmation by the Saipan and Northern Islands Legislative Delegation; hereinafter refer to "SNILD". The mayor is a lawful ex-official member of the SHEFA board.

Section 2. The five voting members consist of persons who are lawful residents of the third senatorial district for at least three (3) years immediately prior to appointment who are eligible to vote in the Commonwealth and be at least 21 years of age. Saipan Local Law 13-21 initially calls for all five voting members to serve a term of two years, but this was subsequently amended by Saipan Local Law (SLL) 14-13 which staggered the terms of two (2) members to serve a term of three (3) years and three (3) members to serve a term of two (2) years. SLL 14-13 requires each member of the board to remain in office as a board member until his or her successor has been appointed and has qualified. All Members of the SHEFA Board shall serve their terms commencing on the date of appointment unless earlier disqualified and is consistent with Saipan Local Law 13-21.

Section 3. No person who holds an elective office in any branch of the Commonwealth or Municipal Governments shall be eligible to serve on the SHEFA board.

Section 4. Any member of the SHEFA board is subject to removal by the Mayor on grounds of gross neglect, conviction of a felony, or mental or physical incapacity and / or in accordance with these by-laws, SHEFA board policies, the CNMI Constitution and applicable CNMI or local statutes.

Section 5. A vacancy on the Board on account of death, resignation or removal shall be filled as provided by law.

ARTICLE V. POWER, FUNCTION AND DUTY OF THE SHEFA BOARD

Section 1. The SHEFA Board of Directors shall establish policies pertaining to higher education financial assistance consistent with Saipan Local Law 13-21.

Section 2. The Board shall administer the higher education financial assistance program for eligible residents of Saipan as authorized in Saipan Local Law 13-21. In addition, the Board may establish and revise rules, regulations and policies necessary for the operations of the Board and the SHEFA program on its own or through its agents.

Section 3. The Board shall have authority and control of all funds appropriated by the Saipan and Northern Islands Legislative Delegation or the Commonwealth Government or otherwise made available to the Board for higher education financial assistance. The Board may designate the chairperson or another member to carry out specific functions relating to the financial management of the funds subject to the authority and direction of the Board.

Section 4. The Board shall receive and accept from any individual, association or corporation, gifts, grants and donations of money and make public all gifts, grants, donations, bequests and other contributions to the SHEFA Board and / or SHEFA program for the purpose of providing higher education financial assistance.

Section 5. The SHEFA Board shall endorse and recommend an annual report prepared by the SHEFA office and present such report to the Mayor, Governor, Presiding Officers of the Legislature or the Saipan and Northern Islands Legislative Delegation on or before January 30 of each year.

Section 6. The Board shall enter into such contracts as are necessary or incidental to the performance of the Board's duties and in carrying out the function of the Board under Saipan Local Law 13-21. The Board may designate the chairperson or another member to execute contracts on its behalf subject to the authority and direction of the board.

Section 7. The Board shall record, monitor, and maintain records of monies received by the Board for higher education financial assistance and for its operational costs.

Section 8. The Board shall establish programs for higher education financial assistance including, but not limited to, grants and merit-based scholarships.

Section 9. The Board shall set up procedures for awarding higher education financial assistance.

Section 10. The Board shall prioritize fields of study for which higher education financial assistance will be granted.

Section 11. The Board shall received and review applications for higher education financial assistance from the Board.

Section 12. The Board shall establish criteria for eligibility for higher education financial assistance with significant attention to those with special needs, which shall include, but not limited to: 1. The financial status and capability of the applicants, including the sources of financial assistance support (i.e., the income of parents or guardians; 2. The fields of study to be pursued by the applicants; and 3. The tuition, fees, and room and board to be incurred by the applicants. 4. Eligibility to receive other forms of financial aid from the Commonwealth and the Federal Governments.

Section 13. The Board shall receive, maintain and review records of all higher education financial assistance granted by the Board.

Section 14. The Board shall issue an annual report to the Mayor of Saipan, the Saipan and Northern Islands Legislative Delegation, and the Saipan and Northern Islands Municipal Council which shall include, but not limited its policies, financial reports, listing of students by school attended and school year, and any other information which the Board, the Mayor, the Legislative Delegation and the Council may deem appropriate.

