

College of Micronesia – FSM - Performance reporting form

Department/Division:		Period:	2nd Quarter 2008
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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.

Values

Learner-centeredness, professional behavior, innovation, honesty and ethical behavior, commitment and hard work, teamwork and accountability

Strategic Goals

The College of Micronesia-FSM, through a cycle of assessment and review, will continuously improve to meet or exceed current accreditation standards and will:

1. Promote learning and teaching for knowledge, skills, creativity, intellect, and the abilities to seek and analyze information and to communicate effectively;
2. Provide institutional support to foster student success and satisfaction;
3. Create an adequate, healthy and functional learning and working environment;
4. Foster effective communication;
5. Invest in sufficient, qualified, and effective human resources;
6. Ensure sufficient and well-managed fiscal resources that maintain financial stability;
7. Build a partnering and service network for community, workforce and economic development;
8. Promote the uniqueness of our community, cultivate respect for individual differences and champion diversity; and
9. Provide for continuous improvement of programs, services and college environment.

College web site: www.comfsm.fm

For additional information contact: rschplanning@comfsm.fm

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	Comments/additional detail											
1A: Promote quality teaching and learning-centered behaviors and environments for the six campuses	<p>[VPIA]</p> <ul style="list-style-type: none"> ▪ Provided IRPO the necessary financial data in the preparation of IPEDS reports. ▪ Comptroller, Payroll Accountant and Accounts Payable Technician attended the MIP Accounting System workshop to 	<p>[VPIA]</p> <p>Spring 08</p> <table border="1"> <thead> <tr> <th>Campus</th> <th>No. of course sections</th> <th>Full time Faculty</th> <th>Part time faculty</th> </tr> </thead> <tbody> <tr> <td>National</td> <td>203</td> <td>42</td> <td>6</td> </tr> </tbody> </table>				Campus	No. of course sections	Full time Faculty	Part time faculty	National	203	42	6
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National	203	42	6										

acquire information on the updated version of the accounting system. The Business Office Manager attended the PPEC meeting to encourage cooperation among community colleges in the Pacific.

- Discussed long range plan for the expansion of Bookstore with President, Director of Maintenance, Bookstore Manager and Architect.

[VPSS]

- VPSS and the Educational Specialist from the SSSP went to all six campuses to deliver tutoring training for tutors and trainers.
- The Tutoring Center was officially opened to the college community. Tutors were recruited and hired.

[Pohnpei Campus]

- All of the scheduled classes were successfully delivered.
- LRC reported 7,270 patron usage, issuance of 173 LRC cards, 274 materials put on reserve, 545 materials circulated, 771 materials catalogued, 45 donated materials, 53 new materials processed, 10 student /clearance withdrawals processed, \$8.60 fee collected, 610 computer usage for technical assistance and 8 by visitors, 129 material usage, 853 copier usage, training and orientation of 4 work study students, 5 acquisition purchases, and 8 inquiries on research topics; received 6 overdue books; assisted with 2 ILL requests; provided technical assistance to
- MS/SC posted 5 math puzzles and received 26 entries of which 3 were winning entries; posted 2 science puzzles and received 20 entries of which 1 won.
- 47 students participated in the Science Quiz Bowl
- 51 students participated in the Math Quiz Bowl.
- Conducted on site tour for BU101 class to observe local vendors and products at the Black Pearl Exhibit and the Campus Botanical Garden
- 1 English instructor assisted 34 students with editing papers and coaching them with the writing process.
- MS/SC division conducted 1 on-site visit to the Pohnpei Power Plant for students in SC130 class to supplement the theories and concepts on electrical power and energy discussed in class.

Chuuk	90	13	10
Kosrae	50	11	5
Pohnpei	135	18	12/1*
Yap	42	7	12
Totals	520	91	45

*Teaching Assistant

[Kosrae Campus]

- Total Spring 2008 term courses, including developmental courses: 45 courses
- LRC technician provided 1 library tour to 8th graders from Tafunsak Elementary School
- 45 new LRC acquisitions (25 were electronically cataloged and added to Kosrae LRC collection).
- 684 LRC materials circulated (all collection types) during reporting period
- 87 LRC cards were issued for this period.

[FMI Campus]

- Acquired updated versions of all courses offered including courses for Classes 4 and 3, Master and Engineer respectively. These courses were rewritten as a result of a resolution passed during a PacMA meeting which requested the Maritime Regional Program to seek into updating the STCW courses offered within the region. FSM is a member of PacMA represented by the Director of FMI and 1 personnel from the maritime administration.

[Yap Campus]

Spring Semester Enrollment Data:

- Total # students: 172; Male: 95 ; Female: 77
- Full Time = 111 Part Time = 61
- New = 19 Continuing = 144 Returning = 9
- Freshmen = 125 Sophomores = 46 Unclassified = 1
- Degree students = 80
- Business Adm. = 7 CIS = 10
- Building Technology = 1 Elem. Ed = 42
- LA/Media Studies = 2 LA/Educ. = 1
- LA/H COP = 7 Liberal Arts = 4
- Marine Sci. = 3 Micro. Studies = 2
- Unclassified = 1
- Certificate Students = 92
- Constr. Elec. = 10 Electronics = 13
- General Studies = 69
- Make up of student body:

	<ul style="list-style-type: none"> ▪ DOE = 26 ECE = 3 SEPII = 11 ▪ DHS = 5 Regular = 127 	
<p>1B: Make developmental courses an institutional priority</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Approved the recommendation of the curriculum committee on realigning the developmental courses at the COM-FSM <p>[VPIA]</p> <ul style="list-style-type: none"> ▪ The proposal for the revision of the Developmental Education Program was sent to ICs and faculty at both the state and national campuses for review. DAP will coordinate the writing of the final draft to be presented to curriculum committee. General support was given for the draft proposal and offers of assistance in writing needed course outlines have been received. <p>[Pohnpei Campus]</p> <ul style="list-style-type: none"> ▪ 62 sections of developmental courses are made available to students per class schedule. ▪ Percentage of courses being offered this semester: <ul style="list-style-type: none"> ○ 51% developmental ○ 31% vocational ○ 17% regular ▪ Summer Bridge Program proposal was developed and submitted to President's Office <p>[Kosrae Campus]</p> <ul style="list-style-type: none"> ▪ Total Spring 2008 developmental courses: 9 courses (20%) ▪ Attended NADE workshop in Boston with key college staff <p>[Yap Campus]</p> <ul style="list-style-type: none"> ▪ Total # courses for Spring Semester: 45 classes plus 5 labs for Math and Science. ▪ # Developmental courses: 15 (English, math, social science, and science) ▪ Have initiated collaboration with Yap High School to share course outlines for voc ed programs as part of development of the campus vocational program. This is an area that still needs a lot of work. 	

<p>1C: Enhance faculty involvement in the college</p>	<p>[Pohnpei Campus]</p> <ul style="list-style-type: none"> ▪ LRC staff participated in screening and interviewing of applicants for the UBP Student Services Specialist position. ▪ 3 instructors and IC were members of ad hoc hiring committee for ESL instructors. ▪ BU/CA Division Chair attended workshop at Palikir for the new database for Student Information System. ▪ MS/SC Division Chair coordinated the participation of PC students in the College Bowl. ▪ All faculty members participated in the COM-FSM Endowment fundraising events. <p>[Kosrae Campus]</p> <ul style="list-style-type: none"> ▪ Instructional faculty/staff had 1 meeting with IRPO Director in re: current/effective assessment practices. ▪ IC attended NADE 2008 and as part of the system's faculty recruitment efforts ▪ Instructional faculty/staff had 1 meeting with VPIA during BOR Kosrae meeting for instructional updates and other issues/concerns ▪ IC and IT specialist attended system-wide SIS training ▪ Instructional faculty/staff members participated in SBA initiated Easter activities ▪ Instructional faculty/staff members participated in 1 SD(Staff Development) committee initiated Utwe/Walung Marine Park channel tour 	
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Strategic goal 2: Provide institutional support to foster student success and satisfaction

Objectives	Accomplishments	Comments/additional detail
<p>2A: Promote strategic enrollment management for the college</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Continue to monitor the enrollments at all campuses to make sure that programs and services are deliver consistently based on resources available at campuses. Established Enrollment Management Working Group. 	

