

**College of Micronesia – FSM**  
**Administrative Services**  
**FY 2013 4<sup>th</sup> Quarter Performance Report<sup>1</sup>**  
*July – September 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"> <li>1. VPAS traveled to Kosrae to announce the new facilities fee and tuition increase to students, faculty and staff to be implemented in Fall 2013. On that same trip, VPAS met with the State leadership and inform them of the plan to increase tuition and implementation of the new facilities fee. The outcome of this trip is that students will be ready to see the increase of student cost therefore plan accordingly.</li> <li>2. VPAS prepared budget 2015 guidelines and transmitted to the college community and also posted on the college website.</li> <li>3. VPAS Secretary, IRPO staff, and Business Office staff prepared budget workbooks and provided support for the development of the 2015 budget.</li> <li>4. VPAS made two payments for BECA Consultant Ltd. for mobilization on the contract to develop a space utilization and energy study for the college.</li> </ol>		
Business Office	<ol style="list-style-type: none"> <li>1. <u>Statement of Revenue and Expenditures for the Year Ended September 30, 2013</u> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The breakdown of FB change per campus are as follows:</li> </ul> </li> </ol>		

<sup>1</sup> College of Micronesia – FSM website: <http://www.comfsm.fm/> for additional information contact [rschplanning@comfsm.fm](mailto:rschplanning@comfsm.fm)

