

College of Micronesia – FSM
Administrative Services
FY 2014 First Quarter Performance Report¹
October 1st - December 31st, 2013

Mission Statement

Historically diverse, uniquely Micronesian and globally connected, the College of Micronesia-FSM is a continuously improving and student centered institute of higher education. The college is committed to assisting in the development of the Federated States of Micronesia by providing academic, career and technical educational opportunities for student learning.

Vision

College of Micronesia-FSM will provide educational opportunities of the highest quality and will embrace the life-long pursuit of knowledge and the enrichment of the diverse Micronesian communities we serve.

Strategic Directions:

- *Focus on student success*
- *Emphasize academic offerings in service to national needs*
- *Be financially sound, fiscally responsible, and build resources in anticipation of future needs*
- *Invest in and build a strong capacity in human capital*
- *Become a learning organization through development of a learning culture guided by learning leaders*
- *Evoke an image of quality*

Focus on student success

Office	Financial Reports	IEMP #	ACCJC Standard
VPAS	<ol style="list-style-type: none"> 1. VPAS coordinated the development of the FY2015 Budget preparation with the VPs and other college administrators and completed it on time. The FY2015 Budget was submitted to the FSM President on January 7, 2014. 2. The FY2015 Budget Booklet which contain details of the budget and the performance outcome and strategies was completed and copies were transmitted to the COM-FSM President, all VPs, FSM President’s Office, FSM Speaker’s Office, and the Office of SBOC 		

¹ College of Micronesia – FSM website: <http://www.comfsm.fm/> for additional information contact rschplanning@comfsm.fm

Office	Financial Reports	IEMP #	ACCJC Standard																																																																
	<p>3. The new Budget Manual was used to guide the development of the FY2015 Budget.</p> <p>4. Review and further assessment of the budget manual effectiveness has been planned for the Finance Committee and relevant administrators to see where improvement can be made.</p> <p>5. VPAS made three payments for BECA Consultant Ltd. on the contract to develop a space utilization and energy study for the college. Two more payments are still pending.</p> <p>6. VPAS requested funding for the initial phase of the Track and Field and baseball field to be constructed across the street from the National Campus. \$100,000 dollars was approved by the BOR to clear the trees and level the ground. Additional funding request of \$121,000 from the Japanese Government was turned in to the Japanese Embassy by both COM-FSM and the Organizing Committee of the Micro Games 2014.</p>																																																																		
Business Office	<p>1. <u>Statement of Revenue and Expenditures for the Year Ended September 30, 2013</u></p> <ul style="list-style-type: none"> The results of operations for unrestricted and restricted funds for the year ended September 30, 2013 indicate a break even operation with slight positive fund balance (FB) change of \$62k. The breakdown of FB change per campus are as follows: <table data-bbox="472 673 1050 933"> <tr><td colspan="4">Unrestricted:</td></tr> <tr><td>• National campus</td><td>-</td><td>\$</td><td>81k</td></tr> <tr><td>• Pohnpei campus</td><td>-</td><td>(</td><td>56k)</td></tr> <tr><td>• Chuuk campus</td><td>-</td><td></td><td>56k</td></tr> <tr><td>• Kosrae campus</td><td>-</td><td></td><td>47k</td></tr> <tr><td>• Yap campus</td><td>-</td><td></td><td>1k</td></tr> <tr><td>• FMI</td><td>-</td><td></td><td><u>13k</u></td></tr> <tr><td></td><td></td><td>\$</td><td>142k</td></tr> <tr><td>Restricted</td><td></td><td>(</td><td><u>80k)</u></td></tr> <tr><td>Net fund balance change</td><td></td><td>\$</td><td><u>62k</u></td></tr> </table> <p>Refer to Attachment 1 for details.</p> The beginning fund balance for fiscal year 2013 will be reduced by the expenditures funded by fund balance amounting to \$786k, and by the non-cash item from depreciation estimated at \$900k, or a total of \$1.686 Million. Based on the above tentative statement of revenue and expenditures for the year ended September 30, 2013, expenditures from fund balance and estimated depreciation for the year 2013, the fund balance will drop by \$1.624 Million: <table data-bbox="430 1193 1039 1347"> <tr><td>Unrestricted net assets (fund balance), beginning</td><td>-</td><td>\$9.186 M</td><td></td></tr> <tr><td colspan="4">FY 2013 operations:</td></tr> <tr><td>Results of operations</td><td>-\$</td><td>62k</td><td></td></tr> <tr><td>Use of fund balance</td><td>-(</td><td>786k)</td><td></td></tr> <tr><td>Estimated depreciation</td><td>-(</td><td><u>900k)</u></td><td><u>(1.624 M)</u></td></tr> <tr><td>Unrestricted net assets (fund balance), end</td><td></td><td></td><td><u>\$7.562 M</u></td></tr> </table> 	Unrestricted:				• National campus	-	\$	81k	• Pohnpei campus	-	(56k)	• Chuuk campus	-		56k	• Kosrae campus	-		47k	• Yap campus	-		1k	• FMI	-		<u>13k</u>			\$	142k	Restricted		(<u>80k)</u>	Net fund balance change		\$	<u>62k</u>	Unrestricted net assets (fund balance), beginning	-	\$9.186 M		FY 2013 operations:				Results of operations	-\$	62k		Use of fund balance	-(786k)		Estimated depreciation	-(<u>900k)</u>	<u>(1.624 M)</u>	Unrestricted net assets (fund balance), end			<u>\$7.562 M</u>		
Unrestricted:																																																																			
• National campus	-	\$	81k																																																																
• Pohnpei campus	-	(56k)																																																																
• Chuuk campus	-		56k																																																																
• Kosrae campus	-		47k																																																																
• Yap campus	-		1k																																																																
• FMI	-		<u>13k</u>																																																																
		\$	142k																																																																
Restricted		(<u>80k)</u>																																																																
Net fund balance change		\$	<u>62k</u>																																																																
Unrestricted net assets (fund balance), beginning	-	\$9.186 M																																																																	
FY 2013 operations:																																																																			
Results of operations	-\$	62k																																																																	
Use of fund balance	-(786k)																																																																	
Estimated depreciation	-(<u>900k)</u>	<u>(1.624 M)</u>																																																																
Unrestricted net assets (fund balance), end			<u>\$7.562 M</u>																																																																
Business Office	<p>2. <u>Comparison of actual number of students and credits with the projection for fiscal year 2013</u></p> <p>Number of Students:</p> <table data-bbox="325 1404 945 1451"> <thead> <tr> <th></th> <th><u>Actual</u></th> <th><u>Projection</u></th> <th><u>Difference</u></th> </tr> </thead> <tbody> <tr> <td>National</td> <td>2,595</td> <td>2,428</td> <td>167</td> </tr> </tbody> </table>		<u>Actual</u>	<u>Projection</u>	<u>Difference</u>	National	2,595	2,428	167																																																										
	<u>Actual</u>	<u>Projection</u>	<u>Difference</u>																																																																
National	2,595	2,428	167																																																																

