College of Micronesia – FSM
Institutional Effectiveness and Quality Assurance (IEQA)
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	Accomplishments	IEMP #	ACCJC Standard
IRPO	**Program Prioritization**: IRPO joined the program prioritization working group in preparation, development, and rating of the programs using the program prioritization rating chart. ● Assist in preparation of chart and teams assigned to go about the program prioritization. ● Several programs had been reviewed of program rating is ongoing. Results will be available when all processes and team assignments are completed.	AP1.1	

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

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 – Measures of success
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.

Invest in and build a strong capacity in human capital

Office	Accomplishments	IEMP #	ACCJC Standard
IEQA	ACAALO conducted writing workshops for Program Assessment Summaries (PASs). Assessment coordinator developed and conducted PAS writing workshops between April 23-31 for faculty responsible for writing PAS for their programs. A total of 15 faculty participated, five from National Campus and 15 from Pohnpei Campus. Assessment results of the writing workshop can be found at: http://wiki.comfsm.fm/@api/deki/files/3259/=PAS_Training_survey_results.pdf		
IEQA	ACAALO attended the first session of three of the Assessment Leadership Academy in Oakland, California from June 2-7, 2014. The trip report can be found at: http://wiki.comfsm.fm/@api/deki/files/3260/=ACAALO_trip_report_ALA.pdf		
IEQA	ACAALO was accepted into the Data and Decision Academy hosted by the Association for Institutional Research. ACAALO was awarded the Presidential Scholarship for the academy. The courses that were selected: Introduction to Learning Outcomes – June 9, 2014 – July 28, 2014 and Foundations of Data Management – August 4, 2014 – September 22, 2014		

Invest in and build a strong capacity in human capital – Measures of success
Credentialing   ·   Tracking of faculty and staff credentials based on aspirational credentialing to be set by September 2013   **Professional Development**   ·   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.

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

Office	Accomplishments	IEMP #	ACCJC Standard

IRPO	3 day Management workshop
	   • FSM management training by consultant Dr. Watson of Watson Training and Development Company based in Guam. IRPO Director was identified by VPIEQA as a participant of the three day workshop scheduled on April 8-10, 2014. The workshop was held at the MITC rooms and the FSM-China Friendship Sports Center practice gym. Topics were focused on:
	       • Managing Employee Performance (MEP)
	          ■ Setting and communication performance expectations
	          ■ Deciding how to handle performance problems
	       • Leadership Series
	          ■ Improving employee work habits
		AP1.4/SP4.2	

	■ The three day workshop		

Become a learning organization through development of a learning culture guided by learning leaders – Measures of success
Learning Organization   ·   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).   **Communications**   ·   CCSSE and CCFSSE analysis: Targets to be set by September 2013 based on CCSSE and CCFSSE administered in spring 2013.   **Policies**   ·   One hundred (100%) percent of policies to be reviewed and updated by 2016.   ·   Percent of policies assessed as per policy assessment cycle (95%)

Department Response to Self-Identified Issues: Planning Agendas

Office	Planning Agenda Item	ACCJC Standard	Work Completed & Evidence
IEQA	Continue to revisit the mission at the annual president's retreat	IA1(1 of 4)	President Daisy eliminated the term retreat, as it contained past negative connotations and feelings of exclusion. Instead the term summit is now utilized. The mission was reviewed during 2012-2103 via the Visioning Summits, Board of Regents Visioning Exercise, the Mission Statement Working Group, the Strategic Plan Working Group, a college-wide survey and the Executive Committee. The history of this process is captured in the 2013 Accreditation Reports: • Combined Midterm and Follow Up Report http://www.comfsm.fm/accreditation/2013/midterm-report/MidTerm_and_Follow_Up_Report_2013_Final.pdf • Supplemental Report http://www.comfsm.fm/accreditation/2013/supplemental-report/Supplemental_Report_May_2013_Final.pdf With reaffirmation of accreditation June 2013, and in compliance with the Commission's *Policy on Substantive Change*, IEQA will submit a substantive change report to the Commission in November 2014, for approval to change the college mission statement. Moving forward, the VPIEQA will request the Executive Committee review, deliberate and recommend to the Board of Regents, the expected process for mission review, both informally and formally.
IEQA	Continue to evaluate and assess the effectiveness of our mission statement.	IA1 (2 of 4)	Evidenced under I.A.1.
IEQA	Revise the mission statement as needed in light of changing environmental factors such as outward migration, workforce needs, reduced funding	IA1 (3 of 4)	Evidenced under I.A.1