Office	Financial Reports	IEMP #	ACCJC Standard																																																																																				
	<p>Unrestricted:</p> <ul style="list-style-type: none"> <li>• National campus - \$ 81k</li> <li>• Pohnpei campus - ( 56k)</li> <li>• Chuuk campus - 56k</li> <li>• Kosrae campus - 47k</li> <li>• Yap campus - 1k</li> <li>• FMI - 13k</li> </ul> <p style="text-align: right;">\$ 142k</p> <p>Restricted ( 80k)</p> <p>Net fund balance change \$ 62k</p> <p>Refer to Attachment 1 for details.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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:</li> </ul> <p>Unrestricted net assets (fund balance), beginning - \$9.186 M</p> <p>FY 2013 operations:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Results of operations</td> <td style="width: 10%; text-align: right;">-\$</td> <td style="width: 10%; text-align: right;">62k</td> </tr> <tr> <td>Use of fund balance</td> <td style="text-align: right;">-(</td> <td style="text-align: right;">786k)</td> </tr> <tr> <td>Estimated depreciation</td> <td style="text-align: right;">-(</td> <td style="text-align: right;">900k)</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right;"><u>(1.624 M)</u></td> </tr> <tr> <td>Unrestricted net assets (fund balance), end</td> <td></td> <td style="text-align: right;"><u>\$7.562 M</u></td> </tr> </table>	Results of operations	-\$	62k	Use of fund balance	-(	786k)	Estimated depreciation	-(	900k)			<u>(1.624 M)</u>	Unrestricted net assets (fund balance), end		<u>\$7.562 M</u>																																																																							
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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 style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>Actual</u></th> <th style="text-align: center;"><u>Projection</u></th> <th style="text-align: center;"><u>Difference</u></th> </tr> </thead> <tbody> <tr> <td>National</td> <td style="text-align: right;">2,595</td> <td style="text-align: right;">2,428</td> <td style="text-align: right;">167</td> </tr> <tr> <td>Pohnpei</td> <td style="text-align: right;">1,564</td> <td style="text-align: right;">1,555</td> <td style="text-align: right;">9</td> </tr> <tr> <td>Chuuk</td> <td style="text-align: right;">985</td> <td style="text-align: right;">1,139</td> <td style="text-align: right;">(154)</td> </tr> <tr> <td>Kosrae</td> <td style="text-align: right;">634</td> <td style="text-align: right;">551</td> <td style="text-align: right;">83</td> </tr> <tr> <td>Yap</td> <td style="text-align: right;"><u>524</u></td> <td style="text-align: right;"><u>594</u></td> <td style="text-align: right;"><u>( 70)</u></td> </tr> <tr> <td>Total</td> <td style="text-align: right;"><u>6,302</u></td> <td style="text-align: right;"><u>6,267</u></td> <td style="text-align: right;"><u>35</u></td> </tr> </tbody> </table> <p>Number of Credits:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>Actual</u></th> <th style="text-align: center;"><u>Projection</u></th> <th style="text-align: center;"><u>Difference</u></th> </tr> </thead> <tbody> <tr> <td>National</td> <td style="text-align: right;">28,041</td> <td style="text-align: right;">26,179</td> <td style="text-align: right;">1,862</td> </tr> <tr> <td>Pohnpei</td> <td style="text-align: right;">15,458</td> <td style="text-align: right;">16,259</td> <td style="text-align: right;">( 801)</td> </tr> <tr> <td>Chuuk</td> <td style="text-align: right;">10,640</td> <td style="text-align: right;">12,279</td> <td style="text-align: right;">(1,639)</td> </tr> <tr> <td>Kosrae</td> <td style="text-align: right;">5,128</td> <td style="text-align: right;">5,343</td> <td style="text-align: right;">( 215)</td> </tr> <tr> <td>Yap</td> <td style="text-align: right;"><u>5,148</u></td> <td style="text-align: right;"><u>5,699</u></td> <td style="text-align: right;"><u>( 551)</u></td> </tr> <tr> <td>Total</td> <td style="text-align: right;"><u>64,415</u></td> <td style="text-align: right;"><u>65,759</u></td> <td style="text-align: right;"><u>(1,344)</u></td> </tr> </tbody> </table> <p>Difference of the Average Credit: Actual vs. Projection</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;"><u>Fall 12</u></th> <th style="text-align: center;"><u>Spring 13</u></th> <th style="text-align: center;"><u>Summer 13</u></th> </tr> </thead> <tbody> <tr> <td>National</td> <td style="text-align: right;">0.1</td> <td style="text-align: right;">( 0.1)</td> <td style="text-align: right;">( 0.3)</td> </tr> <tr> <td>Pohnpei</td> <td style="text-align: right;">( 0.8)</td> <td style="text-align: right;">( 1.3)</td> <td style="text-align: right;">( 0.4)</td> </tr> <tr> <td>Chuuk</td> <td style="text-align: right;">0.9</td> <td style="text-align: right;">0.2</td> <td style="text-align: right;">( 0.2)</td> </tr> <tr> <td>Kosrae</td> <td style="text-align: right;">( 1.4)</td> <td style="text-align: right;">( 2.5)</td> <td style="text-align: right;">0.5</td> </tr> <tr> <td>Yap</td> <td style="text-align: right;"><u>( 0.9)</u></td> <td style="text-align: right;"><u>0.6</u></td> <td style="text-align: right;"><u>( 0.3)</u></td> </tr> <tr> <td>Total</td> <td style="text-align: right;"><u>( 0.3)</u></td> <td style="text-align: right;"><u>( 0.5)</u></td> <td style="text-align: right;"><u>( 0.2)</u></td> </tr> </tbody> </table> <p>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.</p> <p>Refer to Attachment 2 for details.</p>		<u>Actual</u>	<u>Projection</u>	<u>Difference</u>	National	2,595	2,428	167	Pohnpei	1,564	1,555	9	Chuuk	985	1,139	(154)	Kosrae	634	551	83	Yap	<u>524</u>	<u>594</u>	<u>( 70)</u>	Total	<u>6,302</u>	<u>6,267</u>	<u>35</u>		<u>Actual</u>	<u>Projection</u>	<u>Difference</u>	National	28,041	26,179	1,862	Pohnpei	15,458	16,259	( 801)	Chuuk	10,640	12,279	(1,639)	Kosrae	5,128	5,343	( 215)	Yap	<u>5,148</u>	<u>5,699</u>	<u>( 551)</u>	Total	<u>64,415</u>	<u>65,759</u>	<u>(1,344)</u>		<u>Fall 12</u>	<u>Spring 13</u>	<u>Summer 13</u>	National	0.1	( 0.1)	( 0.3)	Pohnpei	( 0.8)	( 1.3)	( 0.4)	Chuuk	0.9	0.2	( 0.2)	Kosrae	( 1.4)	( 2.5)	0.5	Yap	<u>( 0.9)</u>	<u>0.6</u>	<u>( 0.3)</u>	Total	<u>( 0.3)</u>	<u>( 0.5)</u>	<u>( 0.2)</u>		
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Business Office	<p>3. <u>Financial and Single Audit for FY 2013</u></p> <ul style="list-style-type: none"> <li>• The financial and single audit will again be conducted by Deloitte and Touche.</li> <li>• 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.</li> </ul>																																																																																						

