College of Micronesia - FSM - Performance reporting form

Department/Division: College of Micronesia - FSM	Period:	2 nd Quarter 2007
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Strategic goal 1: Promote learning and teaching for knowledge, skills, creativity, intellect, and the abilities to seek and analyze information and to communicate effectively

Objectives	Accomplishments	Comment	s/additional	detail		
1A: Promote quality teaching and learning-centered behaviors and environments	 [VPIA] 449 classes offered in Spring 07 semester with 97 full time and 64 part time faculty teaching 	[VPIA] Campus	Enrollment	# of	Full time	Part Time
for the six campuses	• Monitoring visits conducted at Yap, FMI and Chuuk Campus			Classes	Instructors	Instructors*
	• Course syllabi collected and reviewed for 449 courses.	National	793	162	46	6
	• 6 courses modified and approved by curriculum committee	Chuuk	559	100	14	16
	• AA and 3 rd Year Certificate in Teacher Preparation programs	Kosrae	214	53	9	8
	modified and approved by Board	Pohnpei	485	78	18	15
	Revised Policy for Non-Credit courses approved by board	Yap	203	48	5	15
	• Partnership BA in Elementary Education with UOG approved by	FMI	32	8	5	4
	Senior WASC commission for Summer 07 implementation.	TOTAL	2,286	449	97	64
 LRC collections in support of curricular programs in Jan 1-Mar 31 period 782 items were added to the LRC collections 36 classes with 661 students (high school and college) met in the library for tours; orientations; instructions and utilized resources Volunteer Chinese language instructor joins national campus an offere two language alaesee 	 * includes teaching assistants n/a = information not available Yap and Pohnpei Campus have high percentage of part time faculty [Pohnpei Campus] Recommendation for uniformity in rubrics used system-wide. 					
	 [Pohnpei Campus] ESL/EN Division reviewed and commented on writing rubrics. Installation & internet activation of teaching software on 12 computers for vocational class. Supplemental reading texts were added to ESL classes. 4 weekly math puzzles were posted of which 3 were successfully solved. CHS 242 class, consisting of 6 students, is doing practicum in the dental division of the Dept. of Health Services. 		mulate inter is posted ev ons. Particip d with only o the fourth j pus] ll textbooks	ery week v ation is gr one entrée ouzzle. required fo	hematics, a n with prizes fo adually incre for the first or the course we are making	r correct asing, i.e. puzzle and s offered

 15 Longman dictionaries were put on -reserve for Reading IV class. Assisted 7 students (FWS & NC) in LRC operations. Assisted 2 instructors with inter-loan process. LRC received book donations from 6 donors. 28 students including 2 professors (Ethnobotany class from the NC & English class from PC) visited the Botanical Garden at the PC. 	for those students without textbooks.
 [Chuuk Campus] President Spensin James, VPIA Jean Thoulag and Director Joakim Peter met with Governor Wesley W. Simina and Speaker Florencio Harper to discuss the proposed Nursing program. 	
 [Yap Campus] More than 100 students course selected for spring registration All 20 instructors (5 full time and 15 part time) meet at least the minimum qualifications and are certified to teach COM-FSM courses. Updated course outlines for every class were followed by all instructors with emphasis on student learning outcomes; syllabi are made available to all students at start of semester. 1 faculty workshop was done on Jan. 10th by IC to share good and effective teaching methods and to provide all with Instructor's Binder, supplies, & materials. All classrooms, labs, LRC are fully equipped with all necessary supplies and materials. Faculties coordinate with LRC on resource materials for their classes and programs. Tutoring sessions (Peer to Peer Seminars) (5 hours per day) are made available to students to assist them with their class work. The IC and Dept. Chairs have begun to do class observations and evaluations of instructors. VPIA visited the campus in early February and also did class observations of all instructors. IC participated in the Presidential Retreat held at the national campus for the whole college community in late March 	

	 [Kosrae Campus] A total of 42 courses are currently offered for spring 2007 term at Kosrae Campus. 	
1B: Make developmental courses an institutional priority	 [President] Approved the recommendation of the curriculum committee on realigning the developmental courses at the COM-FSM (3/8/09) 	
	 [VPIA] Reading levels of 268 national campus students were tested using the Gates-MacGinitie Reading Test. Ten college faculty obtain membership in the National Association of Developmental Education (NADE). Five college staff participate in the annual NADE conference in Nashville, Tennessee Two faculty members from Kapiolani Community College present workshops on developmental education programs and learner centered teaching strategies. One report compiled on the retention and completion rates for Fall 03 Cohort students in Certificate of Achievement in General Studies. 	 [VPIA] Reading levels for the majority of students tested clustered in the 6th – 10th grade level range.
	 Rubrics designed for all developmental writing courses. Three meetings held with Pohnpei public high school staff to share outlines and information on college expectation for college ready students Curriculum Committee recommends to discontinue and replace the current Intensive English Initiative 	• Only one completed the certificate and 26 out of 201 students in the cohort retook the entrance test and moved on to an associates degree programs without completing the certificate. After 6 semesters, 87 % did not complete the program
	 [VPSS] IC and the IEI Coordinator from Pohnpei campus met with VPIA, VPSS, and the AAC regarding the phasing out of the Intensive English Instruction 	 [Chuuk Campus] Coordinator William is expected to provide on- going training to help improve our services to our remedial students
	 [Pohnpei Campus] Transitioning into new developmental math courses, MS095, MS096, and MS099. 	[Kosrae Campus]Consolidated Intensive English Instruction (ESL

	 33 sections of developmental English courses are being offered this semester. 11 sections of developmental mathematics courses are being offered this semester. [Chuuk Campus] 22 sections of developmental English courses is offered this semester. Instructional Coordinator Alivios William attended a workshop in the National Campus staff development day that focused on improving our remedial program Coordination William attended NADE annual conference [Kosrae Campus] A total of 11 developmental courses are currently offered for spring 2007 term at Kosrae campus. Three developmental courses are on the summer 2007 term and 10 for Fall 07 semester schedules. 	 086a Reading, ESL 086b Writing, ESL 086c Speaking & Listening) ESL 088 Reading IV, ESL 089 Reading V, ESL 098 Writing IV, ESL 099 Writing V (Both certificate & degree students) MS 095 Pre-Algebra, MS 096 Elementary Algebra, MS 098 Transition to Algebra (Both certificate & degree students) BU 097 Small Business Management (Both certificate & degree students)
1C: Enhance faculty involvement in the college	 [VPIA] Chuuk Campus instructional staff met with vpia and campus fiscal officer to review instruction division budget and prioritize needs. Two instructional coordinators and other faculty participated in President's Retreat for Strategic Plan [Pohnpei Campus] 5 Division Chairs attended preparation meetings for Career Day 7 instructors attended initial meeting of the PC/LRC Committee. 5 faculty membership in the newly established curriculum committee 7 instructors attended meeting with Mr. Kongsvik regarding TESOL certification. 5 Division Chairs and faculty participated in the one-week President's Retreat either as attendees or presenters. Updated Spring 2007 advising list 	

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Strategic goal 2: Provide institutional support to foster student success and satisfaction

Objectives	Accomplishments	Comments/additional detail
2A: Promote strategic	[President]	[President]
enrollment management for the college	• Continue to monitor the enrollments at all campuses to make sure that programs and services are deliver consistently based on resources available at campuses.	• Facilities construction at State Campuses will soon be impacting the accomplishments on this objective. Due to increase in cost of construction some of the projects will be pushed back to a later

[VPA]	dates.
• Evaluation of facilities, amenities, personnel, etc, at each	Rep 41
campus against established enrollment management standards.	[VPA]
[VPSS]	• Still a work in progress – some campuses are below
• VPSS, VPIA, AAC, DOAR met about admission & records	standards and need to be uplifted for equity
processing of NG (no grades) submitted by some faculty members	purposes. Filling positions at some campuses is
• The administration of the COMET began at all high schools in	more difficult than at other campuses. Budget
the FSM	constraint a major issue.
VPSS traveled to Kosrae, Yap, Chuuk	[VPSS]
Also conducted COMET Proctor workshop at PNI	• Submission of no grades is becoming problematic with financial aid awarding of Pell
[Pohnpei Campus]	 Members of the Admissions Board throughout the
 485 students enrolled at Pohnpei Campus for spring 2007. 	college administered the COMET to about 2,000
 2 counselors assisted with registration, late registration and 	seniors
add/drop for the spring 2007 semester.	Conducted COMET Proctor training at all
 25 personnel conducted course selection, registration, and 	campuses. Over 45 staff, instructors were certified
add/drop.	as proctors
• 136 Financial Aid applications collected and screened for	
eligibility.	[Pohnpei Campus]
• 14 work study job requests transmitted by FAO for approval.	• \$1,000 collected from vocational students for
Recruitment plan for HTM program was accepted by Director	accidental insurance coverage.
and presented to VPIA.	• FWS budget for this semester is \$9,000.
• 315 students were issued charge authorizations for textbooks.	• The HTM recruitment plan is to offer HTM
Summer and Fall 07 Class Schedules and Textbook requisition	classes at the National Campus in order to recruit
submitted to VPIA and Bookstore Manager.	more students into the program.
• 4 recruitment/information seminars conducted at NC by HTM	
Division.	[Chuuk Campus]
• 18 advisors attended meeting, chaired by AIC, on course	• Two outer island high schools have not received
selection.	the test.
• 40 FAFSA renewals being processed.	[Yap Campus]
 354 students reported on mid-term deficiency. 	• Projected enrollment for spring is at 200 with total
 115 class withdrawals were processed. 	credit hours of 2,400. Actual enrollment is 203
 52 students were awarded FWS and SEG. 	with total credit hours at 2,397. (short by 3 credit
 353 students were awarded 1 we and 0.20. 353 students have been awarded Pell Grant for spring 2007 with 	hours)
a total transfer of \$691,154.	
[Chuuk Campus]	
 559 students enrolled in 111 classes taking a total of 6,706 	
• 557 students enrolled in 111 classes taking a total of 0,700	