	allocations, and regional and global factors.		
IEQA	Develop specific goals and objectives for addressing the "uniquely Micronesian" component of the mission.	IA1 (4 of 4)	This matter has been resolved, and is captured in the Visioning Summit Reports of fall 2012 and Accreditation Reports from spring 2013. ● Combined Midterm and Follow Up Report http://www.comfsm.fm/accreditation/2013/midterm-report/MidTerm_and_Follow_Up_Report_2013_Final.pdf ● Supplemental Report http://www.comfsm.fm/accreditation/2013/supplemental-report/Supplemental_Report_May_2013_Final.pdf
IEQA	Continue to revisit the mission on a regular basis and revise as necessary.	IA2-4 (1 of 3)	Evidenced under I.A.1.
IEQA	Include questions in annual stakeholder survey related to knowledge, understanding, and support of the mission.	IA2-4 (2 of 3)	Annual stakeholder surveys have not been conducted. However, data on the mission from stakeholders is captured in the Visioning Summit Reports of fall 2012 and the Board of Regents Visioning Exercise. ● Visioning Summit 2012: August 8-9, 2012, National Campus http://www.comfsm.fm/irpo/visioning-summit/Visioning-Summit-2012-REPORT.pdf ● Chuuk Campus: ChAWG Report on Chuuk Min-Summit http://www.comfsm.fm/accreditation/2013/midterm-report/MiniSummitRpt_Chuuk.pdf ● Kosrae Campus Report: Phase II Visioning Summit http://www.comfsm.fm/accreditation/2013/midterm-report/Report_on_Phase_II_Visioning_Summit_at_Kosrae_Campus.pdf ● Yap Campus Mini Visioning Summit Report http://www.comfsm.fm/dcr/misc/yap/Mini-Visioning-Summit-Report_Yap.pdf ● Board of Regents Visioning Exercise http://www.comfsm.fm/accreditation/2013/midterm-report/COM-FSM.Visioning_Exercise_Summary.8.10.12.pdf .
IRPO	Continue efforts to increase data driven decision making with committees, programs, departments, and divisions across all campus sites.	IB1 (1 of 3)	IRPO updates its website on a weekly basis: Through direct access to its website, IRPO has been able to provide updated trends data that is accessible by the college community. Data trends include desegregated trends data for: headcount, FTE, credits, average credits (enrolled, attempted and earned), full time (>=12 credits) enrolled and earned, breakdowns by majors, graduation rates, completers, course completion, etc. http://www.comfsm.fm/?q=irpo-data-center.

| IRPO | Continue efforts to provide timely and easy access to institutional data through the college website. | IB1 (2 of 3) | **Data Reporting**

same as IB1 (1 of 3) above

  Data and Reporting
  ● Program Prioritization
    ○ IRPO joined the program prioritization working group in preparation, development, and rating of the programs using the new program prioritization rating chart.
      ■ Prepared chart and teams assigned to go about the program prioritization.
      ■ Several programs had been reviewed by designated teams. - Ongoing. Results will be available when all processes and team assignments are completed.
  ● Quarterly Report
    ○ FY2014 2nd Quarterly Performance Reports prepared, and submitted the approved report to FSM President's Office and SBOC Office on Wednesday, April 29, 2014. Reports are published on the IRPO website
  ● Data files
    ○ Prepared and published the following data:
      ■ Spring 2014 Semester Data Summary
      ■ Summer 2014 Semester Data Summary |
| IRPO | Regularly update and publish the college annual fact book, enrollment management indicators, and "institutional scorecard". | IB1 (3 of 3) | Our COM-FSM current Factbook and Factsheets are available at:
http://www.comfsm.fm/?q=irpo-grads |

IEQA	Ensure leveling of learning outcomes over time.	IB3-4 (2 of 4)	Neither the meaning nor genesis of this planning agenda could be determined.
ITO	Increase bandwidth to allow for easier communication and regular and meaningful input by all campuses	IB3-4 (3 of 4)	Yap, Chuuk and Kosrae Campuses continue usage of their new primary connections for internet services changed to ADSL with data rates of 1537/768 kbps each. Pohnpei campus also on ADSL link continues on their 1537/768 kbps via T1 link, this appears to be working well in terms of overhead and local connection congestion problems in the recent past. FMI campus retains their T1 link to Yap campus as their primary internet service line. The link type change is offers larger bandwidth speeds for internet and viable options for bandwidth and associated services inter campus over a secondary DSL link. All campuses except for PNI campus and FMI continue on to use a second ADSL type connection at a lower data rate for intercampus bound traffic only such as VoIP, SIS and COM-FSM e-mail only, at 1024 kbps asymmetric. VOIP quality has improved, the results are promising.
IEQA	Seek to increase participation in college governance.	IB3-4 (4 of 4)	The history of this PA to date is captured in the spring 2013 Accreditation Reports: ● Combined Midterm and Follow Up Report http://www.comfsm.fm/accreditation/2013/midterm-report/MidTerm_and_Follow_Up_Report_2013_Final.pdf ● Supplemental Report http://www.comfsm.fm/accreditation/2013/supplemental-report/Supplemental_Report_May_2013_Final.pdf
IEQA IRPO	Continue to increase data driven decision making.	IB5 (1 of 5)	Same as IBI (1 of 3) Through direct access to its website, IRPO has been able to provide updated trends data that is accessible by the college community. Data trends include desegregated trends data for: headcount, FTE, credits, average credits (enrolled, attempted and earned), full time (>=12 credits) enrolled and earned, breakdowns by majors, graduation rates, completers, course completion, etc.
IEQA	Continue to publish and	IB5 (2 of 5)	All accreditation reports, since 2003, are available to the public on the college website.

