

College of Micronesia – FSM
Administrative Services
FY 2014 Second Quarter Performance Report¹
January – March 2014

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	<p>The Department obtained the final reports on the Space Utilization Study and Facilities Master Plan and other documents from Beca International Consultancy Ltd and disseminated to the college and outside stakeholders. This include the summary and the details common to all campuses and the Facilities Study Phased Implementation Plan with all cost estimates.</p> <p>The VPAS assisted President Daisy and the Micro Games Organizing Committee in securing a grant funding from the government of Japan to build the soccer field at the National campus. The fund has been approved by the Japanese Government and a ceremony was held at the National Campus by the Japanese Ambassador. The Board approved \$100,000 dollars from the fund balance to begin the first phase of the Track and Field project in February 2014. The college implements this project under the leadership of the Director of Maintenance and Security Mr. Francisco Mendiola. The fund covered the cost of chain saws, labor, rental of</p>		

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

Office	Financial Reports	IEMP #	ACCJC Standard
	<p>equipment, and fuel to clear the trees and level the ground. The work is still ongoing in leveling of the ground with the help of the donated excavator, the loader, and rented bulldozers, dump trucks, and excavators. The soil in the area is enough to adequately spread over the area we planned to develop for the soccer field or the Track and Field.</p> <p>The VPAS assisted with the writing of the follow up report to the Accreditation Commission on the outcome of the Space Utilization and Facilities Master Plan study and sustainable funding of the college from the Government.</p> <p>The VPAS assisted President Daisy in presenting the college's FY2015 Budget to the FSM Executive Budget Review Committee. The Chair of the Committee, the Honorable Alik Alik expressed continue support for the college from FSM mainly for the annual decrement from the compact.</p> <p>The VPAS assisted Pohnpei Campus with the negotiation on the new MOU on the use of the Pohnpei Small Business Development Center right after the college BOR abolished that last year.</p>		
Business Office	<p>1. <u>Results of operations for three months (Jan. 01 – March 31, 2014)</u></p> <ul style="list-style-type: none"> • The results of operations for six months of FY 2014 provided a positive fund balance (FB) change of \$2.543 Million. • The breakdown of FB change per campus are as follows: <ul style="list-style-type: none"> – National campus - (\$ 121k) – Pohnpei campus - 1.190 Million – Chuuk campus - 468k – Kosrae campus - 205k – Yap campus - 268k – FMI campus - 130k – Other programs/grant - 430k – Restricted fund - (27k) • The first six – month period is expected to provide positive FB change due to the timing of recording. The revenues for two regular semesters consisting of fall 2013 and spring 2014 have been recorded and only summer 2014 is to be recorded for the remaining six months. <p>Refer to attachment 1 for details.</p>		III.D