credits.
• 544 high school students and college students took the COMET.
Revision on the enrollment management indicator for Chuuk is
being updated to reflect new developments
[Yap Campus]
• A total of 203 students are enrolled during spring semester:
o 90 females
o 113 males
o 149 freshmen
o 53 sophomore
o 138 full time
• 24 are ³ / ₄ time
\circ 18 are $\frac{1}{2}$ time
\circ 23 are less than $\frac{1}{2}$ time students.
 169 are continuing students7 are returning
0 27 are new students
 116 are in degree programs
0 87 are in certificate programs
• Yap Campus is only enrolling the number of students whom we
can accommodate based on COMET scores, size & number of
classrooms, qualified instructors available, and programs.
Enrollment cap is set at 250 students per semester.
[Kosrae Campus]
 Nine (9) students will be completing AS in Teacher Education/Elementary this semester. In addition, 4 students are
completing certificates in Electronics and Telecommunication
 and 1in carpentry. Nine full-time faculty and IC assisted Student Services
Department with spring 2007 Orientation, Registration, and Advisement.
Four function function and for approximation for a for
activities at Kosrae High School.
[Office of Admissions and Records]
 Prepares for Spring 2007 registration
 Processed Spring 2007 enrollment for all campuses.
Trocessed opting 2007 enforment for an earliptices.

	 Processed 77 applications for readmission. Processed 14 applications for 3rd Year Certificate Program. 	
2B: Become more student- centered in the development of specific college system policies and procedures	 [President] Continue to approve and support courses, programs, and services that promote student-centered initiatives. [VPSS] Conducted 5 SSC meetings during the reporting period Participated in 5 meetings of the Planning Council regarding the President's Retreat Attended Cabinet meetings PTK (Phi Theta Kappa) Beta Omicron Upsilon Chapter held several meetings [Pohnpei Campus] 8 meetings on student support services attended by 2 counselors 2 activities (Staff Development Day & Career Day) assisted by both Counselors. 4 Phi Theta Kappa meetings on student activities, admissions and curriculum. [Chuuk Campus] Director Peter and Counselor Inda Maipi attended the PACRIM conference on disabilities in Honolulu. [Yap Campus] Student Services Coordinator attended a Student Services Workshop and the Presidential Retreat in March. 12 workshops, seminars, and social activities have been held on campus since the start of spring semester. These include Blow-Out for all faculties, students, & staff, 2 Financial Aid Workshops, Leprosy Awareness, How to Succeed in College, Study Skills Seminar, Happy Valentine's Day events, Ice Cream Social, and Time Management Seminar. 1 hour (12:30 - 1:25pm) on Mondays, Wednesdays, and Friday s are reserved for assemblies, workshops, seminars, etcno classes 	 [Chuuk Campus] On-going training on improving services for students with disability will be provided by them. [VPSS] Agenda: Founding Day, Program Evaluation, SS department system-wide meeting, etc. Agenda: President's Retreat, Assessment Process (Program Evaluation) Agenda: International Convention, Leadership Training, Fundraising, Objectives for the semester, Induction Ceremony [Kosrae Campus] At the pre-conference meeting at NC, policies and others issues were reviewed and discussed
	 held at this time to ensure all are free to participate. 1 student fun night event is scheduled to take place March 	

	• 1 Advisement Workshop was held in January for all faculties and	
	staff who are advisors to students on campus.	
	 [Kosrae Campus] A Recruitment Team for College of Micronesia-FSM was created and it had conducted two days recruitment process at the Kosrae High School. A total of more than 120 senior students attended. A total of 215 students registered for enrollment in the 2007. One SS Coordinator participated in a system-wide Student Service pre-conference workshop sponsored by the Office of the Vice President of Student Service and Supports Affairs. 	
	 [Dormitory] Development Of student (Residential Policies) with a 3 tiered disciplinary process with a retention based objective goal. 	
	 [Office of Admissions and Records] The Office of Admissions and Records put up 4' x 8' visible board displaying the schedules of classes for Spring Semester 2007. 	
	 Processed 33 school certification for FSM Social Security. Processed Fall 2007 grade report card for all campuses. Prepares files for new student. Processed 239 transcript requests for month of December, 	
	January and February.Meeting with Ken Gerald regarding the SIS.Processed and distributed Early Warning Deficiency List.	
	 Director of OAR and the Registrar met TSP Seniors student from PICS and discussed admission processed and other related information. 	
2C: Promote timely college tenure and graduation of students with mastery of array of core learning objectives,	 [President] Delivered speeches and remarks at World Health Day that COM- FSM organized and sponsored. 	 [VPSS] VPSS met with the members of the SS management team to talk about the tutoring program at NC
including civic-mindedness and self-value	 [VPSS] Tutoring Program at National Campus VPSS met with SBA Officers and other student leaders regarding the Leadership Workshop for student leaders at NC 	 Workshop on student leadership was held at Nahlap Resort. Agenda: Being a leader, interpersonal skills, goals setting, time/money management, by-laws and constitution. 50

		participants
[Pohnpei Campus]		participanto
• 5 SAP appeals processed by Counselo)r	[Pohnpei Campus]
 2 students received assistance with co 		Graduation Applicants:
 198 visits to tutorial program. 	inpleting forms.	1. Kihleng, Marcia-Telecommunication
 33 computer usage in the Student Su 	pport Center	2. Maruame, Lambert-Auto Mechanic
 78 class lists finalized by OAR. 	pport Center.	3. Pelep, Samuel-Building Technology
 138 students provided counseling on 		4. Johnny, Edward-Building Technology
 23 withdrawals processed by Counsel 		5. Silbanuz, Stenson MBuilding Technology
		6. Oswalt, Freeson-Building Technology
• 9 students applied for spring 2007 gra	aduation.	7. Anson, Strickson-Auto Mechanic
		8. Route, Senry-Hospitality Tourism
[Kosrae Campus]	Less Les 1: Charles De mars Di	Management
• SS Specialist updated 50% of the stud	aent Individual Degree Plan	9. Johnny, Lisa-Hospitality Tourism
records.		Management
• Student/Instructor advisement assign		management
• SS Coordinator attended PFAC in Ke	ona, HI.	[Kosrae Campus]
[TA O]		 IDPs help students in choosing courses in their
[FAO]		field of study. When instructors have knowledge
Pell Grant National 691 students	¢1 274 261	about the education progress of their students,
	\$1,374,361	advising is more meaningful to student.
Chuuk 258 students	\$ 501,645 \$ 120,000	
Pohnpei 77 students Yap 20 students	\$130,000	
Yap 20 students Kosrae 148 students	\$ 30,379 \$ 222,117	
TOTAL 1189 students	2,228,123.00	
• SEG (grant) National 44 students	\$2,200	
	\$2,200	
• SEG (work-study) National 196 students	\$29,908.15	
Chuuk 8 students	\$ 613.75	
Pohnpei 12 students	\$ 401.25	
Yap 3 students	\$ 43.25	
Kosrae 18 students	\$43.25 \$1,218.75	
FMI 33 students	7,655.00	
TOTAL 270 students	\$ 39,841.15	
FSEOG	φ 39 ,041.13	
	\$ 27,500	
	φ 2(,300	
Federal Work-Study		

	0	¢21.045	25	
National 12		\$21,847		
Pohnpei 1		\$2,030		
	4	\$537		
	3	\$235		
Yap	0		0	
Total 1	47	\$24,64	9.25	
[Student Support Ser	vices Program	m – SSSPl		
 During this report 			lemic worksho	ns
conducted on dif				
participants:	lerent days b	y faculty filefil	beis for the stu	uent
	Exam Strateg	ies conducted	by Jonathan G	ourlay
	-		by Patricia Kell	
	Keller, Karen		., 1	,,
• The following are	e academic se	rvices provide	d and the total	
number of stude	nt participant	s who receive	d services durin	g this
reporting period:				
	ic Advising -			
	al Aid counse	0		
	l counseling			
	r counseling ·			
	ual tutoring –	97		
	utoring – 39			
	ter assisted -			
	onal mentori	-		
	ic Workshop			
SSSP successfully				
(APR) for 2005-2				
Program in Febru				elow
is section 3 with	the performa	nce outcome o	on approved	
objectives.				
Objective	SSS	Actual	Performanc	
#5,6,7,8	grant	(160)	e Outcome	
	approved	number of		
	objective	participant		
Persistence		S		
reisisteriee	55%	135	84%	
L	5570	1.).)	01/0	

	Good				
	Academic	85%	137	86%	
	Standing				
	Graduation	40%	38/19	50%	
	*ESL		37		
	088/089 &	80%	enrolled	95%	
	098/099		35passed		
*f	or information purp	oses did no	ot report in the	e APR	
			-		
[8	ports & Recreation				
•	School Farwell an		as party, live b	and by 2 grou	os the
	dorm boys and th				-
	entertainment. Aj				
•	College hosted hi				
	13 teams participa	_			
	different high sch				
	played in this tour		-		-
	witnessed these ga			number of pe	opie
	State open basket			ams/1 staff 7	otal
	number of players				
	Number of games			ucceeded, 2	place.
	_	room usag			
	0	0	e: ber = 31peopl		
		January =		c	
		February -			
		onal sports			
		Dec. = 21			
		Jan. = 196			
		Feb. = 149			
			1		
•	Founding Day Ga			. 1 C 1. M.	11. 1 11
			ns both male a	ind female Vo	lleyball =
		both gend		1)	
			(8 men's & 8		
			ccomplished=		
			s in Founding	Day Ball Gam	es:
			icipants = 345	-	
		Female Pa	rticipants = 96)	