[VPSS]

- VPSS visited Chuuk, Yap and Kosrae Campuses to monitor the administration of the COMET and the Gates Reading Test.
- Met with VPIA, Director of Academic Affairs, counselors and OAR/FAO staff regarding on preparatory work on spring 2008 registration process.
- In early February 2008 VPSS visited Chuuk and Yap campuses to train proctors, met with staff about accreditation and assessment.
- VPSS is also part of the team for Chuuk to administer the COMET and recruit.
- Approximate 424 students from all state campuses took the tests in November

[Pohnpei Campus]

- 37 certificate of attendance were sent to Social Security office.
- 12 Complete Withdrawal or Clearance cases were sent down to the National Campus.
- 15 Change of Major applications were sent down to the National Campus.
- 327 students were reported in the spring 2008 Mid-Term Deficiency Report.
- 81 students withdrawn from classes by instructors due to absences before the last day to withdraw with “W”
- 3 late drop request memo for spring 2008 were sent to the National Campus.
- 19 Change of Grade request for fall 2007 were sent to the National Campus.
- 7 Application for Graduation for spring 2008 were sent to the National Campus.
- 3 Readmission Applications for summer 2008 were sent down to the National Campus.
- 6 Admission Documents for spring 2008 new students were sent to National Campus.

[Yap Campus]

- A total of 261 students were tested. (YHS = 132; Ulithi = 31; Woleai = 39; Yap SDA = 17; Yap Campus = 42) Yap Campus

test takers include current certificate students who wish to advance to degree programs and others who wish to enroll in summer and fall semester.

[Admissions & Records]

- Processed 29 applications for Summer and Fall 2008 readmissions
- Processed 8 applications for 2nd degree admissions for Summer and Fall 2008
- Processed 19 applications for admission into the 3rd year CA programs (Business and Education Divisions) for Summer and Fall 2008
- Processed 2,033 Spring 2008 registration data of students attending national and state campuses
- Processed 29 certificates of attendance of students for FSM Social Security
- Processed 30 enrollment certificates to support scholarship applications, and the like
- Prepared admission packets (*new admissions*) for distribution to incoming new students in Fall Semester, 2008

[Student Support Services Program]

Participants Demographic Profile of Spring '08

Spring - persistence is 137; 17 graduated in Fall and 6 are either placed on FAS, did not enroll for personal reasons

Gender	Male = 57	Female = 80
Class Level	Freshmen = 94	Sophomore=43
Participants Status	New =78	Continuing = 59
Eligibility	LI only =15 LIFG = 121 Disability &LIFG= 1	15/137= 11% 121/137= 88% 1/137 = .007%
State	Chuuk = 23 Korsae = 5 PNI = 91 Yap = 18	
Major:	Liberal Arts Business Micro Studies CIS	42 21 12 21

Teacher Prep	13
HCOP	17
Marine Sci.	4
HTM	7

[Dormitory]

Resident Hall tenants: 128

- Freshmen----- 51 = male 28 / female 23
- Soph-----56 = male 22 / female 34
- 3dr year----- 18 = male 13 / female 5
- 4th year-----3 = male 3 / female 0

2B: Become more student-centered in the development of specific college system policies and procedures

[President]

- Approved the contract for construction of tutoring at the National Campus.
- Approved the Change order request for construction of Yap Campus building. This building will make Yap campus a more student centered campus.
- Development of Data Base is geared toward student centered.
- The newly adopted Governance Model cabinet is a student centered model that included student members in the standing committees.

[VPIA]

- IRPO compiled and reported out the results of the survey at national campus of students and faculty/staff on use and satisfaction with open activity period.
- 96 % of the 312 students indicated that they want the open activity period to continue.
- 76% of the 25 faculty/staff who responded also recommend to continue the open activity period

[VPSS]

- As advisor for the local chapter (Beta Omicron Upsilon) of the Phi Theta Kappa International Honor Society, several meetings were held in addition to an induction ceremony of 7 new members.
- The chapter sponsored a leadership workshop at Pohnpei Campus. All SBA and club leadership were invited.

	<ul style="list-style-type: none"> ▪ Held the Mid-year graduation on December 20, 2007 with 118 graduates system-wide. <p>[Pohnpei Campus]</p> <ul style="list-style-type: none"> ▪ 498 students enroll at Pohnpei Campus during spring 2008 semester. ▪ 498 students IDP's updated with spring 2008 courses. <p>[Admissions & Records]</p> <ul style="list-style-type: none"> ▪ Processed 490 academic transcripts to support scholarship applications, job applications, transfer to four-year HE's, and others ▪ Processed and released 2,276 end-of-semester (Fall 2007) grade reports students attending national and state campuses ▪ Prepared 612 academic dossiers for new students ▪ Processed 107 degrees and 83 certificates ▪ Released 11 degrees and 17 certificates ▪ Updated the <i>academic advisors and advisee lists for Spring Semester, 2008</i> based on the February 15, 2008 lists released by the Office of the Director of Academic Programs 	
<p>2C: Promote timely college tenure and graduation of students with mastery of array of core learning objectives, including civic-mindedness and self-value</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Signed custodial services contract for National and Kosrae Campuses. Signed special contracts for individuals working on custodial services at Pohnpei, FMI, and Chuuk Campuses. <p>[VPSS]</p> <ul style="list-style-type: none"> ▪ VPSS spoke and gave the opening remarks at the annual Diabetes/Hypertension Day. ▪ VPSS met with the new Director of Student Life, the dorm staff and the dorm residents to review and talk about the policies in the dorm. <p>[Kosrae Campus]</p> <ul style="list-style-type: none"> ▪ Seventy-six students were on deficiency list ▪ Installation of tutoring program in Math and English. ▪ Currently conducting program assessments ▪ Completed English Language Acquisition Professional 	

Development (Kosrae TEACH) to 38 in-service teachers

[Admissions & Records]

- Performed initial *degree audits* for program completion of 114 applicants for Spring 2008 graduation (*System wide*)
- Two Data Processing Assistants were tapped on *special contract* to include tasks, such as: (a) preparing files for new students, (b) filing of documents, and (c) rearranging of files/academic dossiers for easy filing and retrieval.
- Released last March 13, 2008 the Spring Semester, 2008 Mid-Term Deficiency Report to the Office of the VP of Student Services, cc: VPIA, IRPO, FAO, DAP, and other offices.
- Updated *Individual Development Plan's (IDP's)* of students and released them to students and/or academic advisors for academic advisement purposes.

[Peer Counseling Center]

- A total of 862 students were counseled:
 - 349 of which were family planning,
 - 66 for financial aid
 - 03 for substance abuse
 - 25 for personal
 - 419 were others
- 38 students were tutored in Math and English.

[Student Support Services Program]

Types of Services Provided to 137 Participants

Services	No. of Students
Tutoring	89/65%
Academic Advising	78/57%
Mentoring	16/12%
Counseling (Financial Aid, Personal, Transfer)	37/27%

Academic Workshops & other Enrichment Activities:

Dates	Topics	# of	Presenters
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2008		Students	
01/31	General Assembly	81	SSSP staff
02/01	Arts & Crafts	51	SSSP staff
02/13	Financial Aid Workshop	64	FAO Counselor Werthog
02/20	Grant Aid Workshop	75	SSSP Counselors
02/28-29	Study Marathon	51	SSSP Counselors & Tutors
03/05	Stress Management	70	SSSP Mentoring Specialist
03/26	Cultural Presentation Micronesia Wk	62	Staff & Guest Speaker: Dr. Rufino Mauricio

Students' Evaluation of workshops was conducted and outcome results shared with the participants a day after workshop. Overall, students rated the topics being relevant, informative and helpful.

