

College of Micronesia – FSM
Administrative Services
FY 2013 4th Quarter Performance Report[1]
April-June 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	<ol style="list-style-type: none"> 1. VPAS served as Acting President for Dr. Daisy while away on business trip and a short vacation thereafter. 2. VPAS met with OIA and FSM SBOC team for the 2015 Budget Consultation meeting and discussed ESG funding level for the college by the scheduled annual decrement and possibility of lifting the freeze on all IDP funding for projects for COM-FSM. We discussed also the submission the college did on the new health clinic to be constructed at the National campus to serve nearby communities and the COM-FSM community. 3. OIA recommended that the Space Utilization and Facilities Master Plan study be presented to the upcoming JEMCO meeting in August by the college. It must be noted that the endorsement of the study by SNLC through the signed communique served as an endorsement of the FSM leadership toward supporting future funding of the college from FSM Infrastructure funding. 		

Office	Financial Reports	IEMP #	ACCJC Standard
	<ol style="list-style-type: none"> 4. VPAS and the Director of Maintenance discussed plans for the college to file applications for the college projects based on the format used by States and FSM for IDP funding request through teleconferencing with Beca International Consulting firm. The plan is to use Beca as the PMU to provide local capacity training for our Maintenance crew to be able to provide that type of work for our future projects. OIA seem to be in favor of this concept therefore recommend that we channel this request through the FSM National Government for approval. 5. Department of Administrative services reviewed and sort out all policies within the three units Business Office and Finance, Maintenance and Security, and Human Resources and uploaded them on the college website for easy access by the stakeholders. 6. A request from the Micro Games Organizing team to COM-FSM asking for the use of our special contracts personnel working on the COM-FSM soccer field was received during the month of June. The college decided to temporarily put a hold on the work in the COM-FSM soccer field so we can assist the Micro Games Org. Team to complete the soccer field at PICS. The college is obligated to help get a soccer field ready for the games as the one at the college will not be ready for the games due to delays resulting from rainy weather. 7. VPAS as Acting President welcomed and spoke to the group of students from the Close Up Program visited the college. Encouraged them to pick a major or career early and consider coming to COM-FSM first before going off to other outside institutions. 8. VPAS as Acting President welcomed and spoke to a group of Marshallese students visited the college. 9. VPAS as Acting President welcomed and spoke with a group of sophomore from PCS and Xavier High School at the dining hall. Encouraged them to study hard, start thinking of a major while in college as early as possible and select COM-FSM as their first choice of college. 		
Business Office	<ol style="list-style-type: none"> 1. <u>Results of operations as of June 30, 2014</u> <ul style="list-style-type: none"> • The results of operations as of June 30, 2014 provided positive fund balance (FB) change of \$2.065 Million. 		III.D

Office	Financial Reports	IEMP #	ACCJC Standard
	<ul style="list-style-type: none"> • The breakdown of FB change per campus are as follows: <ul style="list-style-type: none"> – National campus - (\$ 484k) – Pohnpei campus - 1.130 Million – Chuuk campus - 436k – Kosrae campus - 169k – Yap campus - 248k – FMI campus - 156k – Other programs/grant - 457k – Restricted fund - (47k) • The nine – month period is expected to provide positive FB change due to the timing of recording. All revenues from tuition and fees for the fiscal year have already been recorded but expenditures only cover nine – month period. 		
Business Office	<p>2. <u>Audit of Financial Statements for FY 2014</u></p> <ul style="list-style-type: none"> • The audit of the college’s financial statements by Deloitte and Touche was completed on June 25, 2014. • The audit provides the following results: <ul style="list-style-type: none"> <u>Financial Statements:</u> <ol style="list-style-type: none"> 10. The Independent Auditors’ Report on the financial statements expressed an unmodified opinion. 11. No material weaknesses identified on internal control over financial reporting. 12. None was reported on significant deficiency on internal control over financial reporting. 13. No noncompliance material to financial statements identified on internal control over financial reporting. <u>Federal Awards</u> <ol style="list-style-type: none"> 14. No material weaknesses identified on internal control over major programs. 15. There is significant deficiency identified on internal control over major programs. 16. Unmodified opinion on compliance for major programs. 17. The audit disclosed findings required to be reported by OMB Circular A-133. 18.COM – FSM qualified as a low – risk auditee. 		III.D