Department League Softball:
o 2 college teams,
 Sharks I played 12 games
 Shark II played 13 games.
• 43 students and staff played together on both teams
[Counseling - National Campus]
• Provided academic advising to 46 students.
• Assisted 39 students with financial aid appeals.
• Provided college/transfer information to 33 students.
• Assisted 38 students with clearance forms.
• Counseled advisees who were placed on Early Warning list and
made arrangements for tutoring.
• Assisted 22 students with scholarship information.
• Conducted a transfer for 35 students planning to further their
education at four year institutions.
• Provided career information/advising to 10 students.
• Conducted Resume/Interview workshop for 75 students.
• Assisted 39 students with application forms, financial aid
questions, changing major advice, etc. (others)
 Provided exchange program information to 5 students.
 Assisted in screening of candidates for the Exchange program to
University of Ryukus.
 Met with foreign affairs official regarding 1 scholarship recipient
to attend COM-FSM National Campus.
to attend COMPI SMI National Campus.
[Peer Counseling Center – National Campus]
 Tutorial services had been extended to 44 students during the
past 2 months, December and January.
rue - monte, 2 compet and jundary.
[Office of Admissions and Records]
• Update student IDP
• Evaluated academic records of 95 students from National
Campus, 11 from Pohnpei Campus and 5 from Chuuk Campus
for Fall Semester 2006 graduation.
• Certified 96 students for Fall Semester 2006 graduation.
• Preparation for Fall Semester 2006 graduation.

2D: Develop a student-	[VPSS]	[VPSS]
friendly campus environment	• VPSS, DSL, Cafeteria Manager met with the dormitory residents	• Issues addressed were the quality of food being
that encourages and enables		served,
students to be health	[Pohnpei Campus]	
conscious	• 337 visits made to the health clinic.	[Pohnpei Campus]
	 4 cases of STI identified among our students and referred to Public Health. 31 visits to the free clinic by MedPharm. Landscaping around classrooms. 130 students, 5% of which is female, participated in daily sporting activities. 	 Most of the health clinic visits were for flu signs and symptoms like coughing, headache, congestion and fever. Others were for minor ailments and injuries. Giving students a relaxing surrounding with colorful plants. Makes studying refreshing and enjoyable.
	[Chuuk Campus]	
	 our health center is now open 4 new tables for the Student Services building were built by the Vocation Education department. -5 boxes of medicine and related supplies have been purchased with the assistance of the National Campus nurse 	 [Chuuk Campus] The Chuuk State Hospital is manning the center with a nurse and also provided initial supply of medicine and related supply.
	[Yap Campus]	[Kosrae Campus]
	 A total of 6 peer to peer events have been done since January. Topics include: What is Peer Seminar? Leprosy Awareness Day, How to succeed in college, study skills seminar, Tubeculosis Awareness Day, and Time Management Seminar. Peer Counseling Center Manager continues to collaborate with Public Health nurses and staff to do public awareness seminars on campus as well as health screenings. Yap Campus has offered for the first time an ESS course in walking. All campus facilities and grounds are regularly maintained and cleaned. Grounds Maintenance is contracted out. Janitorial Services will be contracted out in the next month. SBA Officers meet regularly with their advisor to plan events and for information sharing. 	 Due to the tsunami warning, Founding Day celebration was cancelled.
	[Kosrae Campus]	
	• SBA members slated April 2, as a Fun Day for Picnic at the Okat	
	Marina. Students also discussed fund raising strategies for the	

	Endowment Fund.
	Approximately 30 students participated in Kick Butts Day.
	[Health Services – National campus]
I	• 1,177 health- related visits were taken care of at the COM
I	dispensary during the reporting period. Of this number:
I	• 146 received treatment for the flu
I	 cold syndrome
	• 82 received treatment for minor injuries
	 178 received treatment for generalized body aches
	• pains and headaches, 20 received treatment for
	eye/ear/nose-related problems
	 95 received treatment for skin disease/infection
	 50 received treatment for gastro-intestinal (GI) related problems
	 164 received counseling and IEC materials on
	reproductive health and other health-related problems
	 55 requested usage of family planning/contraceptive
	methods
	• 8 received the flu shots
	 85 were screened for diabetes
	 hypertension, obesity and other chronic problems
	 131 received treatment for health maintenance and/or
	health prevention
	• 32 were referred to other health clinics/agencies
	 131 were for various reasons
	Leprosy (Hansen Disease) Awareness Day (January 31)-Activities
	planned and implemented for the day including mass screening
	for leprosy and distribution of leaflet/pamphlets on the disease.
	111 people participated in the screening activity. Of the 111
	people screened, 2 people were suspected to have the disease.
	One of them, an off campus student, has been confirmed and
	now on treatment. The other one is still undergoing testing.
	[Dormitory]
	• There was a total 111 students participated in a Hansen's disease
	awareness campaign on Jan 31 st and February 1 st .

 [Counseling - National Campus] Provided personal counseling to 30 students. Counseled and advised 11 students who were referred due to disciplinary action. 	
 [Peer Counseling Center - National Campus] 922 students and community youth participated in our HIV/AIDS outreach activities. 53 students and 5 faculty and staff participated in our Family Planning presentation on campus. Male and female FOCUS groups were established. Twenty seven (27) students were registered. 38 students attended 3 seminars at our centers. 	

Strategic goal 3: Create an adequate, healthy and functional learning and working environment

Objectives	Accomplishments	Comments/additional detail
3A: Provide for adequate facilities to support a learning community	 [President] Approved purchase orders for purchase of equipment and materials for improving conditions of facilities. Approved and allocated fiscal resources for improvement of facilities. Met with Chuuk State leadership on securing a permanent site for Chuuk Campus. Also met with Roger Mori on the problems associated 	 [President] Children of one of the land owners of the current Chuuk Campus site are complaining about not getting their shares of the current lease. Transition plan has not been developed by Chuuk Dept. of Education.
	 with the lease on current Chuuk site. [VPA] 1 meeting with FEMA personnel to discuss the option of having FEMA fund one complete building at Yap Campus. 1 meeting with Chuuk campus landlord to resolve land lease issues and to explore prospect of acquiring more land in order to move VocEd, Upward Bound, and Maintenance to same site. 1 tour of possible site (Susumu Enterprise warehouse) for VocEd 	 [VPA] IDP projects on hold as the PMU and TC&I sort out their differences. likely to delay commencement of construction FEMA funding could be lost – expiry in April 2008 (Yap state matching expires Sept 30, 2007)
	 [VPIA] Minimum specifications for development of science labs at state 	 [Pohnpei Campus] The PC Botanical Garden provides a teaching area for Micronesian studies (culture), preservation of both culture and plants, incorporating new ideas

campuses identified	to old ways.
 [Facilities & Maintenance] Submitted furniture for Yap Campus list to PMU. Inspected possible site for Chuuk Campus VOCED Complete inventory and inspection of Yap Campus, FMI Facilities, Chuuk Campus, and Kosrae Campus. Commence contract for Cafeteria extension. Present issues relating to master plan development. Prepared site development plan for Yap campus. Meeting with FEMA representative regarding funding FEAM relief buildings. Presentation of Master planning criteria's at the President's retreat March 2007. 	
 [Pohnpei Campus] 93 species of native plants that play a role in enhancing and promoting health, and economizing Pohnpei planted on 1/2 acres land. LRC hours extended for 2 hours daily with assistance of 6 work study students (3 from NC & 3 from PC) [Chuuk Campus] 	
 the new student services center is used for group studies an tutoring 	
 Yap Campus] FEMA and Classroom Projects are still under review with COM- FSM and TC & I. We are in the process of doing site preparation. 	
 [Kosrae Campus] The SBDC building is approaching completion date of April 15. Because of weather, the contractor requested a modification in the contract to extend it to another 15 days. One contract modification request was submitted to the President for approval and signature. 	