January – March 2008 # of Counseling Contacts

	CC	FMI	KC	PC	NC	YC
M		8	34	61	121	61
F			42	94	156	74
T		8	76	155	277	135

College Total:

Financial Aid:

PELL Spring 2008 (#)

#	CC	FMI	KC	PC	NC	YC
M	144	0	75	211	338	87
F	155	0	59	175	395	66
T	299	0	134	386	733	153

PELL Spring 2008 (\$)

\$	CC	FMI	KC	PC	NC	YC
M	265,618	0	134,186	434,127	724,831	163,568
F	335,666	0	99,633	362,135	829,490	120,692
T	601,284	0	233,819	796,262	1,554,321	284,260

January to March 2008 PELL Recipients by campus
National Campus

Trans#	Male	Female	PellAward/Male	PellAward/Female	Total
61	1	0	\$ 2,155.00	\$ -	\$ 2,155.00
63	182	218	\$ 394,779.00	\$ 473,150.00	\$ 867,929.00
64	32	43	\$ 66,268.00	\$ 87,101.00	\$ 153,369.00
65	88	90	\$ 181,894.00	\$ 185,949.00	\$ 367,843.00
69	9	6	\$ 30,170.00	\$ 14,008.00	\$ 44,178.00
70	1	1	\$ 1,078.00	\$ 538.00	\$ 1,616.00
71	5	4	\$ 8,621.00	\$ 4,436.00	\$ 13,057.00
75	4	7	\$ 7,003.00	\$ 10,234.00	\$ 17,237.00
78	3	7	\$ 7,542.00	\$ 10,435.00	\$ 17,977.00
80	7	5	\$ 11,313.00	\$ 14,008.00	\$ 25,321.00
83	1	2	\$ 2,155.00	\$ 2,693.00	\$ 4,848.00
85	3	4	\$ 7,543.00	\$ 7,543.00	\$ 15,086.00
88	1	3	\$ 2,155.00	\$ 6,465.00	\$ 8,620.00
90	1	5	\$ 2,155.00	\$ 12,930.00	\$ 15,085.00
Total	338	395	\$ 724,831.00	\$ 829,490.00	\$ 1,554,321.00

Chuuk Campus

Trans#	Male	Female	PellAward/Male	PellAward/Female	Total
74	87	125	\$ 203,118.00	\$ 266,697.00	\$ 469,815.00
79	13	12	\$ 30,710.00	\$ 30,174.00	\$ 60,884.00
87	14	18	\$ 31,790.00	\$ 38,795.00	\$ 70,585.00
Total	114	155	\$ 265,618.00	\$ 335,666.00	\$ 601,284.00

Kosrae Campus

Trans#	Male	Female	PellAward/Fe		Total
			PellAward/Male	male	
68	57	49	\$ 102,393.00	\$ 85,083.00	\$ 187,476.00
82	1	0	\$ 539.00	\$ -	\$ 539.00
86	17	10	\$ 31,254.00	\$ 14,550.00	\$ 45,804.00
Total	75	59	\$ 134,186.00	\$ 99,633.00	\$ 233,819.00

Pohnpei Campus

Trans#	Male	Female	PellAward/Fe		Total
			PellAward/Male	male	
66	193	157	\$ 393,700.00	\$329,719.00	\$ 723,419.00
72	6	6	\$ 13,828.00	\$ 11,404.00	\$ 25,232.00
76	1	1	\$ 2,155.00	\$ 2,155.00	\$ 4,310.00
81	1	1	\$ 2,155.00	\$ 538.00	\$ 2,693.00
84	10	10	\$ 22,289.00	\$ 18,319.00	\$ 40,608.00
Total	211	175	\$ 434,127.00	\$362,135.00	\$ 796,262.00

Yap Campus

Trans#	Male	Female	PellAward/Fe		Total
			PellAward/Male	male	
62	1	0	\$ 2,155.00	\$ -	\$ 2,155.00
67	72	51	\$ 133,934.00	\$ 89,442.00	\$ 223,376.00
73	4	8	\$ 8,620.00	\$ 15,086.00	\$ 23,706.00
77	0	1	\$ -	\$ 1,078.00	\$ 1,078.00
89	10	6	\$ 18,859.00	\$ 15,086.00	\$ 33,945.00
Total	87	66	\$ 163,568.00	\$120,692.00	\$ 284,260.00

SEG SEOG/CWS Spring 2008

	CC	FMI	KC	PC	NC	YC
M	27	28	6	42	139	4
F	18		9	19	174	6
T	6,638	10,743	0	11,278	49,720	502

2D: Develop a student-

friendly campus environment that encourages and enables students to be health conscious

[VPSS]

- VPSS and Comptroller met with the MICARE Administrator regarding student health insurance. Now students are eligible to be insured

[Peer Counseling Center]

- 500 college and high school students participated in the Job Fair/Career Opportunity activities.
- 331 brochures (HIV/AIDS, STIs, TB, leprosy, Financial Management. & Substance Abuse) were distributed to 860 students.

[Dormitory]

Collaborated with peer counseling to educate residents about HIV and Sex related disease and pregnancy

- 1st outreach. 70% of total residents participated
- 2nd outreach. 80% of total residents participated

January – March 2008 # Visits to Dispensaries

	CC	FMI	KC	PC	NC	YC
M		31	121	121	376	6
F			78	81	666	1
T		31	199	202	1042	7

January – March 2008 Counseling Activities by Campus # Visits

	CC	FMI	KC	PC	NC	YC
Academic				137	13	22
Discipline		7		6	3	
Personal				0	16	10
Career				0	10	
Transfer		1		1	18	4
Other			121	11	54	157

January – March 2008 # visits to Peer Counseling

	CC	FMI	KC	PC	NC	YC
Family	1	-	2	127	341	42

[Counseling-National]

- 3 counselors assisted 62 students with clearance forms as result of financial aid issues, academic difficulties, and personal reasons.
- 3 counselors assisted 58 students with financial aid appeals.
- 3 counselors provided assistance with scholarship applications and information to 43 students.
- 3 counselors assisted with administering of COMET to high school students and recruitment of prospective students in Kosrae, Chuuk, and Pohnpei.
- 1 counselor assisted with the Fourth Induction Ceremony of the COM-FSM chapter of Phi Theta Kappa International Honor Society.
- 3 counselors assisted and participated in Founding Day activities.

[Health Services]

- A presentation on the topic of HIV/AIDS was given to the Chuukese dormitory residents on Feb 29, 2008. The presentation was given in the Chuukese vernacular. 41 students and staff from the State of Chuuk participated in the presentation.

	Planning						
	Financial Aid	2	-	1	-	58	2
	Substance Abuse	0	-	3	-	0	0
	Personal	2	-	20	-	3	0
	Other	3	-	13	-	349	893

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	<p>[President]</p> <ul style="list-style-type: none"> ▪ Signing of contracts for Yap Campus FEMA Building and National Campus tutoring centers will assist in providing adequate facilities for students at these campuses. ▪ BOR directed administration at its March 2008 meeting to work with the Director of Chuuk Campus to secure the Save Mart for more office space and facilities. <p>[VPCRE]</p> <ul style="list-style-type: none"> ▪ Authorized contract to renovate Micronesian Plant Propagation Research center Kosrae to support research and extension efforts <p>[Kosrae Campus]</p> <ul style="list-style-type: none"> ▪ A special schedule of Library Services is proposed 1 week prior to Final Exams for the Following Days and Times: <ul style="list-style-type: none"> ○ Monday - Thursday : 8AM - 10PM ○ Friday : 8AM - 5PM ○ Saturday : 9AM - 2PM ▪ The LRC was closed on the 28th & 29th March for the administration of both the student and enlistment ASVAB ▪ 77 individuals took ASVAB and 67 took the Enlistment ASVAB <p>[FMI Campus]</p> <ul style="list-style-type: none"> ▪ FMI ~ With the hiring of a new short-term employee in refrigeration, cleaning and maintenance of the current air conditioners has become a major task. It also involves discarding 	

of older ones which could not be repaired and procurement of newer ones.

[Yap Campus]

- Construction of the Science Lab Bldg. is currently ongoing. This project is funded by FEMA with matching provided by Yap State Government.
- BECA engineering firm from New Zealand is presently working on designs for other projects – Classroom Bldg., Student Center, and Vocational Ed. Center.

[Dormitory]

- Completion of boys dorm study room.

Status Report Major Projects By Campus (Maintenance)

Chuuk Campus

- **Chuuk Campus Fencing:**
Project is completed.
- **Chuuk Campus Research Laboratory:**
Project site has been relocated due to land issues and redesign is in progress.
- **Chuuk Campus Furniture:**
Computer desk for the Labs and Library is due to arrive late April of May.
- **Chuuk Campus 300 KW Generator:**
Request for proposal for design and estimate from CPUC and PLEC has been inquired.
- **Chuuk Nantaku Access Road:**
Chuck State Public Works office has agreed to take part in the construction and improvement of the access road through a contract with the college. Estimate is being prepared for the project.