Section 15. The Board shall prescribe reasonably necessary rules and regulations pursuant to I CMC §§ 9101 through 9115, Administrative Procedure Act, to carry out the intent of this Act.

Section 16. The Board shall do any and all other things necessary to the full and convenient exercise of the above powers.

Section 17. The Board shall approve the functional and operational organization charts for SHEFA.

Section 18. The Board may include programs of remediation, enrichment and tutorial within its jurisdiction as special projects.

Section 19. The Board shall formulate, review and approve of its own budget; review and approve the budget for the SHEFA program; and the approved budgets shall be submitted to the Mayor, Governor, the Legislature and / or the Saipan and Northern Islands Legislative Delegation (SNILD).

Section 20. In April of each year, the Board shall prepare goals and objectives for the upcoming academic year and meet to discuss such goals and objectives as they relate to the SHEFA program and SHEFA Board operational budget.

Section 21. The Board will review on appeal any administrative matters designated for the Board's review under the SHEFA policies or regulations.

Section 22. The Board may disseminate pertinent information to the public regarding opportunities for postsecondary financial assistance, among others.

Section 23. The Board may act in its own name with respect to federal programs.

Section 24. The Board may propose legislation and make appropriate recommendations to the legislature on policies governing the Saipan Higher Education Financial Assistance program and the operations of the SHEFA Board and the SHEFA program.

Section 25. The Board shall ensure that all SHEFA applicants or recipients pursue postsecondary education at institutions of learning that are accredited by an accrediting commission in the United States that is recognized and approved by the United States Department of Education.

Section 26. The Board shall perform all acts that the Board deems necessary and proper to operate SHEFA and the SHEFA Board.

ARTICLE VI: RESPONSIBILITY OF SHEFA BOARD MEMBERS

Section 1. Members shall attend all regularly scheduled SHEFA Board of Directors meetings insofar as possible. Any member failing to attend the meeting of the Board for three (3) consecutive regular meetings, unless excused by a majority of the Board for reasons satisfactory to the Board, shall be deemed to have neglected his / her lawful duty; and the Secretary / Treasurer of the SHEFA Board shall certify the absences to the Board. The Board Member may be removed for neglect of duty as provided by the Constitution, CNMI and local statutes. The vacancy shall be filled as provided by the Constitution, CNMI and local statutes. Attendance for purposes of this section shall be defined as actual, physical attendance at the Board meeting until all of the business of the Board has been completed unless a member is excused by a majority of the Board.

Section 2. SHEFA Board Members shall come to the SHEFA Board of Directors meetings informed concerning the issues to be considered and be prepared to deliberate on the issues and contribute to the discussion as well as to be able to thoughtfully consider the opinions of motions.

Section 3. SHEFA Board Members shall respect the rights of other members, respect the Chairperson's authority, and observe decorum at all times during the debate on motions.

Section 4. SHEFA Board Members shall consider and vote on motions. Members shall avoid abstaining except when required by statute or SHEFA policy or regulation. The members of the Board have been appointed by the mayor to make difficult decisions on behalf of the students, parents, patrons and Saipan and Northern Islands communities. The concept of trusteeship requires each member to review the issues under the Board's consideration and to take a stand regarding those issues. A member who has conformed to the above-described tenets of knowledge, open discussion, independent judgment, and civility should be prepared to cast a vote on each of the issues before the board.

Section 5. A Board member may be censured by a majority vote of the voting members for a failure to regularly attend meetings in a timely manner, for a neglect of duty, for violating Board policies or regulations, for divulging information discussed during an executive session or for any conduct the majority of the Board deems not to be in the best interest of the SHEFA Board, the Mayor of Saipan, the Saipan and Northern Islands Legislative Delegation (SNILD), the Governor, the Presiding Officers of the Legislature or Chairperson of Legislative Standing Committee or SHEFA applicants or recipients, parents and patrons.

ARTICLE VII: SHEFA BOARD MEETING

Section 1. Regular meetings of the Board shall be held at least once every month, unless otherwise specified and concurred by the full SHEFA Board of Directors.

Section 2. All regular meetings of the Board shall be open to the public and be publicly announced at least seventy-two (72) hours in advance with the exception of executive sessions involving matters specified in I CMC Section 9912.