**Be financially sound, fiscally responsible, and build resources in anticipation of future needs –
Measure Needs**

Office	Financial Reports	IEMP #	ACCJC Standard																														
Business Office	<p>2. <u>Audit of Financial Statements for FY 2013</u></p> <ul style="list-style-type: none"> The auditors are in the process of conducting the field audit. The timeline for the completion of the field audit is on the second week of May. The progress of the audit is within the scheduled completion date of June 30, 2014. 		III.D																														
Business Office	<p>3. <u>Endowment Fund</u></p> <ul style="list-style-type: none"> The market value of endowment fund has increased by \$69k or 1.66%, from \$4.162 Million as of December 31, 2013 to \$4.231 Million as of March 31, 2014. The increment of \$69 is from unrealized gain for three months covering the period January 31, 2014 to March 31, 2014. The breakdown of the market value of \$4.231 Million per money manager are as follows: <table border="0" data-bbox="391 842 1078 1163"> <thead> <tr> <th></th> <th align="right"><u>Market Value</u></th> <th align="right"><u>Allocation</u></th> </tr> </thead> <tbody> <tr> <td>– Aristotle (LC Value)</td> <td align="right">-\$ 1.022 M</td> <td align="right">24.2%</td> </tr> <tr> <td>– Renaissance (LC Growth)</td> <td align="right">- 558k</td> <td align="right">13.2%</td> </tr> <tr> <td>– Atlantic (S/M Cap Growth)</td> <td align="right">- 239k</td> <td align="right">5.7%</td> </tr> <tr> <td>– SEIX (Fixed Income)</td> <td align="right">- 637k</td> <td align="right">15.0%</td> </tr> <tr> <td>– Templeton</td> <td align="right">- 276k</td> <td align="right">6.5%</td> </tr> <tr> <td>– Brandes (Mature market)</td> <td align="right">- 889k</td> <td align="right">21.0%</td> </tr> <tr> <td>– Lazard (Emerging market)</td> <td align="right">- 401k</td> <td align="right">9.5%</td> </tr> <tr> <td>– iShares ETF (Nat. Resources)</td> <td align="right">- 209k</td> <td align="right">4.9%</td> </tr> <tr> <td></td> <td align="right"><u>\$ 4.162M</u></td> <td align="right"><u>100.0%</u></td> </tr> </tbody> </table> <p align="center">The above asset allocations are in accordance with the investment policy.</p> <p align="center">Refer to attachment 2 for details.</p>		<u>Market Value</u>	<u>Allocation</u>	– Aristotle (LC Value)	-\$ 1.022 M	24.2%	– Renaissance (LC Growth)	- 558k	13.2%	– Atlantic (S/M Cap Growth)	- 239k	5.7%	– SEIX (Fixed Income)	- 637k	15.0%	– Templeton	- 276k	6.5%	– Brandes (Mature market)	- 889k	21.0%	– Lazard (Emerging market)	- 401k	9.5%	– iShares ETF (Nat. Resources)	- 209k	4.9%		<u>\$ 4.162M</u>	<u>100.0%</u>		III.D
	<u>Market Value</u>	<u>Allocation</u>																															
– Aristotle (LC Value)	-\$ 1.022 M	24.2%																															
– Renaissance (LC Growth)	- 558k	13.2%																															
– Atlantic (S/M Cap Growth)	- 239k	5.7%																															
– SEIX (Fixed Income)	- 637k	15.0%																															
– Templeton	- 276k	6.5%																															
– Brandes (Mature market)	- 889k	21.0%																															
– Lazard (Emerging market)	- 401k	9.5%																															
– iShares ETF (Nat. Resources)	- 209k	4.9%																															
	<u>\$ 4.162M</u>	<u>100.0%</u>																															
Business Office	<p>4. <u>Fund Raising</u></p> <ul style="list-style-type: none"> The total fund raising receipts for the first and second quarters of FY 2014 is \$32k. As of the second quarter, the fund raising effort is short by 35% or about \$17k compared with the targeted fund raising of \$50k for two quarters. <p align="center">Refer to attachment 3 for details.</p>		III.D																														
<p>Endowment and Fund balance</p> <ul style="list-style-type: none"> Percent decrease in fund balance per year will not exceed five (5) percent. Dollar amount and percent change in endowment per year. Target for fundraising is \$50,000 annually. The Friends of the College of Micronesia – FSM foundation is currently being organized and will be setting endowment targets in AY 2013/14. <p>Revenue Sources and Allocations</p> <p>Diversity of revenue sources: Target to set summer 2013.</p>																																	

BO	Complete then implement the streamlining of operations at the college as recommended through the 2009 President's Retreat.	IIID (1 of 1)	BO is not in a position to handle this planning agenda item.
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 is not in a position to handle this planning agenda item.
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 is not in a position to handle this planning agenda item.
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 provides the monthly budget and expenditure report.
BO	To pursue the development of a policy for graduated tuition increases over the next 10 years.	IIID1b (2 of 2)	BO is not in a position to handle this planning agenda item.
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 provides report for the comparison of the projected revenue budget with actual revenue but not in a position to handle appropriate actions.
BO	To consider enrollment trends and other related information that can provide realistic projection of revenue from tuition and fees.	IIID1c (2 of 2)	BO is not directly involved in the development budget thus is not in a position to handle this planning agenda item.
AS BO	To evaluate the existing budget process to ensure efficiency of the college's planning and resource allocation.	IIID1d (1 of 1)	VPAS and IRPO handle the budget development and not BO.
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 will coordinate the completion of audit with the auditor. At this time, the 3-month period timeline is not possible. The audit will be completed within the 6-month period ending June 30, 2014.
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)	Done.
BO	To increase fund raising activities to generate more funds for the endowment.	IIID2c-e (1 of 2)	BO is not in a position to handle this planning agenda item.
BO	To continually review and update the financial management policies and procedures.	IIID2c-e (2 of 2)	The former President did not approve the contract for the person that will review and update the management policies and procedures.
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)	Done.