Kosrae Campus

- **Kosrae Campus Research Laboratory Renovation:**
Contract has been signed and issued Notice to Proceed.
- **Kosrae Campus Student Center and VOCED Center:**

	<p>Need to confirm campus land area for development of master plan and location of the new facilities to be funded under the IDP.</p> <p>FMI</p> <ul style="list-style-type: none"> ▪ None <p>National campus</p> <ul style="list-style-type: none"> ▪ <u>National Campus LCR Typhoon Shutters:</u> Purchase Order for shutters is being routed. ▪ <u>National Campus Mail Room, IRPO Office, Storage room.</u> Project Place on Hold due to possible site changes. ▪ <u>National Campus Agriculture Site Boundary Fencing:</u> Access road to Wichep property and septic tanks are completed. Fencing material are due to arrive late April. <p>Pohnpei Campus</p> <ul style="list-style-type: none"> ▪ <u>Pohnpei Campus Student Service Building.</u> Phase-II has been implemented project is about 90% competed. ▪ <u>Pohnpei Campus Research Laboratory:</u> Pre designs have been review by parties involved and implementation and coordination with Pohnpei State government is in progress. <p>Yap Campus</p> <ul style="list-style-type: none"> ▪ <u>Yap Science Laboratory (FEMA Project):</u> Beams are in place and working on walls and about 63% complete. ▪ <u>Yap Campus Classroom and Student Center Project</u> BECA International is finalizing the designs and is expected to award the bid to contractors by mid June 2008. ▪ <u>Yap Vocational Center:</u> OIA approved the funding for the project and request for design is being done by FSM Dept. of TC&I. 	
<p>3B: Provide for maintenance and upkeep of grounds, facilities, and equipment</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Approved new maintenance contract for custodial services at Chuuk and National Campus. 	

	<ul style="list-style-type: none"> ▪ Signed special contracts for maintenance staff at National and Kosrae campuses. <p>[Yap Campus]</p> <ul style="list-style-type: none"> ▪ Regular grounds and facilities maintenance done twice monthly ▪ 4 new laptops have been received for faculty use in the classrooms along with 2 LCD projectors. <p>[Facilities & Maintenance]</p> <ul style="list-style-type: none"> ▪ Request for IMF Funds have not been approved. Need to resubmit new projects. ▪ Replaced 11 A/C units at the faculty offices, LRC and classrooms ▪ Administration building windows tinted to help with reducing utilities cost. ▪ Utilities Budget is 63% spent as of March 2008. Forecasted shortfall to end of the fiscal year is at \$100,000.00. ▪ 351 work requests submitted to Facilities & Maintenance Division - all completed. 												
<p>3C: Provide for a safe, secure and effective college environment</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Signed the lease agreements for facilities to be used by Vocational and Upward Bound Programs at Chuuk Campus. <p>[VPSS]</p> <ul style="list-style-type: none"> ▪ VPSS disciplined, counseled and referred 60 students for alcohol and betel nut violations from December 2007 to March 2008. Some of these students are repeat offenders. The Campus Security reported 155 cases during the period. <p>[Information Technology]</p> <ul style="list-style-type: none"> ▪ System-wide Virus/Exploit attempts per month for 1st Quarter 2008: <table border="0" style="width: 100%;"> <tr> <td style="width: 30%;">January</td> <td style="text-align: right;">16579</td> </tr> <tr> <td>February</td> <td style="text-align: right;">4220</td> </tr> <tr> <td>March</td> <td style="text-align: right;">4881</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">25680</td> </tr> </table>	January	16579	February	4220	March	4881	Total	25680	<p>[Information Technology]</p> <p>Kb/s Data Traffic by Main Gateway per minute average for 1st Quarter 2008:</p> <p>*kb/s = Kilobits Per Second (source; mrtg. graphs)</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 30%;">Chuuk</td> <td style="width: 30%; text-align: center;">in</td> <td style="text-align: right;">88.6 kb/s (17.3%)</td> </tr> </table>	Chuuk	in	88.6 kb/s (17.3%)
January	16579												
February	4220												
March	4881												
Total	25680												
Chuuk	in	88.6 kb/s (17.3%)											

- System-wide e-mail identified as potential SPAM per month for 1st Quarter 2008:

January	789038
February	107966
March	146775
Total	1043779

- System-wide High Score SPAM e-mail Deleted per month for 1st Quarter 2008:

January	544198
February	89252
March	122142
Total	755592

[Yap Campus]

- Daytime security is done by all faculty and staff. Night time, weekend and holiday security provided by contractors
- 1 staff also serves as campus nurse when the need arises.

[Facilities and Maintenance]

- Figures reported in table reflects betel nut policy violations on campus (National)
- Conducted routine Dormitory Safety Inspection and Fired Drill
- Implemented monthly fire fighting system inspection and maintenance
- Policy on reporting of crime and CCTV routed for review and comment

January - March 2008 # incidences reported by campus

	CC	FMI	KC	PC	NC	YC
T		0	1	1 Burglary	158	3

	out	14.1 kb/s (2.8%)
Kosrae	in	87.7 kb/s (17.1%)
	out	21.6 kb/s (4.2%)
National/PNI	in	664.4 kb/s (64.9%)
	out	193.8 kb/s (18.9%)
Yap/FMI	in	126.9 kb/s (24.8%)
	out	15.3 kb/s (3.0%)

Strategic goal 4: Foster effective communication

Objectives	Accomplishments	Comments/additional detail
<p>4A: Enhance communications pathways</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Completed the terms of references for the Standing Committees. The terms of references were adopted by cabinet during the first week of March 2008. <p>[VPIA]</p> <ul style="list-style-type: none"> ▪ The college is collaborating with FSM DOE and PREL to develop standards for Technical and Career education with meeting of state reps in PNI in April scheduled for phase 1 of development <p>[VPCRE]</p> <ul style="list-style-type: none"> ▪ Edited and approved 21 CES Staff on-line report and submitted to COM Executive Director ▪ Submitted March monthly report t to VP/VRE <p>[Pohnpei Campus]</p> <ul style="list-style-type: none"> ▪ Pohnpei Campus Website completed and submitted to IT Palikir to posted to the COM-FSM Server/website <p>[Kosrae Campus]</p> <ul style="list-style-type: none"> ▪ IC involved in phase II of Kosrae DOE strategic planning stakeholders' workshop in the improvement of K-12 articulation and collaboration. <p>[Yap Campus]</p> <ul style="list-style-type: none"> ▪ Yap Campus Director and Student Services staffs have attended SAIL (yap principals organization) during the months of March and April. We have been invited to attend the monthly meetings from now on. Yap DOE has implemented an after school tutoring program for students with < 2.0 GPA. We are 	

	<p>discussing how yap campus can assist with the tutoring program starting with the schools (Colonia Middle School, Yap High School).</p> <p>[Information Technology]</p> <ul style="list-style-type: none"> ▪ Bandwidth priorities have been adjusted at various com-fsm networks in an attempt to further improve specific capabilities over our tunnel system such as voip telephone calls ▪ We continue in our efforts toward being part of the WINDS high speed satellite communications experiment. Mitsubishi Heavy Industries, Ltd. and the Japan Aerospace Exploration Agency (JAXA) launched the super high-speed Internet satellite "KIZUNA" (WINDS) by the H-IIA Launch Vehicle No. 14 (H-IIA F14) at 5:55 p.m. on February 23, 2008 (Japan Standard Time, JST) from the Tanegashima Space Center. ▪ The launch vehicle flew smoothly, and, at about 28 minutes and 3 seconds after liftoff, the separation of the KIZUNA (WINDS) was confirmed. ▪ COM-FSM IT office is working closely with the FSM national govt. and the Ministry of communications in Japan. 	
<p>4B: Provide communications infrastructure to support communication pathways</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Implemented modified organizational chart. Continue to purchase computers for campuses to enhance and support communication pathways. ▪ Network modification and expansion continued for improving communication at the College. <p>[VPSS]</p> <ul style="list-style-type: none"> ▪ As a member of the Communications Working Group the VPSS was actively involved in the development of the new organization chart and the affiliated decision making grids. ▪ VPSS also conducted workshops at all the campuses about the COMET security prior to the testing in February 2008. 	