Office	Financial Reports	IEMP #	ACCJC Standard																														
	<ul style="list-style-type: none"> <li>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.</li> </ul>																																
Business Office	<p>4. <u>Endowment Fund</u></p> <ul style="list-style-type: none"> <li>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.</li> <li>The breakdown of the market value per money manager as of September 30, 2013 are as follows:</li> </ul> <table border="0" data-bbox="381 472 1023 724"> <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> <tr> <td>iShares ETF</td> <td>195k</td> <td>5.0%</td> </tr> <tr> <td>Total</td> <td><u>\$ 3.934k</u></td> <td><u>100.0%</u></td> </tr> </tbody> </table> <p>The above asset allocations are in accordance with the investment policy.</p> <p>Please refer to Attachment 3 for details.</p>	<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%	iShares ETF	195k	5.0%	Total	<u>\$ 3.934k</u>	<u>100.0%</u>		
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Business Office	<p>5. <u>Fund Raising</u></p> <ul style="list-style-type: none"> <li>The total fund raising receipts for the fiscal year 2013 was \$68k.</li> <li>The amount raised for the year is short by \$32k or by 32% compared with the fund raising target of \$100k per annum.</li> </ul> <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><b>Credentialing</b></p> <ul style="list-style-type: none"> <li>Tracking of faculty and staff credentials based on aspirational credentialing to be set by September 2013</li> </ul> <p><b>Professional Development</b></p> <ul style="list-style-type: none"> <li>Percent allocation of professional development funds against prioritized capacity development needs based on prioritized to be established summer 2013.</li> </ul> <p>Impact of professional development on work performance based on employee and supervisors survey within three (3) months of completion.</p>																																

**Focus on student success – Measures of success**

**Student Performance**

- Course completion rates (ABCORP) will be at least 69% fall & spring semester 2013/2014.
- Overall withdrawal rates will be less than 8.3 percent for fall semester 2013 and 9.5 percent for spring semester 2014.
- General Education Assessment – Course completion rates for EN 120A & 120B for fall 2013 and spring 2014 will be at least 63% for EN 120A & 64% for EN 120B.
- Institutional Student Learning Outcomes Assessment – students will average at least 2.1 on the American Association of Colleges and Universities Value: Valid Assessment of Undergraduate Education components for Oral Communication, Written Communication and Foundation and skills for life-long learning outcomes rubrics for AY 2013/14.

**Completion and Transfer**

- Certificate and degree completion rates for the FY 2013 cohort of new full time students at 150% will be 14.4%, FY 2014 cohort of new full time students at 150% will be 16.4% and FY 2015 cohort of new full time students at 150% will be 18.4%.
- Performance at transfer institution: To be established in AY 2013/14.

**Retention and Persistence**

- Fall-spring persistence rate of will be a minimum of 78% for new full time students cohort in fall 2013 who persist to spring 2014, fall-fall retention rates will be a minimum of 65% for new full time students cohort in fall 2013 who return in fall 2014.

**Job Market**

- Career program completer’s employment status (within FSM): Baseline data to be established in AY 2013/14.
- Employer rating: Revised employer survey to be delivered in fall 2013 for establishment of baseline data.
- Internship experiences: Baseline data to be established in AY 2013/14.

**Satisfaction and Engagement**

- CCSSE & CCFSSSE: Targets to be set by September 2013 based on CCSSE and CCFSSSE administered in spring 2013.