Section 3. Special meetings shall also be open to the public except for executive sessions involving matters specified in I CMC Section 9912. The Chairperson of the Board or a majority of the voting members of the Board may call special Meetings. Written notice of a Special Meeting to all voting Board members is required at least 24 hours before the meeting and must state the date, time, place and business to be transacted. Any member who at or prior to the time of the meeting submits a written waiver to the SHEFA program and SHEFA Board consultant waives such notice. Any member who is actually present at the time the meeting

convenes also waives such notice. The notices provided in this section may be dispensed with in the event of an emergency involving injury or damage to person or property or the likelihood of such injury or damage when the time requirements of such notice would make impractical and increase the likelihood of such injury or damage.

Section 4. The Chairperson shall prepare an agenda for each regular and special meeting in conjunction with the members of the Board and in collaboration with the SHEFA consultant and staff.

Section 5. A quorum to conduct business of the SHEFA Board shall consist of three (3) voting members of the Board. Actual physical presence at a meeting is not required if a Board member is unable to appear at the designated meeting place. The Board may use modern technology such as conference by telephone (i.e., teleconferencing) or video to hold meetings and establish a quorum.

Section 6. A member of the SHEFA Board must be present in order to vote on any issue before the Board. A proxy vote of Board members will not be valid.

Section 7. A majority vote of three (3) voting members will constitute legal action by the Board except for the removal of Board members or Officers of the Board, as provided respectively in Article IV Section 4 and Article VIII Section 2.

Section 8. The Board members who are non-CNMI government employees will be given honorarium for regular meetings and special meetings actually attended at the rate established by law (i.e., Public Law 15-32), which is sixty dollars (\$60.00) for a full day and thirty dollars (\$30.00) for half a day. The half-day rate shall be given for any one meeting of less than two (2) hours or more than four (4) hours in duration. The full-day rate shall be given for any one meeting not less than four (4) hours. Members who are employed by the CNMI government shall receive a regular salary under administrative leave status in lieu of honorarium or compensation for meetings held during working hours. If official meetings both regular and special are held after 4:30 p.m. or on weekends or government holidays, CNMI Government employees shall be compensated at the same rate as non-Government employees.

Section 9. SHEFA Board Members may be provided per diem and other travel benefits consistent with the rates and guidelines for the executive branch. No honorarium shall be given to any Board member while on travel status outside of the CNMI.

Section 10. The SHEFA Board meeting Order of Business may be substantially as follows: 1. Call to Order. 2. Roll Call. 3. Adoption of Agenda. 4. Adoption of Minutes. 5. Chairperson's Report. 6. Standing Committee Reports. 7. Old Business. 8. New Business. 9. Consultant Report. 10. Executive Session, if necessary. 11. Miscellaneous. 12. Discussion of Agenda & Calendar for Next SHEFA Board Meeting. 13. Adjournment.

Section 11. A written agenda and written minutes of every open meeting of the Board shall be prepared and maintained by the SHEFA Board of Directors. Minutes should be prepared for adoption at the next meeting and made available for review within thirty (30) working days after

the adoption of the minutes. Upon adoption by the SHEFA Board, the Secretary/Treasurer of the Board will certify the authenticity and accuracy of the minutes by his or her signature.

ARTICLE VIII. OFFICERS OF THE SHEFA BOARD

Section 1. There shall be at least three officers of the SHEFA Board of Directors: a Chairperson; a Vice-Chairperson; and a Secretary/Treasurer. These officers shall be elected by a majority of the voting members of the SHEFA Board during the regular January meeting of each year. Each officer shall serve for a term of one year, except for death, resignation or removal. The same Members may be re-elected.

Section 2. Removal. An officer chosen by the Board under this Article shall be removed by the concurrence of three (3) of the voting Board members for a conviction of a felony or mental incapacitation. An officer shall be removed by a concurrence of four (4) voting members for neglect of duty or upon a vote of no confidence. Neglect of duty shall occur when the officer has accumulated three (3) consecutive unexcused absences from regular board meetings as reflected in the Board minutes. The Board members shall state on the record during the vote for removal the officer's actions resulting in a no confidence vote.