	<p>[VPCRE]</p> <ul style="list-style-type: none"> ▪ CES Pohnpei in collaboration with the DSAP program in providing information for farmers use and guidance on agriculture related topics and issues. <p>[Pohnpei Campus]</p> <ul style="list-style-type: none"> ▪ Installed Elluminate software on IC computer for her master's program ▪ Ordered and received 15 computers for student usage ▪ Configured 3 computer laptop for vocational staff and faculty for office use ▪ Setup and install 3 printers for vocational use at Technology and trade respective offices. <p>[Kosrae Campus]</p> <ul style="list-style-type: none"> ▪ KCV 88.5 is back on-air. Announcements and other student related matters are aired daily. <p>[Information Technology]</p> <ul style="list-style-type: none"> ▪ IT Office has purchased and is in the process of installing a new NAS server (High Capacity High Speed Backup System), the technical specs. on the unit are as follows: <ul style="list-style-type: none"> ○ SuperMicro SYS-6025B-TR+B ○ 2 Intel Xeon 1.86GHz 1066MHz FSM ○ 4 1GB DDR2 PC2-4200 RAM ○ 3Ware 9650SE 8-channel SATA RAID ○ 8 Hitachi 0A34915 SATA Hard drive, 1TeraBit ea. 	
<p>4C: Enhance the college community's ability to communicate effectively</p>	<p>[VPSS]</p> <ul style="list-style-type: none"> ▪ VPSS took part in several meetings of the President's Cabinet to review the new Terms of References for all the standing committees and subcommittees. ▪ VPSS also conducted workshops on leadership, team building, and active listening skills with the student services staff. ▪ The department had its monthly management meeting in January to March 2008. 	

	<p>[Pohnpei Campus]</p> <ul style="list-style-type: none"> ▪ Completed and submitted the OMIP quarterly report. <p>[Development/Community Relations]</p> <ul style="list-style-type: none"> ▪ Designed a poster to be used by the Director for Academic Program, Karen Simion, on her visit to the US to recruit more faculty members. ▪ Organized a photo exhibition with the Chinese Embassy staff on the culture of the China. This exhibit is part of a series taking place in many parts of the world as China prepares to host the 2008 Olympics. 	
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Strategic goal 5: Invest in sufficient, qualified, and effective human resources

Objectives	Accomplishments	Comments/additional detail
<p>5A: Provide on-going professional development of faculty and staff</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Approved 4 staff development for faculty and staff to attend workshops off island. Funding for ongoing staff development program are included in the annual budgets this has enabled 13 faculty and staff to work for their advanced degrees. <p>[VPIA]</p> <ul style="list-style-type: none"> ▪ Director of Academic programs attended WASC workshop on SLO and Assessment. ▪ 3 instructional affairs administrators attended the National Association of Developmental Education. <p>[VPCRE]</p> <ul style="list-style-type: none"> ▪ CES Pohnpei worked with Pohnpei Campus IT to tailor computer training skills for CES Staff that lasted for 3 weeks <p>Summary Major Professional Development Activities by Campus Chuuk Campus</p> <ul style="list-style-type: none"> ▪ 3 faculty members are taking masters degree programs ▪ 1 faculty completed Masters degree program at UH- Manoa 	

Kosrae Campus

- 1 Senior management staff is completing masters degree program
- IC attended NADE 2008
- IC attended system-wide SIS training
- Agriculture and Food Technology instructor attended SARE 20th Anniversary Conference in Kansas City.

FMI

- The Director went to Fiji to participate in the regional meeting of PacMA, which addresses among other things, seamen's employment and welfare, STCW courses and qualifications, ship and port safety and security, etc.

National

- 4 Faculty members are enrolled in Master's degree programs
- 1 staff is enrolling in Master's degree program

Pohnpei Campus

- 3 Faculty members are enrolling in Masters' degree programs
- 1 Teaching Assistant is enrolling in Bachelor's degree program

Yap Campus

- 1 Faculty member is pursuing masters' degree program at UOG
- student advisement workshops for faculty and staff conducted
- ongoing training and work development in course and program assessment

Non-Degree Programs

- National Campus held its annual staff development day on February 22, 2008 organized by the Staff Development Committee.

[Admissions & Records]

- The Registrar, two Data Processing Assistants, and the Student Services Specialist I participated in the one-week training on the new Student Information Systems last February 18 to 22, 2008.
- The Student Services Assistant (on special contract) participated in the training on the new Student Information Systems from

	<p>March 17 to 20, 2008.</p> <ul style="list-style-type: none"> The two Data Processing Assistants will be recommended to take the <i>Database Design</i> course this Summer 2008 in preparation for the implementation of the new Student Information Systems <p>[Student Support Services Program]</p> <ul style="list-style-type: none"> SSS FA Counselor attended a FAFSA Workshop for PNI High Counselor organized by FAO. 2 staff members (Admin. Assistant and FA Counselor attended the annual WESTOP conference in Kona, Hawaii from April 7-11 Tutors were provided with a workshop on “Characteristics of an Effective Tutor” in February 																						
<p>5B: Recruit and retain qualified personnel to allow delivery of quality services</p>	<p>[VPIA]</p> <ul style="list-style-type: none"> Faculty recruitment effort conducted during NADE- the National Association of Developmental Education Conference to seek highly qualified/experienced instructors. Faculty recruitment for ESL teachers conducted through TESOL- Teachers of English to Speakers of Other Languages. <p>[VPCRE]</p> <ul style="list-style-type: none"> VPCRE Served on personnel committees Researcher identified for Chuuk Pohnpei Ag. identifying focus for research position CES Kosrae hired one new Youth Extension Agent <p>[Peer Counseling Center]</p> <ul style="list-style-type: none"> 1 Peer Educator continues to work at our center after graduation. 8 Work-study students were trained by the Peer Trainer as they hired by our center. 2 Peer Educators were hired and trained for Kosrae and Yap <p>Spring Semester 2008 Full Time vs. Part Time Faculty</p> <table border="1" data-bbox="541 1279 1270 1408"> <thead> <tr> <th></th> <th>CC</th> <th>FMI</th> <th>KC</th> <th>PC</th> <th>NC</th> <th>YC</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>145</td> <td>33</td> <td>87</td> <td>175</td> <td>266</td> <td>72</td> </tr> <tr> <td>Full Time</td> <td>54</td> <td>16</td> <td>34</td> <td>67</td> <td>171</td> <td>35</td> </tr> </tbody> </table>		CC	FMI	KC	PC	NC	YC	Total	145	33	87	175	266	72	Full Time	54	16	34	67	171	35	<p>[HR Office]</p> <ul style="list-style-type: none"> Regular Contracts: The numbers on the table reflect current employees during the months of January- March 2008 including those who have submitted resignations when the effective date is later than March. Specials Contracts: The numbers of employees on special contracts reflect the total numbers of contracts certified during the reporting period. Orientation program for New Hire is comprehensive and provides to all new hires at each campus. Employees Resignations: Seven (7) resignations/termination were processed during the reporting period New Hires: Twenty-one (21) positions were filled during the reporting period. Retirement Plan Open Season – A total of seventy six (76) employees responded to the January 1 open season.
	CC	FMI	KC	PC	NC	YC																	
Total	145	33	87	175	266	72																	
Full Time	54	16	34	67	171	35																	

Part Time	91	17	53	108	95	37
% Full Time	37%	48%	39%	38%	64%	49%

College totals: College ratio Full to Part Time Faculty:

**Profile College Faculty by Degree and Origin Spring 2008
[Yap Campus]**

- Faculty Profile by Degree and Origin, Spring 2008
 - 7 US Masters Degree - 6; JD - 1
 - 3 Philippine Islands CPA - 1; PhD - 1; Masters - 1
 - 9 FSM Voc. Ed. Journeymen Certificate - 1
 - Bachelors - 7
 - Bachelors + graduate credits - 1

5C: Update personnel policies and procedures to meet on-going human resources needs

[President]

- BOR approved modified policy on faculty workload and Emeritus faculty that will also meet the ongoing human resources needs at the college

[VPIA]

- Curriculum committee reviewed recommended changes to the division chair compensation policy and faculty workload policy and Policy is approved by board in March meeting.

[VPSS]

- Conducted annual performance evaluations for ten (3) staff in the department during the reporting period.
- VPSS also conducted workshops on leadership, team building, and active listening skills with the student services staff.
- Student Services department sponsored a luncheon for the Director of OAR who resigned.