3B: Provide for maintenance and upkeep of grounds, facilities, and equipment	 [Sports & Recreation] Installed new lights on the outdoor court for adequate use of the students and the communities when the government, schools or churches utilize the gym Need to replace the carpets and order more wireless microphones for use during sporting events, workshops, conferences, etc [President] Approve new maintenance contract for custodial services at Chuuk and National Campus. 	[President]Accessing the IDP Maintenance Funds.
	 [Facilities & Maintenance] Install interior section doors at new faculty office. Installed 2 water supply strainers for the dorms. Replace 100% of Shower valves at the dorms. Awarded contract for janitorial services effective March 1, 2007. Complete floor care work (Strip and Wax) for male and female dorms. Completed 189 out of 194 <i>maintenance work</i> requests. Accommodated 10 sea and 30 land transportation requests. Installed 9 out of 12 split air condition units for new faculty office. Complete cleaning of air condition units on campus. Held meeting with Chuuk Campus maintenance staff regarding maintenance issues and shop organization. Maintained campus grounds. POL account has a balance of 17%(\$3,304) will need \$10,000 to supplement. Supplies account balance 13% (\$3,076) may need supplemental funds. 	
	 [Pohnpei Campus] Cleared wooded area for a park. Landscaping staff succeeded in improving the campus landscape as well as improving the campus spirit Continued maintenance of a clean and safe student center to better student learning. This is inclusive of all 70 UB participants. Extended Business Office and Bookstore porch to improve 	

	 services to students. Completed concrete Ditch and Rip Rap Wall at the Lower Campus to prevent future flooding of offices and classrooms. Completed Renovation of ETSP building. Completed a new temporary Maintenance Shop at the Upper Campus. Maintenance developed schedule for General Campus Clean Up and maintained campus facilities and equipment such as air-conditioners regularly and as requested. Maintenance assisted IT Division on installing all necessary piping work for fiber optic cable from UB office to new 	
	Maintenance Shop. [Chuuk Campus] • the Maintenance Department complete another phase of landscaping for the campus	
	 [Yap Campus] 2 staff are responsible for maintenance of all buildings and equipment for the college. Ground maintenance is done 2x a month by a contractor. All computer systems and software are regularly maintained by the IT team (2 persons). The 2 labs are monitored daily to ensure that students have access to working computers every school day. A new server has been installed leading to increased bandwidth. Access to internet is more convenient for all students, faculties, and staff. 	
	 [Kosrae Campus] Repair plumbing in AES Building and Upward Bound office. Installed clocks in every classroom and synchronized to allow uniformed flow class periods. 	
3C: Provide for a safe, secure and effective college environment	 [President] Negotiated and approve MOU on leasing land for a parking lot at Chuuk Campus. Approved purchase orders for purchasing 	 [VPA] Walk around; check out facilities; observe classes; meet/talk to various personnel and students; take

 water tanks for Chuuk Campus. Security contracts continued at all campuses. [VPA] Conducted 2 campus tours of national campus, 2 tours of Pohnpei campus and 1 tour of Chuuk campus to ensure a safe and secure working and learning environment. Facilitated 3-year contract award for janitorial services for National campus. 	 notes and follow up with appropriate offices. [Kosrae Campus] A smooth operation was made to this emergency call with 100% response rate.
 [Info. Tech.] License Renewal for COM-FSM system wide computer Antivirus / Antispyware and service licensces for server software support are in the process of renewal. 	
 [Facilities & Maintenance] Awarded contract for Chuuk Campus fencing. Participate in orientation of resident student Five security officers participated in law enforcement seminar. Conducted dorm fire drill Security Chief participated in "Jean Clery Act" security reporting requirements in San Diego California. Arrest 6 ;Liquor Law Violation 14; Thefts 3; Property Damage 3; Drug Violation 1 All campuses currently providing 24-hour security services All campuses perform daily custodial services. Installed 2 each surveillance Camera. Developed in-house security operating policies and procedures Installed motion sensor lights at dorm exit doors. 	
 [Pohnpei Campus] Removed tons of garbage, metal weed species, condoms and whiskey bottles from the hillside area of the lower campus. Removed trees and shrubs to improve visibility and to reduce drinking and other improper activities. Instituted three new forms (citation, incident, daily crime log) to be utilized by Security. 	

Regular meetings of Maintenance, Security, and Janitors to maintain safe and secure campus.	
 [Yap Campus] 1 registered nurse provides basic health care to students, faculty, and staff. In cases where a student is injured or very ill, such cases are referred to the hospital. 	
 [Kosrae Campus] Four school vehicles were used by security staff and maintenance staff to transports more than 50 students to their homes and villages during the tsunami warning issued by the office of the Governor. 	

Strategic goal 4: Foster effective communication

Objectives	Accomplishments	Comments/additional detail
4A: Enhance communications	[President]	[VPIA]
pathways	Continue to work on terms of references for Standing	• Training in preparing faculty workload forms,
	Committees before implementing the Governance Policy.	special contracts for part time faculty provided to
	• Started working on Protocol for communicating and target date of completion is in May 2007.	facilitate timely processing of documents.
	 Continue to send out President's Update that incorporates 	[VPSS]
	updates from departments at the COM-FSM.	• Student Services Coordinators from other sites joined the meeting on several occasions. Agenda:
	[VPA]	See SG 2
	• Website for Office of VPA is now functional.	 Issues included: maintenance of the dorm, meals, rules/regulations
	[VPIA]	
	• Executive secretary for VP Instructional Affairs conducts training	[Human Resources]
	for Chuuk campus instructional support staff	• Recommend for all state campus to invest in a scanner to reduce of fax and speed up transmittal
	[VPSS]	of documents and with better quality
	• SSC had 5 teleconference meetings during the period.	
	• VPSS met with dormitory residents regarding issues in the dorm.	[Info. Tech.]
	• Assisted in the training at Chuuk Campus after the Board	• Units are to be deployed to key personnel system
	meeting regarding the President's Retreat, Communication	wide.
	Policy, Governance Policy and the Organizational Structure	

	[Pohnpei Campus]
Human Resources]	 Monthly updates are presented during
• The use of scanner to transmit requested and necessary	Management Team meetings
documents directly to state campus employees sped up processing	
of documents	[DCR]
 [Info. Tech.] 24 new LinkSys VoIp telephones have been ordered and shipped. [Pohnpei Campus] Once a month Management Team meetings, twice a month Student Services meeting, and also once a month Instructional Division Chair meetings and Administrative staff meeting at the Campus. Regular Enrichment committee meetings to organize campus activities. 	 I helped with the collection of college publications which were given to two representatives from the Anglo-American Acquisitions Division of the U.S. Library of Congress. The representatives were Dr. James Di Giambattista and Dr. George J. Dixon. Among the list of documents surrendered include the March 15, 2007 midterm report to WASC, a copy of the General Catalog, the Annual Report and other documents which were provided by the IRPO I have sent a copy of the <i>Kaselehlie Press</i> to a certain Xenia Marita Riebe from Germany. Samples of her
 [Yap Campus] All students, faculty (full time & part time), and staff have comfsm email addresses. All information and issues needing feedback / input are shared via email. All information for students are also posted on bulletin boards and announced in all classes and via SBA officers. Increased bandwidth with new server installed. Biweekly meetings among all staffs, SBA reps., and IC. Monthly faculty meetings with IC. 	work could be seen at <u>www.xenia-art.de</u>
 [DCR] I worked with the IRPO director to collect and pass on COM- FSM publications to visitors I have sent a request for samples of FSM news papers to an artist from Germany 	
 [Office of Admissions and Records] January 5, 2007 OAR staff attended Student Services general meeting. February 23, 2007 OAR staff attended communication pathways session during the staff development day. 	

	 OAR staff attended Customer Service session during the staff development day. Director of OAR and Registrar attended various committees meeting. (Curriculum, Admissions Board, Staff Development, Planning Council, Student Services Management and Student Services Committee). 	
4B: Provide communications infrastructure to support communication pathways	 [President] Expansion of the Bandwidth and allocate funds for improvement. Implementation of organizational chart and survey on how the chart has improved communication. A new MOU will be signed between FSM Telecom and COM-FSM to expand bandwidth at all campuses. [VPA] Worked with the IT Division and FSM Telecom to enhance internet connectivity for all campuses. [Info. Tech.] 24 new LinkSys VoIp telephones have been ordered and shipped. A new lease line with FSM telecom has been negotiated, the contract in effect by 5/07 	 [President] Delays on expansion of bandwidth at all campuses are due to FSM Telecom not being able to upgrade their system in the State of Chuuk. [VPA] Major connectivity improvements currently being finalized with FSM Telecom (only Chuuk remains). [Info. Tech.] Units are to be deployed to key personnel system wide. Bandwidth levels have been adjusted for all campuses for improved internet services. Changes have been done at all campuses except for Chuuk, awaiting additional equipment.
	 [Pohnpei Campus] Installation of OPAC on 4 systems for clients' use. Reformatted & setup 3 computer systems for 2 instructors and CES. [Yap Campus] Network and internet connectivity for all stations on campus is maintained. All 22 faculty and staff each have a computer system to use. The 2 computer labs have a total of 45 computer systems for faculties and students to use. The LRC only has 4 computers set aside for research purposes. VoIP is set up in office for use by faculty and staff for meetings 	 [Pohnpei Campus] Updated inventory on vocational computers. Created ID cards, email accounts, LRC barcode and stickers Follet server setup at PC/LRC; creating of users accounts over the Follet server for students' accessibility.

	and consultations with the other campuses, although there is still a need for improvement.Increased bandwidth with new server installed.	
	 [Kosrae Campus] The VoIP is a new mode of communication here, but still need to be improve for clearer transmission and broader assess. 	
4C: Enhance the college community's ability to communicate effectively	 [President] Uses of e-mails continue to be the major communication means at the College. [VPA] Continue to e-mail everybody or to forward messages to all using group e-mails on issues of interest to most faculty and staff. 	 [VPSS] Agenda: Program evaluation, Founding Day, System-wide meeting, President's retreat VPSS met with staff at NC and State campuses. Issue: how to enhance communication Details will be reported in May meeting
	 [VPSS] VPSS met wit SS management VPSS met with student services staff at all sites System-wide meeting of the student services staff has been planned on March 15-16, 2007 	 [Human Resources] College community is provided an opened opportunity for input in policy development from early stages than before. Teleconference with state campus chairs of the staff development committees has enable more information flow both ways, immediate feedback
	 [Human Resources] Personnel Committee minutes are posted and shared college-wide Monthly teleconference with state campuses through staff development committee chairs Increase use of the group campus emails by sending policy reviews, and encouraging feedbacks 	 on concerns and questions, and continuous support/guidance There is still a great need for proper email etiquettes and communication protocols. The communication policy is not enough without the action plans. Establishing of such would improve this area.
	 [Info. Tech.] The Student Information System (SIS) project has been allocated a budget and initial development work has begun. A joint application with the FSM government to join the Japanese Govt. WINDS satellite experiment has been submitted. 	 [Info. Tech.] Development work and progress continues. WINDS is a new satellite, the experiment is to test Broadband capabilities over a satellite connection.
	 [Pohnpei Campus] 355 mid-term deficiency notices sent to students. 	 [DCR] I met with the vice presidents and the executive assistant to the president on the 7th of February and the following information was conveyed to