Office	Financial Reports			IEMP #	ACCJC Standard																								
	Pohnpei 1,564 Chuuk 985 Kosrae 634 Yap <u>524</u> Total <u>6,302</u>	1,555 1,139 551 594 <u>6,267</u>	9 (154) 83 (70) <u>35</u>																										
	Number of Credits:																												
	<u>Actual</u> National 28,041 Pohnpei 15,458 Chuuk 10,640 Kosrae 5,128 Yap <u>5,148</u> Total <u>64,415</u>	<u>Projection</u> 26,179 16,259 12,279 5,343 <u>5,699</u> <u>65,759</u>	<u>Difference</u> 1,862 (801) (1,639) (215) (551) <u>(1,344)</u>																										
	Difference of the Average Credit: Actual vs. Projection																												
	<u>Fall 12</u> National 0.1 Pohnpei (0.8) Chuuk 0.9 Kosrae (1.4) Yap <u>(0.9)</u> Total <u>(0.3)</u>	<u>Spring 13</u> (0.1) (1.3) 0.2 (2.5) <u>0.6</u> <u>(0.5)</u>	<u>Summer 13</u> (0.3) (0.4) (0.2) 0.5 <u>(0.3)</u> <u>(0.2)</u>																										
	Though the actual number of students is higher than the projection, the projected number of credits was not achieved. Students are taking lesser number of credits particularly in Kosrae and Pohnpei campuses.																												
	Refer to Attachment 2 for details.																												
Business Office	3. <u>Financial and Single Audit for FY 2013</u> <ul style="list-style-type: none"> The financial and single audit will again be conducted by Deloitte and Touche. Business office is in the process of performing reconciliation and analyses of accounts, preparation of audit schedules and inputting the year – end closing and adjusting entries. Business office has conducted physical inventory and reconciliation of fixed assets, and training in the implementation of the strengthened internal control on fixed assets to resolve the 2012 audit findings. 																												
Business Office	4. <u>Endowment Fund</u> <ul style="list-style-type: none"> The current market value of endowment fund as of September 30, 2013 is \$3.934 Million or an increment by \$237k or by 6% compared with the previous quarter of \$3.697 Million as of June 30, 2013. The breakdown of the market value per money manager as of September 30, 2013 are as follows: <table data-bbox="373 1247 1020 1450"> <thead> <tr> <th><u>Money Manager</u></th> <th><u>Market Value</u></th> <th><u>Allocation</u></th> </tr> </thead> <tbody> <tr> <td>Aristotle (LC Value)</td> <td>\$ 912k</td> <td>23.2%</td> </tr> <tr> <td>Renaissance (LC Growth)</td> <td>486k</td> <td>12.3%</td> </tr> <tr> <td>TCW (S/M Cap Growth)</td> <td>219k</td> <td>5.6%</td> </tr> <tr> <td>SEIX (Fixed Income, U.S.)</td> <td>629k</td> <td>16.0%</td> </tr> <tr> <td>Templeton Global (Fixed Income, Non U.S.)</td> <td>269k</td> <td>6.8%</td> </tr> <tr> <td>Brandes (Mature market, Non U.S.)</td> <td>825k</td> <td>21.0%</td> </tr> <tr> <td>Lazard (Emerging, Non U.S.)</td> <td>399k</td> <td>10.1%</td> </tr> </tbody> </table> 			<u>Money Manager</u>	<u>Market Value</u>	<u>Allocation</u>	Aristotle (LC Value)	\$ 912k	23.2%	Renaissance (LC Growth)	486k	12.3%	TCW (S/M Cap Growth)	219k	5.6%	SEIX (Fixed Income, U.S.)	629k	16.0%	Templeton Global (Fixed Income, Non U.S.)	269k	6.8%	Brandes (Mature market, Non U.S.)	825k	21.0%	Lazard (Emerging, Non U.S.)	399k	10.1%		
<u>Money Manager</u>	<u>Market Value</u>	<u>Allocation</u>																											
Aristotle (LC Value)	\$ 912k	23.2%																											
Renaissance (LC Growth)	486k	12.3%																											
TCW (S/M Cap Growth)	219k	5.6%																											
SEIX (Fixed Income, U.S.)	629k	16.0%																											
Templeton Global (Fixed Income, Non U.S.)	269k	6.8%																											
Brandes (Mature market, Non U.S.)	825k	21.0%																											
Lazard (Emerging, Non U.S.)	399k	10.1%																											