[Research & Planning Office]

- IRPO in cooperation with HR developed an implementation

	<p>strategy for the revised organization chart that was approved by the BOR at its December 2007 meeting. The plan includes development of functional job descriptions and completions of decision grids for all departments, offices and campuses.</p> <p>[HR Office]</p> <ul style="list-style-type: none"> ▪ Policy 003 Tuition Waiver and Reduction – was implemented on January 28, 2008 and distributed to all employees at all sites. ▪ Policy 007 Professor Emeritus & Revised Policy 002 Faculty Workload Policy – were implemented on March 28, 2008 and distributed to all employees at all sites. ▪ Policy Development <ul style="list-style-type: none"> ○ The Personnel Committees is currently working on the following: Section VIII Compensation and Policies, Evaluation form for Management, Policy on Special Contracts, Grievance Procedures, Alcohol and Drugs Free Policy are among the top ten on the Policy Development Plan. ○ The System-wide Staff Development Committee is currently reviewing the following two policies: Section XII Incentive Award Program & Staff Development Program. ○ Retirement Plan Agreement was revised following recent changes as approved by Board in November 2007 	
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Strategic goal 6: Ensure sufficient and well-managed fiscal resources that maintain financial stability

Objectives	Accomplishments	Comments/additional detail
<p>6A: Enhance new and existing revenue resources to promote growth and increase cost effectiveness</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Established Small Business Development Centers in Kosrae and Pohnpei State will generate revenues from training programs to be conducted at these centers ▪ BOR approved policy on maximizing interest on savings accounts in March 2008 meeting ▪ BOR also approved to move funds from local savings to banks that will provide more savings interest 	

	<p>[VPIA]</p> <ul style="list-style-type: none"> ▪ Submitted grant application for an Area Health Education Center grant for US \$280,000 annually for 3 years provisional and up to 7 years funding under US Dept of Health and Human Resources. ▪ Submitted with CRE a continuation grant proposal for US \$78,000 through USDA/CSREES grant program “CariPac”- Resident Instruction Enhancement grant for IHE in Insular Areas ▪ Secured \$US 12,500 from US Dept of Health and Human Resources for Nursing program re-planner ▪ Secured \$US 50,000 from FSM Health Sector carry over funding for nursing program re-planner and technical assistant for grants <p>[VPCRE]</p> <ul style="list-style-type: none"> ▪ VPCRE attended H₂O Quality meetings ▪ VP-CRE attended WSARE grant proposal evaluations in Utah to maintain and enhance collaboration with WSARE administration <p>[Research & Planning Office]</p> <ul style="list-style-type: none"> ▪ IRPO staff attended a grants development workshop to increase grant seeking capacity for the college. ▪ IRPO staff coordinated a visit to the National Campus by Dr. John Rand of KCC for discussions on joint development of STEM (Science, Technology Engineering and Mathematics) applications. <p>[Development/Community Relations]</p> <ul style="list-style-type: none"> ▪ Met with Pohnpei Campus staff staffs and discussed possible fundraising practices for use during fundraising efforts toward the Founding Day for Pohnpei Campus ▪ Testified to a policy review called by the finance committee to the current surplus policy ▪ Requested and met with SBA groups submit fundraising and accountability plans by February 2008 	
6B: Diversify resources of the		

College	<p>[Yap Campus]</p> <ul style="list-style-type: none"> ▪ FY 2008 approved budget ▪ 60% Instructional; 11% Student Services; 29% Admin. 	
6C: Budgeting and resource allocation	<p>[President]</p> <ul style="list-style-type: none"> ▪ Submitted FY 2009 budgets to FSM President's Office that allocate resources based on established priorities of the College. <p>[Pohnpei Campus]</p> <ul style="list-style-type: none"> • Received a check from the office of State Economic Affairs for the SBDC operation in the amount of \$70,380.00 • Endowment Fund: \$10,788.29 raised by students for the endowment fund • Total of 498 students registered for this Spring 2008-with a revenue of \$573,386.50 <p>[Business Office]</p> <ul style="list-style-type: none"> ▪ The Board of Regents approved the following FY 2009 budgets: <ul style="list-style-type: none"> ○ COM - FSM Operations Budget of \$10.886 Million; ○ FSM - FMI Budget of \$655k; ○ Bookstore Budget of \$741k; ○ Cafeteria Budget of \$589k; ○ IDP Budget of \$2.235 Million ▪ Finance Committee recommended to the President supplemental budget of \$48k for Pohnpei campus to fund the construction of toilet and fixtures and installation of air-conditioning unit at student services center. ▪ The college wide enrollment for fall 2007 and spring 2008 of 4,421 students indicate a shortfall by 13% or 659 students from the projection of 5,080. Compared with prior year, the enrollment dropped by 7% or 313 students. ▪ Below are details of actual enrollment and shortfall for fall 2007 and spring 2008 per campus: <ul style="list-style-type: none"> ○ National - actual of 1,710; short by 70 or 4% ○ Pohnpei - actual of 1,090; over by 40 or 4% ○ Chuuk - actual of 886; short by 354 or 29% ○ Kosrae - actual of 376; short by 184 or 33% ○ Yap campus - actual of 359; short by 91 or 20% 	

- Except for Pohnpei campus, all other campuses indicate a shortfall of enrollment against projection. Chuuk campus has the highest shortfall of 354 students and Kosrae campus reflects the highest percentage of shortfall at 33%.
- Statement of Current Funds Revenues, Expenditures and Other Changes (SRE) indicate a fund balance change for unrestricted fund of \$852k at the first quarter ended December 31, 2007.
- Below is the breakdown of the \$852k unrestricted fund balance changes per campus:
 - National operations - \$ 290k
 - National programs/grants - 85k
 - Pohnpei campus - 251k
 - Chuuk campus - 141k
 - Kosrae campus - 23k
 - Yap campus - 81k
 - FSM-FMI - (19k)
 -
- The first quarter is expected to provide positive fund balance change due to timing of recording revenues and expenses.
- The SRE of restricted fund account showed a negative fund balance change of \$15k representing the 50% matching share of the college for OMIP grants.
- The actual revenue of \$5.133 Million for fall 2007 and spring 2008 is short by \$1.275 Million from the projected revenue of \$6.408 Million.
- All campuses indicate shortfalls in revenue for fall 2007 and spring 2008:
 - National - (\$125k) or short by 5%
 - Pohnpei - (\$144k) or short by 11%
 - Chuuk campus - (\$567k) or short by 36%
 - Kosrae campus - (\$313k) or short by 47%
 - Yap campus - (\$127k) or short by 24%
 - Chuuk campus has the highest shortage of revenue at \$567k or 36% followed by Kosrae campus at \$313k or 47%. Pohnpei campus has a shortage of \$144k or 11% though enrollment showed a slight increase as to number of students by 40 or 4%.
- Handled the following draw downs from Federal grants:

	<ul style="list-style-type: none"> ○ \$1.403 Million - Pell Grant on Jan. 03, 2008 ○ \$0.072 Million - FSEOG Grant on Jan. 03, 2008 ○ \$0.212 Million - TRIO programs on Jan. 04, 2008 ○ \$0.285 Million - TRIO programs on Feb. 13, 2008 ○ \$1.039 Million - Pell Grant on Feb. 13, 2008 ○ \$1.315 Million - Pell Grant on Feb. 21, 2008 <ul style="list-style-type: none"> ▪ Draw downs were received within 2 - 3 working days from the date of drawdown. 															
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	<p>January - March 2008 Power Consumption (Kw)</p> <table border="1"> <thead> <tr> <th></th> <th>CC</th> <th>FMI</th> <th>KC</th> <th>PC</th> <th>NC</th> <th>YC</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td></td> <td>54,480</td> <td></td> <td></td> <td></td> <td>20,796</td> </tr> </tbody> </table> <p>[FMI Campus]</p> <ul style="list-style-type: none"> ▪ January - March 2008 Water Consumption: 1,016,780 gallons 		CC	FMI	KC	PC	NC	YC	Total		54,480				20,796	
	CC	FMI	KC	PC	NC	YC										
Total		54,480				20,796										

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	<p>[President]</p> <ul style="list-style-type: none"> ▪ President Retreat 2008 will continue to include public and private stakeholders in the planning process at the college. <p>[VPIA]</p> <ul style="list-style-type: none"> ▪ VPIA and public health program developer Dr. Cuboni attend FSM and State Health officers meeting February 12-15 on Pohnpei hosted by Secretary of Health Skilling ▪ VPIA attended FACSSO (FSM Chief State School Officers meeting March 24-26th). ▪ Acting Director of Voc, Continuing and Community Education visited by FSM Health Information technical assistant to arrange IT training opportunities for FSM Health Department staff. ▪ Acting Director of Voc, Continuing and Community Education and Division Chair, Pohnpei campus Trades and Technology division coordinating development of Career and Technical Education standards in collaboration with PREL and FSM 	

National DOE.