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)	BO is not in a position to handle this planning agenda item.
----	------------------------------------------------------------------------------------------------------------------------------------------------	----------------	---------------------------------------------------------------------

Invest in and build a strong capacity in human capital

Office	Accomplishments	IEMP #	ACCJC Standard
HRO	99.08% faculty meet minimum qualifications		III
HRO	93% of faculty at PNI and National Campus attended March 14 Professional Development Day in which: <ul style="list-style-type: none"> o 70.73% completed fall 2013 program level assessment into TracDat, o Drafted improvement plans for 2013-2014 academic year assessment , o 87.80% identified the need to link SLOs to course assignments to demonstrate student achievement of SLOs. 		III
HRO	84% of full time employees attended the March 14 professional development day in which: <ul style="list-style-type: none"> o 100% indicated understanding of materials presented on that day, o 86.49% indicated their contribution toward solutions to identified problems and issues, o 75% confirm participation in discussions and ability to share ideas. 		III
HRO	36 supervisors at PNI and National Campuses completed 3-9 hours of management training in which: <ul style="list-style-type: none"> o 100% found the training relevant and knowledge transferable to work performance 		III
HRO	100% of the 3 training activities held is the results of identified high priority at the college to meet continuous improvement effort and accreditation standards.		III

Invest in and build a strong capacity in human capital – Measures of success
<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. • Impact of professional development on work performance based on employee and supervisors survey within three (3) months of completion.

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)	
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)	
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)	
HR	The college will have all functional responsibilities reflect the code of professional ethics.	IIIA1d (1 of 1)	
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)	
HR	The college will continue to document and utilize the information provided in the trip reports to the sites assessing current practices in this area and make necessary improvements. Enforce section XV of the personnel policies and procedures manual and monitor subsequent inconsistencies.	IIIA3 (1 of 1)	

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
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)	
HR	The personnel committee will research and recommend a policy on personnel records by the end of academic year 2010.	IIIA3b (1 of 1)	
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)	
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)	
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)	
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)	The Facilities Master Plan Study has been completed that included facilities condition assessment and cost for replacement of the facilities that are deemed beyond repair. The master plan will be submitted to FSM National Government and JEMCO by August 2014 for funding.
F & M	Provide for training of state campus staff in standards, reporting, and monitoring (SPG9).	IIIB (2 of 2)	Completed the 2014 preventative maintenance workshop on the week of April 14-17. Yap Campus supervisors will be scheduled for soon.
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)	Four out of six site have implemented the preventative maintenance program however still needs some improvements in funding, implementation reporting and monitoring.
F & M	Pursue funding from the compact infrastructure maintenance funds (IMF) to accommodate facility maintenance needs of the college (SPG3B)	IIIB1a (2 of 3)	Submission of the Facilities Master Plan Study to JEMCO is scheduled for August JEMCO meeting in Hawaii.

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
F & M	Provide staff training in facilities and safety inspections, and monitoring along reference materials (SPG9).	IIIB1a (3 of 3)	Completed the 2014 preventative maintenance workshop on the week of April 14-17. Yap Campus supervisors will be scheduled for soon.
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)	<p>Four out of six site have implemented the preventative maintenance program however still needs some improvements in funding, implementation reporting and monitoring.</p> <p>Completed the 2014 preventative maintenance workshop on the week of April 14-17. Yap Campus supervisors will be scheduled for soon. The workshop included emphasis on assess and safety issues.</p>
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)	<p>Four out of six site have implemented the preventative maintenance program however still needs some improvements in funding, implementation reporting and monitoring.</p> <p>Completed the 2014 preventative maintenance workshop on the week of April 14-17. Yap Campus supervisors will be scheduled for soon.</p>
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)	The Facilities Master Plan Study has been completed that included facilities condition assessment and cost for replacement of the facilities that are deemed beyond repair. The master plan will be submitted to FSM National Government and JEMCO by August 2014 for funding.
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)	Physical Resources Requisition form have been developed with the required approval of the VP for Administrative Services to ensure that appropriate offices are informed and prepared in advance for planning as well as funding for the project and maintenance are allocated for.
F & M	Ensure that all grant applications are routed through the PRC committee for approval prior to their submission.	IIIB2b (2 of 2)	Physical Resources Requisition form have been developed with the required approval of the VP for Administrative Services to ensure that appropriate offices are informed and prepared in advance for planning as well as funding for the project and maintenance are allocated for.