Office	Financial Reports	IEMP #	ACCJC Standard						
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">iShares ETF</td> <td style="width: 20%; text-align: right;">195k</td> <td style="width: 20%; text-align: right;">5.0%</td> </tr> <tr> <td>Total</td> <td style="text-align: right; border-top: 1px solid black;">\$ 3.934k</td> <td style="text-align: right; border-top: 1px solid black;">100.0%</td> </tr> </table> <p>The above asset allocations are in accordance with the investment policy.</p> <p>Please refer to Attachment 3 for details.</p>	iShares ETF	195k	5.0%	Total	\$ 3.934k	100.0%		
iShares ETF	195k	5.0%							
Total	\$ 3.934k	100.0%							
Business Office	<p>5. <u>Fund Raising</u></p> <ul style="list-style-type: none"> • The total fund raising receipts for the fiscal year 2013 was \$68k. • The amount raised for the year is short by \$32k or by 32% compared with the fund raising target of \$100k per annum. <p>Please refer to Attachment 4 for details.</p>								
HRO	2 Faculty members completed master's degree	HR3.1	III						
HRO	Degree Program 35%, Staff Development and Incentive Program 25%	HR3.1.1	III						
HRO	<p>Credentialing</p> <ul style="list-style-type: none"> • Tracking of faculty and staff credentials based on aspirational credentialing to be set by September 2013 <p>Professional Development</p> <ul style="list-style-type: none"> • Percent allocation of professional development funds against prioritized capacity development needs based on prioritized to be established summer 2013. <p>Impact of professional development on work performance based on employee and supervisors survey within three (3) months of completion.</p>								

Invest in and build a strong capacity in human capital

Office	Accomplishments	IEMP #	ACCJC Standard
HRO	Faculty – 100 or 101 faculty meet minimum qualifications	HR3.1 &2	III
HRO	Staff- 271 staff meet minimum qualifications	HR3.1 &2	III