Section 3. Vacancies. A vacant officer position which occurs by the death, resignation or removal of a SHEFA Board member shall be filled when elected by a majority of the voting members of the Board at the regular Board meeting following the Mayor's appointment and confirmation by SNILD of the new Board member. If the officer who resigned or was removed by the Board is still a Board member, then the majority of the Board will elect a new officer at the regular Board meeting following the officer's removal or resignation.

Section 4. Duties of Chairperson. The Chairperson shall collaborate and communicate with the Governor's office, the Legislature, other government agencies, the media and the community on behalf of the SHEFA Board of Directors. The Chairperson shall preside at all meetings of the Board, appoint members to committees and designate the Chairperson thereof in consultation with majority of members, and shall have such powers and perform such duties as may from time to time be specified by the Board. In appointing members to all committees, the Chairperson shall give appropriate recognition to the expressed desire or preference of each member to serve upon a particular committee or committees.

Section 5. Duties of Vice-Chairperson. In the absence of the Chairperson, the Vice-Chairperson shall assume the duties and responsibilities of the Chairperson. The Acting Chairperson shall also have such powers and shall perform such duties as may from time to time be specified in resolutions or other directive of the SHEFA Board of Directors.

Section 6. Duties of Secretary / Treasurer. The Secretary/Treasurer shall review all SHEFA Board meeting minutes prior to adoption and assist the SHEFA Board with the formulation, review and adoption of the SHEFA Board and the SHEFA program budget. Upon adoption by the SHEFA Board, the Secretary/Treasurer of the SHEFA Board of Directors shall certify the authenticity and accuracy of the minutes. At the request of the majority of members at each regular or special SHEFA Board of Directors meeting, the Secretary / Treasurer shall present the status of the SHEFA Board of Directors budget, including expenditures as well as the SHEFA program budget and expenditures. The Secretary / Treasurer shall also perform such duties as may from time to time be specified in directives of the Board.

ARTICLE IX. STAFF & PROFESSIONAL RESOURCE OF THE SHEFA BOARD

Section 1. The SHEFA Board of Directors may request the Mayor for administrative, personnel and logistic support subject to resource availability of the office.

Section 2. The Board may utilize its own fiscal resources as provided by law to hire any staff or retain any professional or independent service necessary to do any and all other things to the full and convenient exercise of its power, function, duty and responsibility for purposes of program implementation and administrative operation of the SHEFA program and to provide technical assistance to the SHEFA Board of Directors.

ARTICLE X. SHEFA BOARD COMMITTEE

Section 1. The Board may establish committee necessary for the conduct of its business and to assist it in carrying out the Board's power, function, duty and responsibility. The Board may not delegate its power, function, duty and responsibility, which, by law, regulation, policy or as prescribed in the bylaws herein must be exercised by the SHEFA Board of Directors. Any committee report may be made in written form or be presented verbally at a Board meeting at the discretion of the SHEFA Board of Directors.

Section 2. The SHEFA Board of Directors may establish special or ad hoc committee in addition to the following initial standing committees of the board:

1. Committee on Award (COA)
2. Committee on Policy & Procedure (CPP)
3. Committee on Program & Development (CPD)
4. Committee on Appeal (CAPP)
5. Committee on Finance, Legislative & Community Affairs (CFLCA)

Section 3. Each committee shall be headed by a chairman appointed by the Chairperson of the SHEFA Board of Directors with advice and consent of the majority of the members. The duties and responsibilities of the standing Committees may include, but not limited to:

A. Committee on Award (COA)

1. To review and dispose of all applications for SHEFA financial assistance prior to full board action.
2. To review and recommend to the full Board on financial assistance awards, denial, and default of SHEFA applicants or recipients.
3. To present narrative or statistical report on SHEFA awards, denial, default, graduates and employment of or service provided by graduates pursuant to the terms and conditions of the SHEFA promissory note / memorandum of agreement.
4. To recommend proposed rules and regulations, directive, advisory, etc. on issues governing criteria for award, denial, default and provisions of services by graduates to the full board.