- Acting Director of Voc, Continuing and Community Education is member of committee organized by Office of Insular Affairs to prepare FSM wide vocational education plan.
- Meeting between VPIA and acting director of Vocational Ed and Maryrose Nakayama , Project Director, Conservation & Environment Protection Program (CEPP) on joint opportunities for training and assisting with AS in Agriculture and Natural Resources Management

[VPCRE]

- During routine farm and community visits CES Pohnpei have assisted 63 farmers in livestock plus 16 students from Nanpei Memorial School, 43 farmers in crop section, 75 in the EFNEP program, and 8 in aquaculture.

[Pohnpei Campus]

- Along with President James and Directors Hicks and Saimon, HTM Division Chairperson attended a meeting with the FSM President regarding the World Park initiative the outcome of which is a resolution by the government officials to prioritize and support the World Park strategy.
- Resource materials were donated by MicSem, UH, and Island Food Community of Pohnpei.

[Kosrae Campus]

- Key staff members participated in the Kosrae DOE stakeholders' strategic planning workshop.

[Yap Campus]

- good working relationships with Health Services, Resources & Development Workforce Enrichment Division (WED), Scholarship Office, Yap DOE, SAIL (School Administrator & Instructional Leader), FEMA/PA Office, Yap High School, Ulithi High School, Woleai High School, Yap SDA High School, and Yap CAP.
- Director represents the college on WED advisory council

	<p>[Research & Planning Office]</p> <ul style="list-style-type: none"> ▪ IRPO Director facilitated development of 5 Year Strategic Plans for Pohnpei and Kosrae State Departments of Education under the PRIDE Project. Included was facilitation of a Strategic Plan writing session for Kosrae State that included key stakeholders ▪ IRPO Director participated in discussions with FSM President Mori regarding the feasibility study for future direction of the college. The plan calls for extensive development of education opportunities and career pathways for FSM students in cooperation with other IHEs. ▪ A planning council meeting was held that focused on the upcoming President’s Retreat 2008 that is scheduled for May 2008. ▪ IRPO director participated in the Secretariat of the Pacific Community (SPC) planning session at the National Government Complex. The meeting was designed to develop a long range plan for SPC assistance to the FSM. 	
<p>7B: Enhance and promote employment opportunities</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Implementation of UOG 4th Year Program in Teachers Education by summer 2007 will improve employment opportunities for graduates. ▪ Implementation of AS Degree Programs in Nursing and Public Health in fall 2008 will also create employment opportunities for the graduates. ▪ Continuation of the apprenticeship and trade programs will create job opportunities for graduates to seek employment in Guam and elsewhere. <p>[VPCRE]</p> <ul style="list-style-type: none"> ▪ Currently providing training and agriculture skills for 2 work study students <p>[Kosrae Campus]</p> <ul style="list-style-type: none"> ▪ 2 instructional positions advertised 	

	<p>[Yap Campus]</p> <ul style="list-style-type: none"> ▪ 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. 	
<p>7C: Develop new and enhance existing programs to meet the changing educational and workforce needs of our communities</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Approved modified AS Degree Program is made to meet the changing educational needs of the FSM. Approval of the AS Degree Program in Public Health is also in line with this objective. PPEC institutions will collaborate on workforce development training programs to also meet the changing educational needs of the region. <p>[VPIA]</p> <ul style="list-style-type: none"> ▪ Land Management Training Modules continue to be conducted in each of four states. ▪ Public Health training program developed and approved by board of regents ▪ The renamed AS in Agriculture and Natural Resources Management approved by the board and to be extended to Kosrae' Fall 08 pending WASC approval ▪ Two substantive change reports being prepared to submit to WASC by April 14th. <p>[VPCRE]</p> <ul style="list-style-type: none"> ▪ CES Pohnpei Agents implementing Integrated Pest Management practices on existing and newly established farms. ▪ Farm visits and Demonstrations ▪ VP-CRE received two Nutrition related DE courses ▪ Kosrae CES provided CYFAR Training ▪ Chuuk CES Trainings/workshops conducted: The following trainings have been conducted during the quarter: <p>[Pohnpei Campus]</p> <ul style="list-style-type: none"> ▪ Renovation of the computer repair shop is completed and under the supervision of technical assistant from JOCV it will be utilized by selected students from the vocational programs for 	<p>[VPCRE]</p> <ul style="list-style-type: none"> ▪ Awareness of the integrated approach to crop production- food/nutrition management, crop rotation and safer chemicals to control pests. ▪ CES Agents continued with farm visits and demonstrations in the communities on respective programs such as the animal health, home gardening, black pepper, waste disposal, recycling and reuse organic matters, sakau, banana and the yam projects. During visits agents provide technical assistances, support and advice to farmers on new and innovative farming techniques and practices. A total of 205 farmers/clients have been assisted through farm visits and

repairing and maintenance of computers for the College and the community for a small fee.

- HTM Chair attended World Park meetings at Michigan State University and the National Geographic Society.

[Kosrae Campus]

- Members of Kosrae Campus management team actively attended Department of Education Stakeholder strategic workshop.
- Initial work on sub-change report for AS in General Agriculture program commenced during the quarter.
- Governor of Kosrae offered to run cooperative extension services for state agriculture program

[FMI Campus]

- Gas Welding and Arc Welding courses have been developed but need finalization, in response to the needs of the community in the development of the private sector

[Yap Campus]

- Yap Campus and Yap DOE have been working together to get teachers to achieve their AS degrees in elem. Ed. 40 DOE teachers expected to graduate by next reporting period

[Research & Planning Office]

- IRPO Director facilitated a meeting for the National Government Department of Education and State Department of Education Representatives on developing a Vocational and Technical Plan. The plan will be completed by June 1, 2008 for submission to OIA.

[Development/Community Relations]

- Met with FSM President regarding COM-FSM Feasibility Study. The college was advised to pursue option 2 in the Feasibility Study Report. This means that COM-FSM would still function in its current state, with the possibility of 1 4-year degree program and would have direct links to higher degree offerings at other colleges and universities

demonstrations

- Agro Forestry Training was conducted with the Dept. of Education for secondary school agriculture and science teachers. As a result of the training, a module for the subject has been developed.
- The EFNEP project that is being conducted with the Salvation Army finished during the 4th qtr.
- “Food Handler’s” Training that was implemented with the Environmental Health and Sanitation Division of DOHS was held with 33 participants from 15 food establishments.
- Two trainings are on-going, which are the sewing and the handicraft project.
- Three month youth at risk training is on-going.
- Farmer’s Training in Eten and Tonoas had finished with 24 participants.

<p>7D: Provide Cooperative Extension Services to the community</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Discussed CES Programs with State Leadership during site visits and how to improve the services <p>[VPCRE]</p> <ul style="list-style-type: none"> ▪ The following are on-going CES Pohnpei programs provided to the communities include: waste disposal, recycling and reuse project, home gardening, black pepper production, animal health, black pearl, yam propagation, EFNEP, and conservation of biological diversity. More new sites have been discovered, reported and been dealt with accordingly. One of the greatest challenges is being able to communicate and convince citizens' purpose and need for controlling invasive species. ▪ Yap CES - Economics of Agricultural Production and Farm Management. Yap Farmers Organization already has a By-Law, organizational officers and a governing board who are also active members. The closest project for their consideration is the Noni program and the lead agency is the CRE Program. Another project under the YFO umbrella is the Yap Hatchery Center for Pearl Oysters and funding for this project is anticipated from the FSM Congress. COM/FSM President is submitting the proposal to the FSM President on Yap-CRE's behalf. YFO members are required to submit initial membership fee of \$50.00 per member and another annual fee \$25.00. The body is supposed to provide an overview on agricultural program and guidance on policies and a bigger voice to facilitate and promote agriculture programs. ▪ In Chuuk: 1 staff went to the outer islands to make the general public aware of the youth at risk project. 60 student dropouts registered with 54 taking the qualifying exam. Attendance and enthusiasm of this group to the daily classes is good. The students found the different sessions interesting i.e. role-playing of different problem situation during the peer counseling session. The students also received well the sessions in agriculture environmental health, culture, spiritual development, health and nutrition and food safety. Academic classes have now started. ▪ Noni Project: Over 1000 seedlings were distributed to farmers and community groups 	
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	<ul style="list-style-type: none"> ▪ An island-wide survey was carried out to assess existing genetic stock of noni ▪ A business planning workshop was conducted for members of Yap Farmers Organization ▪ Nematode project (Hatch): Results of a field experiment suggest that organic soil amendment with a mixture of chicken manure, coir dust and decomposed seaweeds offer a practical solution for the control of root-knot nematode populations in home gardens ▪ Swamp taro nematode project (Hatch): 13 cultivars are documented as part of an ongoing survey to study the susceptibility of different swamp taro cultivars ▪ Noni varieties evaluation project (Hatch): Leaf and fruit morphological characters of three noni varieties are being studied to assess varieties difference ▪ Gargey outreach project: 8 community groups are actively engaged in lettuce and Chinese cabbage cultivation using wooden growers and floor beds. ▪ During this quarter, 577 Chinese cabbage and 61 lettuce heads were harvested. While most of these harvest were used for home consumption, two groups made \$52.50 from local sales. <p>[Pohnpei Campus]</p> <ul style="list-style-type: none"> ▪ Division of Trades and Technology Chairperson assisted with drafting a proposal for Alternative Vocational Program for the State DOE. ▪ HTM Division has made their services available for community hospitality functions. <p>[Kosrae Campus]</p> <ul style="list-style-type: none"> ▪ Initiatives in food processing have inspired great interest among local leaders and clientele. 	
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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 involvement in college affairs	<p>[VPSS]</p> <ul style="list-style-type: none"> ▪ VPSS spoke on behalf of the President at the World Food Day in 	