Department Response to Self-Identified Issues: Planning Agendas

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
HR	The college through its DAP and ICs, will continue to monitor the faculty evaluations for ratings on “professionalism” to ensure that the college’s code of ethics is being followed. Reviews of student rating of faculty will also be monitored to ensure that the code of ethics is maintained.	IIA7a (1 of 1)	On-going, no faculty was rated poor on “professionalism” yet.
HR	The Personnel Committee is developing a policy to address the disruptive resignations specifically for instructors. The human resources office in consultation with the campus directors and vice presidents will provide a revised recruitment plan with timelines to be used at all sites by fall 2010.	IIIA1 (1 of 1)	The matter is not an issue or relevant anymore.
HR	Human resources office will complete the first supervisors training by the end of 2009 after traveling to Yap and FMI. The college will ensure supervisors are properly dealt with through section XVIII Section XIV Termination, Section XV Employee Discipline and Protection, & XVI Grievance Procedures by tracking employees who are evaluated late. The college will complete and implement the revised management tool; Appendix K by spring 2010 followed by more trainings.	IIIA1b (1 of 1)	This is done and reflected trip reports by HRO Director.
HR	The college will have all functional responsibilities reflect the code of professional ethics.	IIIA1d (1 of 1)	This was done for all VPs. Not necessary for others.
HR	The college will implement the revised recruitment plan, the proposed procedures for creating new positions and using part-time contracts. The college is scheduled to implement new salary schedules by 2012 resulting from the job audit being carried out at this time.	IIIA2 (1 of 1)	Procedures for Creating New Policies implemented January 2910- Done New salary scale implemented 2011- Done
HR	The college will continue to document and utilize the information provided in the trip reports to the sites	IIIA3 (1 of 1)	

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
	assessing current practices in this area and make necessary improvements. Enforce section XV of the personnel policies and procedures manual and monitor subsequent inconsistencies.		This matter is not relevant under this Office anymore.
HR	Training will be provided to all personnel who by virtue of their positions are directly involved in the recruitment process to ensure this standard is maintained.	IIIA3a (1 of 1)	On-going via the HR reps at state campuses while HR staff at the National Campus meet with and/or adhoc and provide guidelines
HR	The personnel committee will research and recommend a policy on personnel records by the end of academic year 2010.	IIIA3b (1 of 1)	This is done. Policy 008 was implemented May 2013
HR	Complete and implement the scorecard and continue to update the institutional key indicators to support policy development and decision making.	IIIA4 (1 of 1)	This matter is not relevant under this office anymore.
HR	The college will establish well-defined communication channels for students in all six sites by the end of year 2009. Through the participation of students in the nine standing committees, data will be collected and used to generate ideas for improvement.	IIIA4c (1 of 1)	This matter is not relevant under this office anymore.
HR	Supervisors when recommending staff development requests from the committee must ensure that learning needs are clearly articulated and meet with plans.	IIIA5 (1 of 1)	On-going through the review of the staff development committees at each campus.
F & M	Although the balanced scored indicates there are sufficient classrooms, Yap site has sub-standard classrooms that do not promote adequate learning environments, thus requiring implementation of the institution's capital improvement project budget plan. Develop a facilities master plan that reflects the enrollment trends, needs for programs and services throughout the system (SPG3A).	IIIB (1 of 2)	Final draft of the Facilities Master Plan Study was presented to the BOR at the BOR

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
			meeting in Chuuk on the first week of December. Copies of the study were provided to the Project Control Group for final review. The final copy is scheduled to be released by late January.
F & M	Provide for training of state campus staff in standards, reporting, and monitoring (SPG9).	IIIB (2 of 2)	No progress this quarter.
F & M	Continue to improve preventative maintenance programs at all sites by improving scheduling, monitoring, and reporting as cited in SPG3B.	IIIB1a (1 of 3)	National Campus, Chuuk Campus and Kosrae Campus are active in the preventative maintenance services and reporting. Yap Campus , FMI and Pohnpei still needs to improve in reporting. Complete strip and waxing of 13 common areas at National Campus. Service of AC units and ceiling fans. Repaint agriculture building, and repair CRE office at building N.