5. To periodically review the amount for grant, priority field of study, performance-based (i.e., GPA scholarship), student or parent loan and other financial assistance relative to the cost of postsecondary education and to recommendation adjustment in the amount to the full board from time to time accordingly.
6. To review and serve as an advocate on issue involving wage and compensation of college graduates.
7. To review and recommend to the full Board policies, practices, and procedures relative to criteria for award, denial, default and service provision.
8. To do any and all other things necessary to the full and convenient exercise of its authority within its jurisdiction.
 - B. Committee on Policy & Procedure (CPP)
 1. To familiarize itself with the latest trends in higher education with respect to graduation requirements, issues on higher education accreditation, school finance and higher education financial assistance program.
 2. To familiarize itself with current federal requirements and guidelines for higher education programs, finances, employment, etc.
 3. To review and recommend to the full Board policies, practices, and procedures which assist in their performance in college, increase recruitment and retention and issues on postsecondary dropout prevention, career guidance and counseling, among other things.
 4. To review and recommend to the full Board policies, practices, and procedures for exemplary academic performance and improved academic and career guidance and counseling in college as well as to mitigate problems on “brain drain” and culture shock.
 5. To do any and all other things necessary to the full and convenient exercise of its authority within its jurisdiction.
 - C. Committee on Program & Development (CPP)
 1. To identify and catalogue successful practices in higher education program development and implementation.
 2. To develop plans and designate fund allocations per type of financial assistance in order to expand the SHEFA funding portfolio beyond SNILD appropriation to include federal grants, private funds, endowment, fundraising, and other forms of private, government or non-profit pecuniary or non-pecuniary contributions or donations.
 3. To review and recommend to the full Board policies, practices, and procedures on higher education relative to program development and capitalization of the SHEFA portfolio.
 4. To do any and all other things necessary to the full and convenient exercise of its authority within its jurisdiction.
 - D. Committee on Appeal (CAPP)
 1. To hear all appeals by SHEFA applicants or recipients.
 2. To recommend to the full board on its proposed disposition of an appeal case.
 3. To act as a facilitator, catalyst, and advocate on issues that affect applicants or recipients.
 4. To review and recommend to the full Board policies practices and procedures on appeal proceedings.
 5. To do any and all other things necessary to the full and convenient exercise of its authority within its jurisdiction.
 - E. Committee on Finance, Intergovernmental & Community Affairs (CFICA)
 1. To review and recommend to the full Board the fiscal budget for SHEFA and SHEFA Board.
 2. To review, report and recommend to the full Board on all audit reports of the SHEFA program and the SHEFA Board of Directors.
 3. To review a range of revenue generating opportunities for SHEFA through user fees, donations, federal grants and local legislation that designate or earmark certain revenue streams exclusively for SHEFA and to make recommendations to the full Board accordingly.

4. To review procurement and cost thresholds and make recommendations to the full Board.
5. To review staffing levels of the SHEFA program and make recommendations to the full Board.
6. To review wage and compensation of the public and private sector staff for external and internal worth and make recommendations to the full Board.
7. To review and recommend to the full Board policies, practices, and procedures regarding fiscal, personnel and administrative issues.
8. To become familiar with local, federal, and applicable regional regulations, policies, and procedures as they apply to SHEFA and / or the SHEFA Board of Directors.
9. To review and recommend to the full Board comments on House and/or Senate bills and other local legislative action as well as propose draft legislation relating to matters that affect higher education in general and the SHEFA program and / or the SHEFA Board of Directors specifically.
10. To keep the Board informed regarding all current and pending legislation and all other action that may affect the SHEFA program or the SHEFA Board that are proposed or taken by the Executive Branch, the Legislative Branch or any government agencies or corporations or SNILD.

Section 4. Special or Ad Hoc Committee(s) or Sub-Committee(s) may be established from time to time by the SHEFA Board. The Board shall designate the duties and tenure of the Committee(s). The Chairperson of the Board shall appoint the Chairperson of the Special Committees. Special Committees will be assigned specific tasks to be performed and a specific time frame within which to accomplish such tasks. Upon completion of such tasks or upon the expiration of the time allotted, the committee will be dissolved unless its life is extended by a majority of the SHEFA Board members.

ARTICLE XI. SHEFA BOARD RULE OF PROCEDURE IN MEETING

Section 1. Any question that arises at meetings of the SHEFA Board shall be determined and disposed by a majority decision of members present.