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

Office	Financial Reports	IEMP #	ACCJC Standard																																	
	<ul style="list-style-type: none"> The audit report was submitted to Federal Audit Clearinghouse, Federal Student Aid (eZ-Audit), and Accrediting Commission for Community and Junior Colleges. 																																			
Business Office	<p>3. <u>Endowment Fund</u></p> <ul style="list-style-type: none"> The market value of endowment fund has increased by \$254k or 6%, from \$4.231 Million as of March 31, 2014 to \$4.485 Million as of June 30, 2014. The increment represents the additional investment of \$73k to fixed income (SEIX), and the unrealized gain for the quarter of \$181k or 4%. The breakdown of the market value of \$4.485 Million per money manager are as follows: <table border="0" style="margin-left: 40px;"> <thead> <tr> <th></th> <th style="text-align: right;"><u>Market Value</u></th> <th style="text-align: right;"><u>Allocation</u></th> </tr> </thead> <tbody> <tr> <td>Aristotle (LC Value)</td> <td style="text-align: right;">-\$ 1.069M</td> <td style="text-align: right;">23.8%</td> </tr> <tr> <td>Renaissance (LC Growth)</td> <td style="text-align: right;">- 585k</td> <td style="text-align: right;">13.0%</td> </tr> <tr> <td>Atlantic (S/M Cap Growth)</td> <td style="text-align: right;">- 233k</td> <td style="text-align: right;">5.2%</td> </tr> <tr> <td>SEIX (Fixed Income)</td> <td style="text-align: right;">- 722k</td> <td></td> </tr> <tr> <td></td> <td style="text-align: right;">16.1%</td> <td></td> </tr> <tr> <td>Templeton</td> <td style="text-align: right;">- 282k</td> <td style="text-align: right;">6.3%</td> </tr> <tr> <td>Brandes (Mature market)</td> <td style="text-align: right;">- 929k</td> <td style="text-align: right;">20.7%</td> </tr> <tr> <td>Lazard (Emerging market)</td> <td style="text-align: right;">- 429k</td> <td style="text-align: right;">9.6%</td> </tr> <tr> <td>iShares ETF (Nat. Resources)</td> <td style="text-align: right;">- 236k</td> <td style="text-align: right;">5.3%</td> </tr> <tr> <td></td> <td style="text-align: right;"><u>\$4.162M</u></td> <td style="text-align: right;"><u>100.0%</u></td> </tr> </tbody> </table> <p>The above asset allocations are in accordance with the investment policy.</p>		<u>Market Value</u>	<u>Allocation</u>	Aristotle (LC Value)	-\$ 1.069M	23.8%	Renaissance (LC Growth)	- 585k	13.0%	Atlantic (S/M Cap Growth)	- 233k	5.2%	SEIX (Fixed Income)	- 722k			16.1%		Templeton	- 282k	6.3%	Brandes (Mature market)	- 929k	20.7%	Lazard (Emerging market)	- 429k	9.6%	iShares ETF (Nat. Resources)	- 236k	5.3%		<u>\$4.162M</u>	<u>100.0%</u>		III.D
	<u>Market Value</u>	<u>Allocation</u>																																		
Aristotle (LC Value)	-\$ 1.069M	23.8%																																		
Renaissance (LC Growth)	- 585k	13.0%																																		
Atlantic (S/M Cap Growth)	- 233k	5.2%																																		
SEIX (Fixed Income)	- 722k																																			
	16.1%																																			
Templeton	- 282k	6.3%																																		
Brandes (Mature market)	- 929k	20.7%																																		
Lazard (Emerging market)	- 429k	9.6%																																		
iShares ETF (Nat. Resources)	- 236k	5.3%																																		
	<u>\$4.162M</u>	<u>100.0%</u>																																		
	<p>4. <u>Fund Raising</u></p> <ul style="list-style-type: none"> The total fund raising receipts for three quarters of FY 2014 is \$49k. Compared with the target of \$75k, it is short by \$26k or 35%. The amount of \$16k from fund raising will be transferred to the endowment fund. 		III.D																																	

Endowment and Fund balance

- 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.

Revenue Sources and Allocations

Diversity of revenue sources: Target to set summer 2013.

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.	IID2g (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	IID3 (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	IIIA3 (1 of 1)	

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
	current practices in this area and make necessary improvements. Enforce 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.

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
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. The college is currently seeking engineering support from Beca International Consultants in the project implementation and administration.
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 in August 2014.
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. Estimate for repair of fire alarms system at three buildings at the National Campus have been submitted. Additional emergency lights and front stairway lighting have been installed at the gym to improve lighting and safety.
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.
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,	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

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
	standards, and the review of processes are routed properly prior to approval (SPG3A&C).		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	IIIA1b (1 of 1)	

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
	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.		
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)	
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	IIIA4c (1 of 1)	

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
	in the nine standing committees, data will be collected and used to generate ideas for improvement.		
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.
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>

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
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)	
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)	

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
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 Update¹

(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

¹ 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.