•	Chuuk Campus] College students, staff and faculty met with the President Spensin James students also met with the members of the Board of Regents	 them: The Catalog should be out by June The Catalog must be sent to the printers by July Contents must be sent in by April
•	 DCRJ Assumed the responsibility to coordinate the publication of the College's General Catalog. Coordinated the production of the college's recruitment production Met with Howard Rice regarding what is expected of me for the Work Park initiative. Coordinated PR work for Billidos Albert's retirement party Submitted an advertisement to be featured in the Pohnpei SDA school annul yearbook Kosrae Campus] Director attended 2 Board of Regents meetings in Pohnpei and Chuuk.	 Contents must be sent in by April I have sent the latest copy of the catalog to all members of the college community. I also requested all contributors via email to submit their contributions to the vice presidents who will be compiling everything and sending them to me. After I reviewed the production, the MITC staff presented the production to the Admissions Board who viewed the production and requested that some minor changes be made. The production was updated and the final version has been submitted to the Admissions Board We are working on plans to provide solid information about the World Park for public information purposes. I wrote the press release, the contributed to the president's update and served as MC for Billidos' retirement party. Billidos has been a cook with the COM-FSM Cafeteria since October 1, 1968. The retirement party was held at the Sei Restaurant on the 9th of February, 2007. The ad has been completed and submitted to the school on a printed letter-sized paper along with an electronic format.

Strategic goal 5: Invest in sufficient, qualified, and effective human resources

Objectives	Accomplishments	Comments/additional detail
5A: Provide on-going	[President]	[President]
professional development of	• Approval of \$100,000 for Staff Development by BOR and FSM	• The Staff Development Program at the College has
faculty and staff	Executive Budget Review Committee in FY 2008 budget.	been a successful program.
	 Non-AS/BA employees continue to enroll in COM-FSM 	

courses/program.	[VPA]
[VPA]	• Conducted training on staff development day to replicate the training from the WMLI
 VPA attended the Winter Management and Leadership Institute (WMLI) in Tucson, AZ, in January 2007. Endorsed 2 professional development funding requests to the Staff Development Committee from employees under VPA's 	 [VPCRE] Mark Kostka of CES PNI has extended his Educational Leave to complete his program at UH
 [VPIA] 13 LRC/MITC staff members participated in library staff 	 Hilo Steven Young Uhk of CES-Yap has begun a Master's certificate in Aquaculture at the Univ. of the South pacific in Suva, Fiji.
development activities on staff development day	
 2 LRC staff members participated in college sponsored staff development day activities Lang/Literature instructor participated and presented at International Conference on Arts and Humanities in Higher Education Lang/Literature instructor participated in annual Teachers of English to Speakers of Other Languages (TESOL) conference. Marine Science instructor participates in International Marine Science Educations conference. Two guest speakers/consultants address faculty at annual staff development day conference plenary session and provide five workshops sessions. [VPSS] VPSS conducted workshops during the Staff Development Day Assisted with the training at Chuuk Campus regarding the President's Retreat, Communication policy, Governance policy, 	 [Human Resources] Staff Development committee to hold a retreat to review the program's policies and makes recommendations to meet workforce demands/responsibilities, College's goals, and consider budget constraints. The \$40,000 FY 2007 allocated for faculty development for the state campuses has been used by all except Chuuk Campus despite verbal expression of interests and intensions. This has been a tremendous help to those pursing degrees while working full-time. The theme and workshops of the staff development day reflects the College's direction in its efforts toward becoming a students centered and a learning community. The organizational structure survey/evaluation was part of this day and usual feedbacks were collected from the
 and the Organizational structure [VPCRE] 2 CRE Staff have been given Educational Leave 	sessions. [VPSS]
 [Human Resources] Eleven (11) faculty and staff are enrolled in degree programs through staff development program. Four (4) faculty and staff participated in off-island conference 	 Workshops on Retention & Student Success and Customer Services were held on February 23, 2007. Almost 100 staff participated. Approximately 40 staff and faculty attended the training

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	 through Staff Development Program Annual Incentive Award Day 2007 is being planned and organized for the month of May Annual Staff Development Day took placed on February 23, 2007 with more than 160 employees in attendance with a very focused theme on student centeredness [Pohnpei Campus] 24 instructors, 1 IC, and 1 staff participated in the 1st Annual PC Staff Development Day activities. 2 faculty members continued with on-line Master's program. 1 TA off-island in pursuit of a Bachelor's Degree in HTM. IC attended a four-day NADE Conference/Workshop in Nashville. Student Services staff attended the college wide Student Services Workshop. 16 Campus key personnel attended President's Retreat at the National Campus. UB Director and 2 staff (Diaz Joseph & Dernita Iehsi) attended the annual WESTOP Conference in San Francisco Partnership of JOCV food processing technician with CES counterpart. 1 math instructor attended workshop sponsored by JICA 4 faculty members and a counselor attended lecture forum on 	 [Kosrae Campus] Learning 100 is a self-paced reading program tailored for adult learners. Participants of Learning 100 workshop included staff from Upward Bound Program, Kosrae DOE specialists and teachers, and Kosrae Campus faculty and staff.
	 Principled Leadership [Chuuk Campus] Chuuk Assessment Working Group continues to take the lead in campus assessment activities. a 12 week staff improvement plan is underway to help improve the teaching skills of our instructors. [Kosrae Campus] The Staff Development Committee has tentatively scheduled a Staff Development Day for April 5. Two staff are currently enrolled in college coursework. Harcourt International consultant provided 10 professional development hours to 15 participants on Learning 100. 	

	 [Health Services - National campus] Participated in activities planned for the Staff Development Day, the Presidential Retreat and the Student Service System-wide meeting 	
	 [Dormitory] Staff Dev Day (Feb 23 rd) was attended by 75% of dorm employees. 	
	 [Student Support Services Program - SSSP] February 19-24, two staff members attended the WESTOP in California. Upon their return they presented a brief summary of what they learned at the conference. Staff member Ms. Lerihna Lebehn is taking a course this reporting period as part of her staff development. Three staff members participated in the Staff Development Day and all gained worthwhile information relevant to job responsibilities. 	
	 [Counseling - National Campus] Counselors participated in staff development day workshops. 	
	[Sports & Recreation]Staff encouraged to enroll in classes related to field of work.	
	 [Peer Counseling Center - National Campus] The Peer Center staff has a yearly staff development, which occurs in February to coincide with the College of Micronesia-FSM Staff Development Day. The Peer Center staff had attended several HIV/AIDS workshops on island to improve staff knowledge on the subject. Two staff participated in the State of Pohnpei Strategic Plan workshop on HIV/AIDS. 	
5B: Recruit and retain qualified personnel to allow delivery of quality services	 [President] College provides a better benefits package for all full-time employees (tuition waiver, retirement plan, housing, yearly 	 [VPSS] VPSS traveled to other sites to retrain the student services coordinators

increments).	• 6 members of the student services management
Rem 13	team were given performance evaluations
[VPA]	
• Recommended 5 applicants to the President for hiring for	[Human Resources]
various vacancies in the college (after being recommended by the	• The timelines provided in the revised employment
HR office).	polices provide good guidelines for timely
	processing and hiring. The challenge of
	compliance still remains but expected to improve
[VPSS]	once all is walked through the policy and used it
• VPSS retrained the SSCs and members of the management team	for a while. There are more positions filled during
VPSS performed 6 management staff evaluations	this reporting period compared to the previous
	one.
[VPCRE]	• 4 Resignations[2 faculty as non-contract renewal
• Stipends arranged for summer interns with CES	and 1 clerical due to education and 1 professional
Review of CRE Organizational Chart presented to BOR and	due to job transfer locally]
proposed change from Assistant Director CES to State Extension	
Coordinator proposed.	[VPCRE]
	• Funding through USDA Distance Education grant
[Human Resources]	to support one student attachment with each state
• Twenty-six (26) vacancies were filled [7 at National, 7 at PNI, 7 at	CES office for 10 weeks in summer fy'07.
Chuuk, 3 at Yap, 0 at FSM-FMI, 2 at Kosrae]	• Presented to BOR as information item. Action
• 33 vacant positions are advertise during the months of January to	request submitted to HRO
April, 2007[13 at National, 7 at PNI, 5 at Chuuk, 2 at Kosrae , 4	
at Yap, 2at FMI]	[Chuuk Campus]
• HR continuously provides assistance in two current grievance	• We still have vacancies in the following divisions:
cases for employees who were terminated from employment	Administration (1) and Instructional (5).
[Pohnpei Campus]	
• Annual evaluations of 13 full-time instructors were conducted by	
respective supervisors.	
• One (1) new Student Services position (FA Clerk) was filled in	
January 2006	
• Five (5) Tutors given Spring Semester contracts in the areas of	
English, Math, and Science with a total obligation of \$4,275.00.	
• Acting ETSP Director became Director on March 05, 2007	
• 18 full-time instructors and 2 full-time Teaching Assistants	
presently teaching this semester.	
 14 part-time instructors hired for spring 2007. 	