Section 2. Any motion before the SHEFA Board shall be raised in definitive form, either verbally or thereupon second the motion or the proposed motion will fail. Once a motion is properly introduced and seconded, the Chairperson shall open the matter for debate by stating the motion for the record. Debate shall continue until the Chairperson closes the debate, discussion or deliberation and calls for a vote on the motion. The mover or initiator of the motion may withdraw any motion at any time before its adoption.

Section 3. A vote on a motion before the Board shall be either by voice or role call. Any member of the SHEFA Board may request a vote by roll call. All Board members shall endeavor from abstaining, except when required by statute or SHEFA Board policy (e.g., ethics violation, conflict of interest, etc.).

Section 4. When a question is under debate, discussion or deliberation (i.e., main motion or subsidiary motion), only the following motions (i.e., interruptions) are allowed or shall have precedence in the order as follows: a. points of order or information; b. questions of privilege; c. appeal the decision of the chairperson; d. call for orders of the day; e. call a member to order; f. requests for permission to withdraw or modify a motion; g. call for division of an assembly, and h. call for division of a question. Only the following motions are permitted when a question is under debate: a. move for the previous question; b. to table the motion; c. refer question to a committee; d. to postpone indefinitely or; e. to a certain time, to defer, to amend, or to recess. These motions shall have precedence in the order listed.

Section 5. Reports of Committees or individual members shall be presented orally and / or in writing as determined by the chairperson of the standing committee or the SHEFA Board Chairperson. Any member of standing committees not concurring in the Report of the Committee may make a minority report in a similar manner.

Section 6. A motion to adjourn shall always be in order, except when a vote is being taken on an issue or a question before the Board or when a member has the floor not otherwise overruled by the Chairperson.

Section 7. All SHEFA Board of Directors meetings shall be conducted pursuant to rule of procedure herein. Should any unanticipated procedural issue or problem arises that is not specifically addressed by the rule of procedure herein, the Chairperson

of the SHEFA Board shall refer to and comply with *Mason's Manual of Legislative Procedure* in determining the proper procedure to follow. The Chairperson of the SHEFA Board shall decide all questions of order subject to appeal to the membership.

ARTICLE XII. SHEFA POLICY, RULE AND REGULATION, DIRECTIVE & ENFORCEMENT

Section 1. Any proposed policy or rule and regulation whether proposed by the Committee or the Board or any interested individual or group, shall be disseminated for comments by the appropriate individuals / agencies before presentation for review by the appropriate standing committee of the Board or for adoption by the full Board. Adopted policies and regulations shall be numbered and distributed to the appropriate committee and members and comport with the administrative procedure act. Any proposed SHEFA Board directive whether proposed by the Committee or the Board shall be distributed for comments to the members before the subject is brought before the full board for its action and disposition. Any adverse enforcement to be taken by SHEFA shall similarly be presented before the full board prior to action taken by SHEFA.

Section 2. Appropriate policies and regulations shall be sent for public review and comment in accordance with the Administrative Procedures Act before implementation. Copies of adopted Board policies and regulations shall be disseminated to all appropriate agencies through the Register Office of the Attorney General. SHEFA shall execute and implement all Board policies, regulations, directives and decisions.

ARTICLE XIII. SHEFA BOARD MEMBER INDEMNIFICATION

Indemnification of any member of the Board who is sued in an official or private capacity shall be governed and guided by applicable provisions of the Commonwealth Employees Liability Reform and Tort Compensation Act of 2006 in Public Law 15-22, which repealed the Public Employee Legal Defense and Indemnification Act, 7 CMC Section 2301 et. seq. as well as amended the Government Liability Act in 7 CMC §§ 2201-2207 (PL 3-51, PL 4-72, PL 5-15 & PL 5-26).

ARTICLE XIV. APPROVAL AND AMENDMENT OF SHEFA BOARD BY-LAWS

Section 1. These by-laws shall become effective when approved by a majority of the membership of the Board.

Section 2. These by-laws, except those provisions existing pursuant to law or its amendment thereof, may be amended, altered, changed, added to or repealed by the affirmative vote of the majority of the membership of the Board, after due notice of said proposal in accordance with Article VII, above.