	communicate information and reports on institutional quality to internal/external stakeholders.		http://www.comfsm.fm/?q=reports-archive The ALO communicated quality assurance issues and successes to the college community via the community meetings held during the 2011-2012 and 2012-2013 Board of Regents meetings, site visits to all campuses 2011-2012 and 2012-2013, government hearings, the college newsfeed and monthly all campus meetings. Additionally, in 2012 and 2013 informational articles were placed in the Kasehlelia Press. The ALO also generated a public broadcast for Island Chat in Yap that aired for two weeks during February 2013. The ALO, at all times adheres to the ACCJC *Policy on the Role of Accreditation Liaison Officers*. The ALO regularly collaborates with the president, college units and the governance structure to update internal stakeholders on quality assurance matters of importance, such as evolving accreditation standards, USDE regulations and potential areas of deficiency that require attention. The ALO reports, on behalf of the president, to the Board of Regents each quarter on quality assurance matters, and includes attention to Standard IV.B. However, Standard I.B.5 states, "The institution uses documented assessment results to communicate matters of quality assurance to appropriate constituencies." To this end, IEQA is working to develop a quick link on the college website to transparently report and share, in layman terms, results of program assessments and student learning outcomes data by November 2013. We have modeled our forms on the approach taken by Los Medanos College ● http://www.losmedanos.edu/programassessment/ ● http://www.losmedanos.edu/programassessment/BiologyDepartmentProgramAssessment.asp Following the California Community Colleges' Student Success Initiative: Student Scorecard, IEQA will also establish a quick link to student achievement data from the College website by November 2013. ● http://scorecard.cccco.edu/scorecard.aspx ● http://scorecard.cccco.edu/scorecardrates.aspx?CollegeID=421
IEQA IRPO	Raise the profile of the college through enhanced research and reporting.	IB5 (4 of 5)	The quarterly reporting format has been revised to accommodate the new strategic plan 2013-2018 and includes planning agendas, links to IEMP, and a revised data section tracking key indicators.
IEQA IRPO	Conduct a formative assessment of the	IB6-7 (1 of 2)	A review of the impact of new policies for communication, governance is being undertaken to determine first if the continuous improvement policy is still valid prior to any assessment.

	continuous improvement cycle.		
IEQA IRPO	The college will improve its tracking of the current competency levels required of its graduates by: · Developing processes and procedures for the use of advisory committees and their evaluation. · Improving the dissemination of research findings and information from employer surveys. · Using other modes of obtaining information on current and future competency requirements.	IIA2b (1 of 1)	Updates - IRPO revised the employer survey for AY2013-14 to reflect the new strategic paln 2013-2018 and new Institutional Learning Outcomes (ILOs).
IEQA ITO	The college will look at mechanisms for automation of its course and program assessment, and program review system. The college web site will provide access to institutional, program, and course level student learning outcomes and	IIA2e-f (1 of 1)	Progress on this PA is captured in the spring 2013 accreditation reports. ● Combined Midterm and Follow Up Report http://www.comfsm.fm/accreditation/2013/midterm-report/MidTerm_and_Follow_Up_Report_2013_Final.pdf ● Supplemental Report http://www.comfsm.fm/accreditation/2013/supplemental-report/Supplemental_Report_May_2013_Final.pdf

	assessment reports and program reviews.		
IEQA IRPO	The college is currently conducting both a project to streamline programs and services at the college to meet changing enrollment and economic conditions as well as developing an academic master plan. Which programs and services to maintain eliminate or significantly change is considered in both activities. The college will adhere to the processes and procedures established in its Curriculum Handbook for programs that will be eliminated or significantly changed to minimize impact on students.	IIA6b (1 of 1)	A second prioritization of academic programs will be undertaken in spring 2014 and prioritization of non-academic programs in spring 2015. **Updates** - IRPO joined the program prioritization working group in preparation, development, and rating of the programs using the program prioritization rating chart. ● Assist in preparation of chart and teams assigned to go about the program prioritization. ● Several programs had been reviewed of program rating is ongoing. Results will be available when all processes and team assignments are completed.
IEQA IRPO	The college is currently developing an academic master plan. Once the plan is completed, a review will be conducted of all academic program missions, program goals,	IIA6c (1 of 1)	The Integrated Educiaton Master Plan (IEMP) was completed in March 2013 and is avaialble on the college website: http://www.comfsm.fm/vpia/misc/IEMP.pdf; & http://www.comfsm.fm/vpia/misc/IEMPsheet.pdf. The academic program prioritization for spring 2014 will include a review of program missions, goals and student learning outcomes.

	and student learning outcomes to ensure consistency and integrity in its publications.		