	 1 JOCV presently teaching Japanese Language courses. Annual reviews of 7 instructors were conducted and results forwarded to HRO. 	
	 [Chuuk Campus] 14 full time and 17 part time instructors are teaching this semester. 5 new instructors and 2 support staff were hired for spring semester. 	
	 [Kosrae Campus] Math Assistant Professor Miss Rhoda Velasques presented her thesis in December 2006 and received her MA in Mathematics Education in March 2007. Ten full-time faculty and IC are currently teaching with overloads in Spring 07 semester. Eight part-time instructors are contracted for spring 2007. One librarian technician was hired in March. One English Instructor was hired and began teaching in January. IC involved in hiring process for 1 peer counseling site manager. Willer Benjamin, Student Services Coordinator has been given approval for re-admission to UH-Manoa MA in Education Administration. [Student Support Services Program - SSSP] Spring 2007, SSS hired 10 tutors on special contracts. [Peer Counseling Center - National Campus] We selected students with GPA of 3.00 and above, and those 	
	who are good in Math and English to assist in the tutorial services. 7 Peer Work-study students were hired and trained.	
5C: Update personnel policies and procedures to meet on- going human resources needs	 [President] Approval of Instructor's minimum qualification and its implementation in 2008. Development, approval, and implementation of Sick Leave Policy 	 [VPSS] Additional copies will be made and forwarded to the rest of the offices [Human Resources]

 [VPSS] The new version of the Student Services Policy Administrative Manual were copied and sent to all office heads and departments system-wide [Human Resources] 3 personnel policies were approved by the Board in December 2006 and have been implemented January 2007. Personnel Committee continues to hold 2 meetings twice a month for policy review and development. 3 polices are concurrently being worked on a time. 	 New policies were explained/ going over with at Chuuk Campus in March and scheduled for April at Pohnpei Campus. Similar thing is scheduled for the rest of the campuses. Additional polices will be sent to the Board for this year's meetings for review and approval
 [Yap Campus] 1 Yap Campus rep is a member of the Personnel Committee and shares information and personnel issues with faculty and staff. All proposed policies are shared with all campus personnel for review and input. 	

Strategic goal 6: Ensure sufficient and well-managed fiscal resources that maintain financial stability

Objectives	Accomplishments	Comments/additional detail
6A: Enhance new and existing	[President]	[VPA]
revenue resources to promote	• Approval of new indirect rate for the College at 30%.	• New cash account at Smith Barney will earn higher
growth and increase cost	• Development and recommendation of cash management plan.	interest revenue.
effectiveness	• Audit of FY 2006 nearly completed.	
		[VPCRE]
	[VPA]	• Fund total available fy'07 is \$68,500 Current
	• Secured Board approval for cash management arrangements with	application is for \$50,000
	Smith Barney-Citibank and for consolidation of savings accounts	
	to save time spent doing reconciliations.	[Business Office]
	 Defended college's FY2008 budget at the FSM EBRC hearing. 	 All approved by BOR and President
	[VPCRE]	[DCR]
	USDA-RI Distance Education Grant MOU signed and new	• This will be an on-going task until a granting
	proposal submitted.	agency is identified and grant received.
	[Business Office]	

	 Finance Committee voted and endorsed to the Cabinet the request of Pohnpei Campus for a supplemental budget of \$130,000 from fund balance for the extension of Pohnpei Campus gym to house the student services. The Board has included the request as an action item during the recent teleconference. The Comptroller reviewed and recommended to the President for a supplemental budget of \$39,000 to fund the special contracts of advisors for dormitory and utility workers at the Gym. The President approved the recommendation. Finance Committee discussed and endorsed the cash management proposal of Smith Barney. The proposal will provide insurance coverage of uninsured cash. Finance Committee endorsed the request of the President for a supplemental budget of \$29k from fund balance to be used for the President Retreat. [Yap Campus] Energy conservation measures in place. All electrical devices and components are turned at end of each working day. 	
	[DCR]	
	Continued to search for granting agencies online.	
6B: Diversify resources of the	[President]	[Business Office]
College	 Inclusion of grant writer in FY 2008 budget Discussed with States Leadership of Chuuk, Kosrae, and Yap about contributing to the COM-FSM Endowment Funds. [Business Office] Received a copy of the communication from Pohnpei Campus Director for the billing of SBDC funding for the second year. Received the \$50k advance payment for the contract with DEA Consulting Services of \$188k. Transmitted the requested LSAMP documents by UH Science Foundation relating to the administration of grants by the college. Prepared and transmitted the letter of commitment of support for UB-Kosrae to the Program Director. Received grant documents for the RCUH contract of \$6,250. 	 Advised Pohnpei Director that fund certification by Business Office will be effected upon receipt of payment from Pohnpei State and fiscal administration and management of SBDC is clarified. Disbursements for the program begun with the receipt of \$50k. Documents were transmitted to comply with the requirements relating to the administration of the grant.

	 Attended the budget hearing by the EBRC of FSM National Government in relation to the submission of fiscal year 2008 budget. The college submitted the detailed expenditures that are recommended to be funded by the Education Sector Grant. Provided a copy of the listing of Federal grants to Vic Hobson [Kosrae Campus] Land Grant has awarded Kosrae Campus as one of the farms to pilot test the project: Replacement of Imported Energy Feed by Storage of Breadfruit as Out-of-Season Pig Feed funded under WSARE. There will be support to the pig farm in supplies and labor. 	
6C: Budgeting and resource allocation	 [President] Use of Strategic Plan 2006-2011 to allocate funds in FY 2007 and FY 2008. [VPSS] VPSS worked on the performance based budget for the department and reported to the President Met with the management team regarding FY07 & 08 budgets [Business Office] Audit requirements for the interim procedures were all submitted to Deloitte and Touche, including the schedule of federal awards and the duly filled-up questionnaire on fraud by the Comptroller. Completed and provided to Deloitte & Touche the Trial Balance for FY 2006. Audit requirements for the pre-audit and year-end procedures were completely submitted to the auditor. The Field Auditor completed the field audit on February 23, 2007. Provided department vice-presidents, campus directors, office heads and division chairs the budget, expenditures and encumbrance report of their offices for the first quarter of fiscal year 2007. Prepared and submitted the SF 269 (CFR-1) and SF 272 (CFR-2) reports for the first quarter of FY 2007 for the \$3.852 Million appropriation to FSM National Government Department of Finance. 	 [Business Office] Audit questionnaire on fraud to be filled-up by the President and Chairman are still outstanding. Deloitte and Touche is very confident that the audit will be completed before the deadline of June 30, 2007

6D: Develop and implement college sustainability plans that will lead to the careful stewardship of natural and man-made resources, saving of revenue, and enhancement of the college experience; serves as a model for the nation	 Prepared the SF 269 and SF 272 reports for the SEG 2005 and 2006. [Chuuk Campus] Instructional and Student Services are receiving training on budget related procedures by our Business Office staff [President] Allocations of funds are all linked to assessment/program review and planning. Goals and objectives of all departments, projects, and sectors at the College contribute to its mission. Submission of newly established fiscal report to WASC commencing on 4/2/07. Submission of FY 2007 First Quarter Performance Report to FSM President Office in January 2007. [VPSS] VPSS took part in regular meetings of the Planning Council and Finance Committee [Business Office] Reviewed the Endowment Report as of Dec. 31, 2006 and communicated errors to Dan Rolan. 	 [Business Office] Report was corrected by Dan Rolan. Meeting annual endowment targets is under the responsibilities of the Office of the Development and Community Relations.
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Strategic goal 7: Build a partnering and service network for community, workforce and economic development

Objectives	Accomplishments	Comments/additional detail
7A: Increase involvement of the community in college affairs	 [President] President Retreat that has been scheduled on March 19-23, 2007 will increase the involvement of community in this regard. President's site visits to state campuses and meeting with leadership of each of the FSM States. 	 [VPSS] VPSS met with several parents during the trip regarding student financial aid issues VPSS met with 7 special needs students at PICS that took the COMET
	 [VPIA] Six information technology training modules developed under contract with ADB and Economic Affairs to provide training to the Land Management and Supervision staff across FSM. 	 VPSS and staff talked with the students about programs and services Met with students and staff at Chuuk campus following the March 2007 Board of Regents meeting

[VPSS]

- Met with parents and students during the trip in Yap, Chuuk, and Kosrae
- Met with special needs students at PICS
- About 75 staff and students from the federal TRIO (TSP) met with the college staff
- Attended the March 2007 Board of Regents meeting in Chuuk

[Yap Campus]

• Working relationships established with Health Services, Resources & Development Workforce Enrichment Program, Scholarship Office, Education, FEMA Office, Yap High School, Outer Islands High School, Woleai High School, Yap SDA High School, and Yap CAP.

[DCR]

• Coordinated Forum Lecture Series with Gary Bloom of the US Embassy

[Kosrae Campus]

• The Campus Director accompanied the President of the College to meet the Acting Governor of Kosrae and Acting Speaker of KSL to enhance partnership and understanding of the roles we play in the community.

[FSM FMI]

- A seven-member Advisory Council for FMI programs will soon form with membership being sought from the Yapese public in accordance with selected requirements.
- Director Matthias Ewarmai will represent the Institute at the PacMA meeting in Samoa in April.
- Spring Semester Graduation is scheduled to be held on May 24, 2007.