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
F & M	Pursue funding from the compact infrastructure maintenance funds (IMF) to accommodate facility maintenance needs of the college (SPG3B)	IIIB1a (2 of 3)	No Progress has been made this quarter.
F & M	Provide staff training in facilities and safety inspections, and monitoring along reference materials (SPG9).	IIIB1a (3 of 3)	No progress.
F & M	Continue with inspection of facilities for safety and accessibility and make necessary improvements as required. Provide training and reference materials for state sites' staff relating to standards and monitoring systems or methods. Establish standard reporting forms for purposes of monitoring and assuring compliance. Assist state sites in preparing and implementing preventative maintenance programs (SPG3B).	IIIB1b (1 of 1)	On going. National Campus completed inspection of classrooms and perform preventative maintenance and services during the December.
F & M	Continue to assist state sites to improve methods of collecting, monitoring, reporting, and analyzing data relating to facilities and efficiency of operations. Improve consistency of the current system at the national site and train staff to evaluate data collected (SPG3A), SPG3B, & SPG3C).	IIIB2 (1 of 1)	Worked with Chuuk Campus Maintenance Specialist on power consumption monitoring.
F & M	Continue to solicit support for capital funding through the FSM National Government and implement the CIP budget plan (SPG3A).	IIIB2a (1 of 1)	Until the Master Plan Study is completed and submitted to JEMCO, the compact infrastructure funds will continue to be with held.
F & M	Develop a policy to standardize requests for capital projects and facilities to ensure that facility needs, standards, and the review of processes are routed properly prior to approval (SPG3A&C).	IIIB2b (1 of 2)	No Progress.
F & M	Ensure that all grant applications are routed through the PRC committee for approval prior to their submission.	IIIB2b (2 of 2)	No progress.

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
BO	Complete then implement the streamlining of operations at the college as recommended through the 2009 President's Retreat.	IIID (1 of 1)	
BO	To implement effective enrollment management to maximize the services provided by the college to the community and eventually generate stable financial resources for the college.	IIID1 (1 of 2)	
BO	To consider results of the assessment plan in the allocation of resources and in determining expenditure budgets of offices and campuses.	IIID1 (2 of 2)	
BO	Continue to provide budget information to appropriate college committees and offices to promote the continuous improvement cycle which incorporates both planning and resource allocation.	IIID1b (1 of 2)	
BO	To pursue the development of a policy for graduated tuition increases over the next 10 years.	IIID1b (2 of 2)	
BO	To continue monitoring projected revenue budget with actual revenue, and handle appropriate actions in a timely manner if there are significant shortfalls.	IIID1c (1 of 2)	
BO	To consider enrollment trends and other related information that can provide realistic projection of revenue from tuition and fees.	IIID1c (2 of 2)	
AS BO	To evaluate the existing budget process to ensure efficiency of the college's planning and resource allocation.	IIID1d (1 of 1)	
BO	To complete the audit within the period of three months instead of the required timeline of six months, and to maintain the best opinion that an auditor can render in an audit of financial statement.	IIID2a (1 of 1)	
BO	To create a Business Office webpage so that financial reports can be conveniently accessed by the college community at any time.	IIID2b (1 of 1)	
BO	To increase fund raising activities to generate more funds for the endowment.	IIID2c-e (1 of 2)	
BO	To continually review and update the financial management policies and procedures.	IIID2c-e (2 of 2)	
BO	To develop a website for business office to provide easy access to all fiscal policies and procedures including templates of forms and reports to the college community.	IIID2g (1 of 1)	
BO	To finalize and implement the assessment tools that will be used by offices in assessing the effectiveness of respective programs and services	IIID3 (1 of 1)	

Institutional Effectiveness Indicators Update²

(dashboard approach)

NOTE: IRPO will prepare recommendations on what should be reported each quarter, but generally this section is intended to be a quick overview of critical Institutional Effectiveness Indicators related to Students, Human Resources, Finances, Financial Aid, Facilities & Security, etc. **For example (what indicators to report on may vary from quarter to quarter):**

Institutional Effectiveness Indicators

Students

- Enrollment by campus, gender, state of origin, student type, etc.
- Percent of students full time enrolled and earned 12 or more credits
- Average students credits enrolled, attempted and earned
- Percent of students in good academic standing
- Enrollment by genders, state of origin and campus
- Student/faculty ratios
- Student success rates in ACE and General Education Programs
- Student success rates by campus and degree type
- Resident Halls fill ratio
- Average class size
- Tutor and counseling contacts
- LRC usage rates
- Etc.

Financial Aid

- Percent of students receiving financial aid
- Percent of students on financial aid suspension
- Percent of students receiving scholarships
- Average financial aid received

Financial

- Expenditures by funding sources (ESG, SEG, etc.)
- Expenditures against strategic direction
- Expenditures against cost category

Human Resources

- Retention rates for faculty and staff
- Faculty/staff by state of origin
- Percent of filled positions
- Instructional faculty work load
- Student/student services staff ratio

Facilities & Security

- Tracking of Total Cost of Ownership against targets
- Summary of security incidents

Assessment

- Percent of program reviews completed

² Additional detail may be found on the college website: <http://www.comfsm.fm/> and IRPO <http://www.comfsm.fm/?q=irpo>. For questions contact: rschplanning@comfsm.fm.