SECTION NINE: SHEFA AUDIT REPORT: 2004-2006

Include SHEFA Board (Auditee) Response

SECTION TEN: SHEFA PARTICIPATING COLLEGES & UNIVERSITIES

Saipan

Northern Marianas College
Phoenix University (On-Line)
Framingham State College
University of Maryland University College (On-Line)

Guam

Guam Community College
University of Guam

Hawaii

University of Chaminade
University of Hawaii at Manoa
University of Hawaii at Hilo
Hawaii Pacific University
Kapi'olani Community College
Florida Metropolitan University (On-Line)
Honolulu Community College
Brigham Young University

Western United States

Alaska

University of Alaska

Arizona

Arizona State University
Mesa Community College
Grand Canyon University
Glendale Community College
University of Phoenix

California

Maric College
Grossmont College
Chabot Community College
St Mary College of California
San Jose University
Sequoia Institute
Sierra College
ITT Technical Institute
West Hills College
Sacramento State University
California State University
CSU Fresno State
Fresno City College
Golden West College
Irvine Valley College
Santa Carla University
Universal Technical Institute
University of California Berkeley
Modesto junior College
University of San Francisco
Stanford University
San Francisco Academy of Arts
San Diego State University

Massachusetts

University of Massachusetts Amherst
Massachusetts Institute of Tech (MIT)

Idaho

Boise State University

Nevada

Nevada State College
Community College of Southern Nevada
University of Nevada

Oregon

Portland Arts Institute
Portland Community College
Portland State Community College
Eastern Oregon University
Mt. Hood College
Chemeketa Community College
University of Oregon
Portland State University
Linn-Benton Community College
Pioneer Pacific College

Utah

Brigham Young University
University of Utah

Washington

University of Washington
Highline Community College
Eastern Washington University
George Washington University
Washington State University
Pierce College Fort Steilacoom
Gonzaga University
Clark Community College
Seattle University
Bryman College
Edmonds Community College
Shoreline Community of College
Bellevue Community College
South Puget Sound Community

Mid Western United States

Illinois

Dervry University

Missouri

Southwest Missouri State University

Northeastern United States

Maryland

University of Maryland

Florida

Valencia Community College
Embry Riddle Aeronautical University
Miami Dade University

Kentucky

Western Kentucky University

Rhode Island

Brown University

SECTION ELEVEN: SHEFA WEBSITE

www.saipanshefa.com

Saipan Higher Education Financial Assistance(SHEFA)

Main Menu Features of the SHEFA Website

[HOME](#) | [ONLINE APPLICATION](#) | [DOCUMENTS, REGULATIONS & LAW](#) | [NEWS & CALENDAR](#) | [CONTACT US](#) | [LINKS](#) | [FOR EMPLOYERS](#) | [STUDENT LOG IN](#)

Welcome, new applicants! If you have never applied with SHEFA before, please [register here first](#)

MISSION OF SHEFA

The mission of the Saipan Higher Education Financial Assistance (SHEFA) under the Municipality of Saipan, Office of the Mayor is to provide supplementary financial assistance, upon availability of funds pursuant to Saipan Local Law 13-21, to qualified residents of Saipan (inclusive of the Northern Islands) in pursuing post-secondary education on Saipan or abroad with the expectation of recipients returning to Saipan with the necessary and sufficient knowledge, skill, attitude and work ethic in order to provide services on Saipan in the private sector, government, nongovernmental (NGO) organizations and not-for-profit organizations.

Individual Features in the SHEFA Website

1. ONLINE APPLICATION

2. DOCUMENTS, REGULATIONS & LAW

Application Documents

[Download Memorandum of Agreement \(MOA\)](#)

[Download Printable Application Form](#)

[Download Printable Application Form \(black and white\)](#)

[Download Supporting Documents Notification](#)

Permanent Documents

[Download the most recent amendments to the SHEFA Rules and Regulations](#)

[Download the SHEFA Rules and Regulations](#)

[Download the law which created SHEFA](#)

3. NEWS & CALENDAR

4. | CONTACT US

5. LINKS

6. FOR EMPLOYERS

7. STUDENT LOG IN

Section Twelve: SHEFA Endnotes