[Health Services - National campus]

• Worked together with the Family Planning Manager and Coordinators from the National and State governments to

[DCR]

- "Maintaining a Healthy Leadership Environment" was held on the 17th of January 2007 at the MITC
- "The importance of Island Watersheds" was held on the 14th of February 2007 at the MITC.

[Kosrae Campus]

• Some of the issues discussed were membership in the Business Development Council that the College should be represented as dictated in the MOU. Another is that the College foresees a need to expand its physical boundary to accommodate future programs and facilities.

[FSM FMI]

- Since FMI has only one campus, getting the other States' representatives on the Advisory Council could be very difficult.
- The PacMA meeting is an annual event where representatives of maritime administrations and training institutions in the Pacific region meet and discuss matters of importance in the maritime industry.
- We are preparing invitations for graduation to be sent to stakeholders and the general public. The graduating class has already decided on the keynote speaker for the graduation.

	 submit the five-year cycle (2008-2012) budget proposal under the Title X Family Planning Program. This took place on January 23-26. [Dormitory] Collaborated with Sports and Recreation Service in the planning and implementation of activities for Spring Calendar [Counseling - National Campus] Met with Chief of Personnel, Labor, & Manpower to brief about job placement for students. Vacancies will be announced every 2 weeks. 	
7B: Enhance and promote employment opportunities	 [President] Implementation of UOG 4th Year Program in Teachers Education by summer 2007 will improve the employment opportunities for graduates. COM-FSM accreditation ensures quality of its academic programs that improves employment opportunities for graduates. [VPA] VPA has written letters of reference for 6 people (mainly former COM-FSM students) seeking employment with the college or with other organizations in and outside FSM. Met with CFO of Bank of FSM -upon his request - to discuss employment for COM-FSM graduates (2 accounting positions). [Yap Campus] All vacancy announcements are posted and announced on FM radio. A list of graduates of COM-FSM (national & yap campus) is shared with government and private companies. 	 [VPA] Two applicants have been hired (COM-FSM and FSM Telecom).
	 Placement officer continues his effort in securing employment opportunities for graduates. One FMI 2005 engineering graduate has been selected to go to 	
	 China as part of the skeleton crew of the new Yap vessel donated by People's Republic of China. The person is currently working at FMI on a developmental basis as an assistant instructor but will be on contract with the State Government for the next three months as the Chief Engineer of the vessel. He also has just returned from a trip to the States of Kosrae and Pohnpei recruiting students for Class of 2009 with a target of 25 to 30 students. Director Matthias Ewarmai stayed back in Chuuk after the Board meeting to recruit Chuukese students. The placement officer is preparing to join the recruiting team from National Campus in April. There are 21 out of 25 positions onboard the M.V. Hapilmohol 1 are occupied by FMI graduates. Five of these 21 are members of the Class of 2007 who will board the vessel right after graduation. The Class of 2007 is having its practical training on board the Micro Spirit and Hapilmohol 1. A survey conducted by the Instructional Division showed that onboard hands-on training is far better than simulated training. 	
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7C: Develop new and enhance existing programs to meet the changing educational and workforce needs of our communities	 [President] Development and implementation of UOG 4th Year Program. Development and implementation of the Nursing Program by Fall 2007. Continue to establish collaboration programs and services with PPEC and other higher education institution in the world. Board training for BOR members. [VPA] Attended two meetings with ADB and Pohnpei State government officials to resolve Pohnpei Business Development Center issues. The Center seeks to promote entrepreneurship and spur private sector development in the state. [VPIA] Partnership BA in Elementary Education with UOG approved to start summer 07 sessions. 	 [VPA] Final resolution to be made by the college president and Pohnpei governor.

to provide AS in Public Health.One certificate of achievement in accounting drafted for Pohnpei State Auditor Office staff.	
 [VPCRE] Agriculture Research: Yap AES has begun a major Community Development project with the Community of Gargey, based on modified hydroponics program COM-LGP announced the proposed AES research position for Chuuk to equalize all FSM states Dr. Verma of Kosrae completed the FAO Funded Banana Development project for Chuuk 	
 [Chuuk Campus] We continue to meet with Chuuk State DOE to solidify our working relationship and finalize plans for their summer teacher training 	
 Yap Campus] For the apprenticeship program, we have worked with Yap State Government and YSPSC to become sponsors. Yap Coop. Assn. is still in the review process. Land Management Training to begin later this month or May for staff and trainees recruited by Yap Dept. Resources & Development. 	
 [FSM FMI] The management team has secured the assistance of some college employees to assist in the development of a local navigation program. This is in conjunction with a much broader program which will integrate all other skills that are interconnected with, and are in support to, local navigation, that they cannot be dispense with. The new Yap Government administration fully endorsed the onboard training scheme for our students on the <i>Micro Spirit</i> including the new vessel, <i>Hapilmohol 1</i>. The instructional coordinator is developing course outline for a 	

7D: Provide Cooperative Extension Services to the community	 new required course, Social Responsibilities, which we hope to start offering in Fall 2007. Advisement Program is improved by systematically scheduling meetings for students with advisors. This will be the standard operating system as students are hesitant to call on their instructors even if they have problems. The counselor/registrar attended a student services workshop in March. [IRPO and Planning Council] IRPO assisted FSM TC& I on research for FSM tele-center to be submitted to the Asia Pacific Telecenter community and an application to the government of Japan to participate in WINDS experiment. [President] Discussion of the CES Programs with State Leadership during site visits and how to improve the services [VPCRE] Cooperative Extension Services: 	 [Chuuk Campus] the Board of Regents gave its initial approval to the plan [Kosrae Campus] Dr. Verma reported that the previous plants were
	 A JICA Food Processing Technology volunteer has been acquired for the CES-PNI office Kosrae-CES was awarded funding for a three year Community, Youth and Children at Risk Program sub-grant in collaboration with Univ. of Guam Chuuk CES has been awarded an \$80k Dept. of the Interior Grant to provide Extension services to the outer islands. [Chuuk Campus] We have identified the site in Nantaku as the location for a proposed agriculture experiment station. [Yap Campus] Noni Project in progress by Land Grant AES. Hydroponics Gardening for Gargey Community by Land Grant AES. Arts & Crafts Workshop and youth events for youth in 2 communities by 4-H extension agent. 	 not properly handled by the recipients that caused many plants to die, however, with new shed for the seedlings the mortality rate dropped. [Peer Counseling Center - National Campus] The Aramas Kapw Program extended an invitation to be part of their yearly plan to do presentations for their drop-out youth.

 Demonstration garden is continually maintained on campus. EFNEP Extension Agent collaborating with Yap Agriculture Division to conduct workshops and classes to people in the villages. 	
 [Kosrae Campus] The MPPRC made its second trip to Chuuk State to transport 1557 cultured banana planting material. 	
 [Peer Counseling Center - National Campus] We extended our outreach services to the Aramas Kapw Program. Seven (7) dropped out teens participated in the presentation on Drugs. 36 community youth were involved in the HIV/AIDS presentation by the peer educators. The Peer Counseling Program is a stakeholder with the Adolescent Development Health (ADH) at the State Public Health. 	

Strategic goal 8: Promote the uniqueness of our community, cultivate respect for individual differences and champion diversity

Objectives	Accomplishments	Comments/additional detail
8A: Increase community	[VPSS]	[Chuuk Campus]
involvement in college affairs	• See 7A	 a crowd of over 500 spectators included state
		officials, were present.
	[Chuuk Campus]	
	• The Chuuk Campus was the site for the welcoming ceremony for	[Kosrae Campus]
	the landing of the historic voyage of the Hawaiian canoes,	• The BDC reviewed a list of furniture needed for
	Hokule'a and Alingalo Maisu.	the SBDC. A request to amend the MOU
		between Kosrae State and COM-FSM was
	[Kosrae Campus]	discussed and a motion was made to hold Council
	• The Campus Director sat in a meeting for Business Development	decisions on the amendment due to submission of
	Council.	comments from the President of the College.
	[Dormitory]	
	Open invitations by dorm management to area schools to	

	participate in college sport events	
	 [Counseling - National Campus] Attended and participated in one week long President's Retreat at the National Campus. Attended/participated in COM-FSM Department of Student Services System Wide meeting. This resulted in counselors implementing uniform data collection methods. 	
8B: Cultivate respect for individual differences, and champion diversity	 [President] Admitting students from different states of the FSM and other countries of the world promote and respect the cultural diversity. Continue to Hire faculty and staff from different countries also promote diversity. Continue to offer Micronesian Studies, language and cultural courses of different countries like China and Japan also promote diversity. [VPSS] SSC approved the theme for this year's founding day to be "Tradition + innovation = success" [Kosrae Campus] Roy McGilliard was recently hired as an English instructor. [Counseling - National Campus] Attended the presentation by members of the 2007 Canoe Voyage–Maisu & Hokulea. Attended AusAid Presentation by Mary Enciso, Assistant Officer of AusAid Developments Assist with planning, organizing, and participating in the Phi Theta Kappa second Induction Ceremony. 	 [VPSS] This year's Founding Day will be celebrated on April 2. Student Services Committee approved the theme for the day. Activities will include parade, traditional dances and costumes, and sakau ceremony [Kosrae Campus] Now we have 5 nationalities collaborating in our faculty.