*Become a learning organization through development of a learning culture
guided by learning leaders*

Office	Accomplishments	IEMP #	ACCJC Standard

Become a learning organization through development of a learning culture guided by learning leaders – Measures of success
<p>Learning Organization</p> <ul style="list-style-type: none"> Assessment of the college as a learning organization centered on Peter Senge’s Five Disciplines: Systems thinking, Personal mastery, Mental models, Building shared vision, and Team learning. Assessment to be based on evidence generated by the governance structure: committee and team minutes, policy assessment, and program reviews, etc.: Baseline data to be established using a learning organization survey in September 2013. Examine organizational culture and organizational leaders for evidence of “proactivity, commitment to learning to learn, positive assumptions about human nature, belief that the environment can be managed, commitment to truth through pragmatism and inquiry, positive orientation toward the future, commitment to full and open task-relevant communication, commitment to cultural diversity, commitment to systemic thinking, and believe that cultural analysis is a valid set of lenses for understanding and improving the world” (Schein, 2010). <p>Communications</p> <ul style="list-style-type: none"> CCSSE and CCFSSSE analysis: Targets to be set by September 2013 based on CCSSE and CCFSSSE administered in spring 2013. <p>Policies</p> <ul style="list-style-type: none"> One hundred (100%) percent of policies to be reviewed and updated by 2016. Percent of policies assessed as per policy assessment cycle (95%)

Evoke an image of quality

Office	Accomplishments	IEMP #	ACCJC Standard

Evoke an image of quality – Measures of success
<p>Internal</p> <ul style="list-style-type: none"> Recognition of excellence awards annually. Accreditation reaffirmation <p>External</p> <ul style="list-style-type: none"> Alumni and employer survey: Surveys to be revised based on strategic plan and administered in fall 2013 to set baseline data. <p>Survey of FSM political and traditional leadership on perceptions of the college: Baseline data to be set fall 2013.</p>

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)	
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)	
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)	
HR	The college will have all functional responsibilities reflect the code of professional ethics.	IIIA1d (1 of 1)	
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)	
HR	The college will continue to document and utilize the information provided in the trip reports to the sites assessing current practices in this area and make necessary improvements. Enforce	IIIA3 (1 of 1)	

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
	section XV of the personnel policies and procedures manual and monitor subsequent inconsistencies.		
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)	
HR	The personnel committee will research and recommend a policy on personnel records by the end of academic year 2010.	IIIA3b (1 of 1)	
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)	
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)	
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)	
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)	The Facilities Master Plan Study has been completed that included facilities condition assessment and cost for replacement of the facilities that are deemed beyond repair. The master plan will be submitted to FSM National Government and JEMCO by August 2014 for funding.
F & M	Provide for training of state campus staff in standards, reporting, and monitoring (SPG9).	IIIB (2 of 2)	Completed the 2014 preventative maintenance workshop on the week of April 14-17. Yap Campus supervisors will be scheduled for soon.
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)	Four out of six site have implemented the preventative maintenance program however still needs some improvements in funding, implementation reporting and monitoring.

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)	Submission of the Facilities Master Plan Study to JEMCO is scheduled for August JEMCO meeting in Hawaii.
F & M	Provide staff training in facilities and safety inspections, and monitoring along reference materials (SPG9).	IIIB1a (3 of 3)	Completed the 2014 preventative maintenance workshop on the week of April 14-17. Yap Campus supervisors will be scheduled for soon.
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)	Four out of six site have implemented the preventative maintenance program however still needs some improvements in funding, implementation reporting and monitoring. Completed the 2014 preventative maintenance workshop on the week of April 14-17. Yap Campus supervisors will be scheduled for soon. The workshop included emphasis on assess and safety issues.
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)	Four out of six site have implemented the preventative maintenance program however still needs some improvements in funding, implementation reporting and monitoring. Completed the 2014 preventative maintenance workshop on the week of April 14-17. Yap Campus supervisors will be scheduled for soon.
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)	The Facilities Master Plan Study has been completed that included facilities condition assessment and cost for replacement of the facilities that are deemed beyond repair. The master plan will be submitted to FSM National Government and JEMCO by August 2014 for funding.
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)	Physical Resources Requisition form have been developed with the required approval of the VP for Administrative Services to ensure that appropriate offices are informed and prepared in advance for planning as well as funding for the project and maintenance are allocated for.
F & M	Ensure that all grant applications are routed through the PRC committee for approval prior to their submission.	IIIB2b (2 of 2)	Physical Resources Requisition form have been developed with the required approval of the VP for Administrative Services to ensure that appropriate offices are informed and prepared in advance for planning as well as funding for the project and maintenance are allocated for.
BO	Complete then implement the streamlining of operations at the college as recommended through the 2009 President's Retreat.	IIID (1 of 1)	

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
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)	

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
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.