***Emphasize academic offerings in service to national needs***

Office	Accomplishments	IEMP #	ACCJC Standard

**Emphasize academic offerings in service to national needs – Measures of Success**

**Articulation and Partnerships**

- Articulation agreements: a) One additional articulation agreement will be added annually and b) transcript analysis in summer 2013 will be used to establish baseline data for student transfer to institutions with articulation agreements.
- Partnership agreements: a) Two partnership agreements will be added over the period of the strategic plan and b) students’ participation in partnership programs.

**Certification examinations**

- Percent of students passing certification examinations based on testing options available in the FSM (Career and Technical Education (CTE) is working to establish the FSM as a testing center for critical CTE certifications).
- Percent of graduates passing FSM Teacher Certification (target to be established fall 2013).

**Training and Opportunities**

- Percent increase in training opportunities based on baseline data to be established in summer 2013.
- Assessment of impact of training on work performance, based on survey of program participation, meeting training goals within 3 months of conclusion of training. Assessment criteria to be included in training design.

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

Office	Accomplishments	IEMP #	ACCJC Standard

<b>Be financially sound, fiscally responsible, and build resources in anticipation of future needs – Measures of success</b>			
<b>Endowment and Fund balance</b>			
<ul style="list-style-type: none"> <li>Percent decrease in fund balance per year will not exceed five (5) percent.</li> <li>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.</li> </ul>			
<b>Revenue Sources and Allocations</b>			
<ul style="list-style-type: none"> <li>Diversity of revenue sources: Target to set summer 2013.</li> </ul>			

***Invest in and build a strong capacity in human capital***

Office	Accomplishments	IEMP #	ACCJC Standard

<b>Invest in and build a strong capacity in human capital – Measures of success</b>			
<b>Credentialing</b>			
<ul style="list-style-type: none"> <li>Tracking of faculty and staff credentials based on aspirational credentialing to be set by September 2013</li> </ul>			
<b>Professional Development</b>			
<ul style="list-style-type: none"> <li>Percent allocation of professional development funds against prioritized capacity development needs based on prioritized to be established summer 2013.</li> <li>Impact of professional development on work performance based on employee and supervisors survey within three (3) months of completion.</li> </ul>			

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

Office	Accomplishments	IEMP #	ACCJC Standard

<b>Become a learning organization through development of a learning culture guided by learning leaders – Measures of success</b>
<p><b>Learning Organization</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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).</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>CCSSE and CCFSSSE analysis: Targets to be set by September 2013 based on CCSSE and CCFSSSE administered in spring 2013.</li> </ul> <p><b>Policies</b></p> <ul style="list-style-type: none"> <li>One hundred (100%) percent of policies to be reviewed and updated by 2016.</li> <li>Percent of policies assessed as per policy assessment cycle (95%)</li> </ul>

***Evoke an image of quality***

Office	Accomplishments	IEMP #	ACCJC Standard

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

## *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 assessing current practices in this area and make necessary improvements. Enforce	IIIA3 (1 of 1)	This matter is not relevant under this Office anymore.

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)	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)	
F & M	Provide for training of state campus staff in standards, reporting, and monitoring (SPG9).	IIIB (2 of 2)	
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)	
F & M	Pursue funding from the compact	IIIB1a (2	



Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
	infrastructure maintenance funds (IMF) to accommodate facility maintenance needs of the college (SPG3B)	of 3)	
F & M	Provide staff training in facilities and safety inspections, and monitoring along reference materials (SPG9).	IIIB1a (3 of 3)	
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)	
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)	
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)	
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)	
F & M	Ensure that all grant applications are routed through the PRC committee for approval prior to their submission.	IIIB2b (2 of 2)	
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	IIID1 (1 of 2)	

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
	college.		
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	IIID2g (1 of 1)	

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
	college community.		
BO	To finalize and implement the assessment tools that will be used by offices in assessing the effectiveness of respective programs and services	IHD3 (1 of 1)	

# Institutional Effectiveness Indicators Update<sup>2</sup>

## *(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

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<sup>2</sup> 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](mailto:rschplanning@comfsm.fm).