Strategic Goal 9: Provide for continuous improvement of programs, services and college environment

Objectives	Accomplishments	Comments/additional detail
9A: Improve institutional	[VPA]	[VPSS]
assessment and evaluation	• VPA and Secretary completed write ups for 2 recommendations	• Assessment of SLOs/objectives for the department

 and 1 standard for the midterm accreditation report to WASC VPA and Secretary actively participated in President's retreat. [VPIA] A program evaluation conducted by Chuuk campus for the Certificate of Achievement in General Studies. [VPSS] VPSS and staff worked on the department's evaluation plan with IRPO director and staff VPSS worte and submitted the department's evaluation plan with IRPO director and staff VPSS worte and submitted the department's evaluation plan with IRPO director and staff VPSS worte and submitted the department's section of the Mid-Term report on student learning outcome assessment and the student services planning agendas. [Human Resources] Designed new data base for staff development to help collect and analyze output of program and provide for an informed decision Assessment of the organizational structure are on-going and expected to be completed by May 2007 [Business Office] Prepared and discussed with corresponding staffs the annual personnel evaluations. Prepared and transmitted the suggested interim procedures in the handling of cash collections and petty cash to VPA. Communicated with Financial Consultant regarding the project of updating fiscal policies, POS system at Bookstore and general policies at Cafeteria. Handled the business office activities related to spring 2007 registration at the gym. [Chuuk Campus] Jimmy Hicks conducted training session on assessment VP Ringlen Ringlen and IRPO Director and Jimmy Hicks conducted workshop on the organization chart and communication plan 	 With joint effort with IRPO, the assessment of the organizational structure is on-going and has been made part of the 2007 Presidential Retreat & Annual Staff Development Day. Through the surveys disseminated in February, enough feedbacks have generated sufficient data for the process. [Student Support Services Program – SSSP] Program will provide the analysis or result of evaluation and assessment of service delivery in the next reporting period. The program administers surveys and evaluations on a semester basis for all the services provided including major events and
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9B: Integrate planning, evaluation and resource allocation for continuous improvement	 Supervisor, and the Counselor/Registrar attended the President's Retreat held in Pohnpei in March. [Office of Admissions and Records] The result of Customer Satisfaction Survey will be used to identify the areas needed to improve in Office of Admissions and Records. OAR Director in coordination with IRPO Director identified OAR Program Evaluation Questions. [IRPO and Planning Council] IRPO in cooperation with HRO conducted a survey on the organizational chart structure at the president's retreat in preparation for development of the final report of the evaluation. IRPO assisted Student Services divisions with development and implementation of evaluation plans that will be completed in the 3rd quarter of 2007. [Board of Regents] The Board approved the consolidation of the identified bank accounts and the establishment of a new account with Smith Barney/Citibank who will provide cash management service to the college. The board also approved the establishment of a bank account for the funds to be received from the Educations Sector Grant (SEG) of Compact II. The account will be maintained with two signatures from any of the following authorized signatures. President Vice President for Instructional Affairs Vice President for Student Services Vice President for Administration Comptroller The proposed modifications to the policy on non-credit programs were approved. The board directed the administration to take into consideration the concerns raised regarding Section 3.a under Procedures. 	 [VPA] President's planning retreat results to guide FY 2009 budget preparation and other planning. [VPSS] VPSS and staff met several times with the IRPO regarding the evaluation plan for the department: Clarification of objectives, evaluations questions, and setting of timelines. A draft plan was submitted as part of the Mid-term report.
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• The board endorsed increasing the FY 2008 appropriation	
request from \$3.8 million to \$3.897 million.	
• The minutes of the December 5-7, 2006 regular meeting and the	
minutes of the January 25, 2007 and	
• February 7, 2007 teleconferences were adopted.	
[President]	
• Allocation of funds in FY 2008 for mentoring programs at all	
campuses based on data.	
[VPA]	
• Based FY 2008 performance budget on institutional priorities and the strategic plan.	
[VPSS]	
 Attended the President's Retreat during the third week of March. 	
 Presented a power point on Retention and Student Success 	
during the Retreat.	
 Facilitated several break-out groups during the President's Retreat 	
• Work on the assessment/evaluation plan continues	
• Took part in the training at Chuuk Campus following the	
President's Retreat and the March Board meeting.	
[Business Office]	
 Prepared and provided to IRPO the allocation of FY 2007 first 	
quarter expenditures to nine objectives for submission to FSM	
National Government.	
• Reformatted and emailed to IRPO the line item budgets for FY	
2008 based on the budget worksheets provided by VPA.	
[Kosrae Campus]	
Three key staff and Senator Jefferson Timothy from KSL attended the	
President's Retreat.	
[FSM FMI]	
 Instructional Coordinator has met with instructors to, among 	
other things, to formulate plans for assessment of courses.	
 Evaluation plan for FMI has been completed and development 	

of surveys are ongoing with some already completed. This is in coordination with the Institutional Research and Planning Office.	
• Two instructional positions are vacant due to recent resignations of a navigation instructor and a fishing instructor. The positions are currently advertised.	
• The Maintenance Supervisor is going to transfer to a faculty position at Yap Campus, leaving the position vacant. Personnel requisition for this position will be prepared and sent to the Human Resources Office.	
[Student Support Services Program – SSSP]	
• SSS director participated in the week long Presidential Retreat took place on March 9-23 at the National Campus. Staff members were able to sat in several sessions and break-out groups and found these sessions to be a learning experience. Sharing and learning first-hand information and issues addressed by counterparts allows room for improvement in planning and evaluation processes. On March 15-19, SSS staff members attended the Student Services System Wide workshops. This was a productive meeting. A lot of information sharing and discussion of issues, challenges, and opportunities that impacts the programs and its services.	
[Counseling – National Campus]	
Counselors attended Committee Meetings (Admissions Board, Student Services Committee, Management, etc.)	
[Sports & Recreation]	
Revision of the sports and recreation survey.	
• Surveys to be disseminated at beginning and end of each semester	
[IRPO and Planning Council]	
• Convened a week long presidential retreat with 115 participants.	
All campuses were represented plus external stakeholders. The retreat answered 3 basic questions:	
• Where are we?	
• Where are we going?	

	 How do we get there? The product of the retreat was to identify 5 major problem areas facing the college plus action steps to address these. Key issues are in improving communications with internal and external stakeholders, enhancing shared governance, improving dialogue with K-12 education sector. The products of the retreat will be turned into the annual action plan for the college. 9 Planning Council meetings were held in preparation for president's retreat. Initial implementation and follow-up to the president's retreat were done at Chuuk campus. Communication plan development was coordinated with working sessions at the Staff Development Day and break out sessions at the president's retreat. 	
9C: Increase research and data	[President]	[VPCRE]
driven decision making	• Institution has started collecting baseline data and established baseline data on some important key indicators.	 Funding from USDA – RI Distance Education Project
	[VPCRE]	[DCR]
	 Distance Education Survey completed and results distributed [DCR] I was tasked by the Planning Council to collect data from the college community and the public regarding their view of the college. [Kosrae Campus] The faculty and key staff of the campus met and decided to conduct a recruitment effort at the Kosrae High School. In late February a team of recruiters conducted presentations and passing out brochures to students at Kosrae High School. [IRPO and Planning Council] Extensive research, data collection and analysis was completed for 	 I met with the IRPO staff who helped me design an electronic survey to be used with the college community members. The survey was launched on the first week of February until the 23rd of February. I'm yet to collect information from the leaders from both the National and the State governments and form other college and universities who enroll COM-FSM graduates. [Kosrae Campus] It was noted that the retention rate dropped by 12% after spring 2007 registration.
9D: Develop an integrated	the 2003 and 2004 cohorts with assistance from OAR [President]	[VPA]
data system	Hiring of a consultant on special contract during month of	 Final design of the SIS will depend on the

 January 2007 for 18 months to integrate the data system for the college. [VPA] Held meetings with the SIS database developer and IT Director on the design of the integrated data system to improve data collection. 	 expressed needs of the various college departments and functions. New system to be tested starting summer 2007. [Info. Tech.] Development work and progress continues.
[VPSS]VPSS met with SIS specialist about the department's needs for the SIS (student information system)	
 [Info. Tech.] The Student Information System (SIS) project has been allocated a budget and initial development work has begun. 	
 [Kosrae Campus] Student records are reviewed and updated manually by a specialist. 	
[Sports & Recreation]Gym use log created in implemented.	
 [IRPO and Planning Council] IRPO staff participated in FSM EMIS to coordinate college data with the K-12 system. 	



College of Micronesia - FSM

Performance Plan - Resource Allocation

Fiscal Year 2007

As of March 31, 2007

Strategy	FY 2007 Proposal	Share of Total
To allow FSM students to complete postsecondary education to assist in the economic dvelopment of the FSM.	\$ 4,305,220	100.00%
Objective	FY 2007 Proposal	Share of Total
1. Promote learning and teaching for knowledge, skills, creativity, intellect, and the abilities to seek and analyze information and to communicate effectively.	\$ 1,671,243	38.82%
2. Provide institutional support to foster student success and satisfaction.	\$ 477,836	11.10%
3. Create an adequate, healthy and functional learning and working environment.	\$ 831,410	19.31%
4. Foster effective communication.	\$ 118,839	2.76%
5. Invest in sufficient, qualified, and effective human resources.	\$ 780,469	18.13%
6. Ensure sufficient and well-managed fiscal resources that maintain financial stability.	\$ 285,825	6.64%
7. Build a partnering and service network for community, workforce, and economic development.	\$ 19,442	0.45%
8. Promote the uniqueness of our community, cultivate respect for individual differences, and champion diversity.	\$ 30,582	0.71%
9. Provide continuous improvements of programs and services.	\$ 89,574	2.08%