IEQA IRPO	Supplemental training will be provided to improve the quality and identification of SMARTer outcomes/objectives/strategies and to aid in the identification of appropriate measures for improvement and assessment plans and reports, with an emphasis on linkages to performance budget development.	IIB1 (1 of 2)	**TracDat updates**
			● IRPO conducted trainings and working sessions with requesting offices (non-academic). Trainings included assisting, tracking, and maintaining data inputting process. The requesting offices were:
			  ● VPAS
			  ● Pohnpei Campus
			  ● IT Office
			  ● CRE
			  ● *GoToMeeting* session with CRE's State Cooperative Extension Service (CES) and Agriculture Experiment Stations (AES).
			
			● Management workshop
			  ○ FSM management training by consultant Dr. Watson of Watson Training and Development Company based in Guam. IRPO Director was identified by VPIEQA as a participant of the three day workshop scheduled on April 8-10, 2014. The workshop was held at the MITC rooms and the FSM-China Friendship Sports Center practice gym. Topics were focused on:
			    ■ Managing Employee Performance (MEP)
			      ● Setting and communication performance expectations
			      ● Deciding how to handle performance problems
			    ■ Leadership Series
			      ● Improving employee work habits
			      ● The three day workshop

IRPO	The college will continually monitor and analyze the effectiveness of the COMET. All new COMET test data will be added into the SIS to allow tracking of students against COMET test data. At least two previous COMET administration test data will be entered into the SIS for analysis purposes.	IIB3e (1 of 2)	OAR has responsibility for entry of COMET information into the SIS. IRPO will analysis and track student success against COMET scores once the data is available. IRPO National Student Clearing House - Updates ● Reviewing and awaiting data entry to be inputted by OARR
ITO	The college will start developing an electronic archive of hard copies of students' records.	IIB3f (1 of 1)	Research continues, efforts to be in conjunction with official archive depository, the LRC
IEQA IRPO	The college will be monitoring the IAP process and conducting a formal review/evaluation of the college's continuous improvement cycle in spring/summer 2010. Appropriate action and modifications will be taken on the review	IIB4 (1 of 1)	Monitoring of the IAP process has been automated through implementation of TracDat. Status reports on implementation of IAP at the college will be compiled annually beginning in spring 2014.
ITO	To enable as many members of the Information	IIIC (1 of 3)	http://wiki.comfsm.fm/Committee_Terms_of_Reference/INFORMATION_COMMUNICATIONS_TECHNOLOGY_COMMITTEE

	Communications Technology Committee (ICTC) to be present for the decision-making and planning process, the chair of ICT committee will call a meeting at least twice each semester as called for in the terms of reference (TOR).		
ITO	The designated ICTC subcommittee should continue negotiations with FSM Telecom to improve the speed and reliability of internet connections. The faster and more reliable connections will improve communications among sites.	IIIC (2 of 3)	This responsibility now lies with IT. Negotiations for newest contract are complete. Future changes are considered as needs and situations change. The current connectivity contract for primary lines expire in three years. As needed links for other purposes as well as emergency contingency are employed as well.
ITO	The ICTC membership will be reviewed annually with a goal of having acceptably diverse representation as mandated by the TOR.	IIIC (3 of 3)	http://wiki.comfsm.fm/Committee_Terms_of_Reference/INFORMATION_COMMUNICATIONS_TECHNOLOGY_COMMITTEE
ITO	New technology will continue to be purchased	IIIC1b (3 of 3)	Purchase of student support technology in computer labs and in support of networks for those labs continues on schedule.

	to replace or upgrade older technology as needed and as facilities and funding allows according to set schedules for all computer training laboratories and support infrastructure.		
IRPO	To evaluate the existing budget process to ensure efficiency of the college's planning and resource allocation.	IIID1d (1 of 1)	A budget handbook was developed for the college in spring 2013. An assessment of the process will be evaluated in fall 2014.
ITO	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)	Business office information is part of the overall department of administrative services on the official COM-FSM website.

Institutional Effectiveness Indicators Update[2]
(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] College of Micronesia – FSM website: http://www.comfsm.fm/ for additional information contact rschplanning@comfsm.fm

[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.