	<p>Kolonia.</p> <ul style="list-style-type: none"> VPSS also took part in some of the sessions of the conference sponsored by the State Department of Education. <p>[Kosrae Campus]</p> <ul style="list-style-type: none"> Small Business Development Center staff is involved in the CYFAR project. CYFAR parents elected their officers to provide support and governance for the project. <p>[HR Office]</p> <ul style="list-style-type: none"> 13 countries from around the world in addition to the 4 states of the FSM are represented in the employees hired and work for the College. 	
8B: Cultivate respect for individual differences, and champion diversity	<p>[President]</p> <ul style="list-style-type: none"> 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. 	

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

Objectives	Accomplishments	Comments/additional detail
9A: Improve institutional assessment and evaluation	<p>[President]</p> <ul style="list-style-type: none"> Departments, campuses, and units at the college have developed their assessment plans. The assessment should also look at program review especially on some key indicators that can be monitored and tracked <p>[VPIA]</p> <ul style="list-style-type: none"> Director of Academic Programs participated in WASC sponsored workshop on assessment. 	

[VPSS]

- VPSS participated in 2 meetings of the accreditation working group.

[Pohnpei Campus]

- Assessment plan for the administrative functions of the Instructional Coordinator was developed and submitted for review.
- Assessment plan for the division of trade and technology was modified using the new format.
- IC attended workshop on assessment plan for administrative functions conducted by IRPO Director.
- All programs in the Technology and Trades Division; AAS and certificate; have completed their program assessment plans and submitted to IAP working group for review.
- Modified CA100s and CA101s courses by merging into CA100s using the current CA100 with MS Office but deleting the Access portion to make time for more keyboarding at beginning of class.
- Currently working on course outline updates for Book-keeping courses
- Joined the administrator's assessment meeting to reevaluate objectives, mission and goals for IT division.

[Research & Planning Office]

- Initial development of assessment plans for administrative and office in addition to academic programs and student services. Included were discussion sessions by the IRPO director with Kosrae Campus administrative, student services and academic staff.
- Writing of the IAP handbook is progressing.

[Business Office]

- Prepared Assessment Worksheets for Business Office.

[HR Office]

- HR - completed decision grids and administrative assessments plans

	<ul style="list-style-type: none"> ▪ Work assignments include Assessment on Administrative Services & Implementation plans on approved organizational structure <p>[Admissions & Records]</p> <ul style="list-style-type: none"> ▪ The Director of Admissions and Records submitted <i>Assessment Plan and Report (SY 2005-2006)</i> in February 2008 to the Office of Institutional Research and Planning Office ▪ The Registrar is currently working on the <i>Assessment Report for SY 2006-2007</i> which will be submitted to the Office of Institutional Research and Planning Office early this June of 2008 ▪ The Registrar participated in the <i>Workshop on Program Evaluations</i> for student services <p>[Student Support Services Program]</p> <ul style="list-style-type: none"> ▪ 2 staff members (director & education specialist) attended the Student Services assessment workshop conducted by Student Services Assessment rep. 	
<p>9B: Integrate planning, evaluation and resource allocation for continuous improvement</p>	<p>[Board of Regents]</p> <ul style="list-style-type: none"> ▪ A multiple entry/exit Public Health Training Program was approved; implementation pending identification of funding to support the program ▪ A policy (007) on Emeritus Professor was approved for implementation March 2008 ▪ Revisions to the policy (002) on Faculty Workload were approved for implementation March 2008 ▪ The proposed policy as amended on income earned from general fund savings and general fund investments was approved. (This policy was not approved at the last meeting) ▪ The Board agreed to pay for transportation cost only subject to availability of funds for State Campus Directors to attend Board meeting ▪ The Board directed the administration to draft a letter for the Chairman’s signature to the Secretary of Education and the State Directors of Education regarding the possibility of using SEG funds to work together to address the remediation problem. ▪ The Board directed the administration to draft a letter for the signature of the Chairman of the College of Micronesia Land 	

	<p>Grant Board of Regents, with a copy to the Executive Director regarding Residential Instruction funding.</p> <ul style="list-style-type: none"> ▪ The Board of Regents held a teleconference regarding employee grievance issues. The matter was resolved. ▪ The minutes of the December 2007 regular meeting and the minutes of the February 4, 2008 teleconference meeting were adopted <p>[President]</p> <ul style="list-style-type: none"> ▪ Allocation of funds in FY 2009 budgets was done based on identified priorities supported by data. This concept will be expanded and allocate funds based on the results of the assessments/program review <p>[Business Office]</p> <ul style="list-style-type: none"> ▪ Provided IRPO the necessary financial data in the preparation of IPEDS reports. ▪ Comptroller, Payroll Accountant and Accounts Payable Technician attended the MIP Accounting System workshop to acquire information on the updated version of the accounting system. The Business Office Manager attended the PPEC meeting to encourage cooperation among community colleges in the pacific. ▪ Discussed long range plan for the expansion of Bookstore with President, Director of Maintenance, Bookstore Manager and Architect. 	
<p>9C: Increase research and data driven decision making</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Started collecting and established baseline data on some important key indicators <p>[Pohnpei Campus]</p> <ul style="list-style-type: none"> ▪ Technical assistant from JOCV completed student information and assessment database and is now pilot-testing it for effectiveness. 	

	<p>[HR Office]</p> <ul style="list-style-type: none"> ▪ Tracking HR information such as Hiring activities monthly and annually, staff development, employee qualifications, and policy research and development. 	
<p>9D: Develop an integrated data system</p>	<p>[President]</p> <ul style="list-style-type: none"> ▪ Consultant has completed the development of the SIS database and started training staff on the use of the data base. ▪ Our next agenda and objective will be on providing funds in the regular budget to support the database. ▪ Director of IT will include funds for supporting the expansion and ongoing development of the Database in FY 2010 <p>[Kosrae Campus]</p> <ul style="list-style-type: none"> ▪ IC and IT specialists represented Kosrae Campus in the Student Information System database training at the National Campus <p>[FMI Campus]</p> <ul style="list-style-type: none"> ▪ 1 student services employee participated in the Workshop on Early Implementation of Student Information System, which will be used to monitor strategies used for enticing students to enroll and to retain them until graduation. <p>[Research & Planning Office]</p> <ul style="list-style-type: none"> ▪ IRPO staff participated in training for the new Student Information System (SIS) and facilitated working sessions with participants from all campuses for development of processes and procedures for implementing the SIS. A handbook will be developed. <p>[Information Technology]</p> <ul style="list-style-type: none"> ▪ The first phase of the Student Information System (SIS) project is in its final stages, the developer's 3rd site visit is complete, he was at the national campus until the end of March 2008. ▪ During the previous SIS trip the decision was made to operate the new SIS database in parallel with the existing database to allow for more thorough testing and to insure that all needed functionality is present. 	

▪ Significant activities for that occurred during the 3rd site visit are as follows:

- Completed week-long training for staff in the Office of Admissions and Records, selected staff from other national campus offices and selected staff from each state campus.
- Configured and verified multiple degree program definitions, successfully testing the automated online assessment of student progress toward program completion
- Performed and verified a conversion of the existing student database
- Reviewed Accounts Receivable functions with Business Office Comptroller and staff; development of interface to current financial account software is underway
- The testing period is currently set to be the middle of May to mid June 2008. The training will continue into the summer session.
- Student and Faculty training will possibly take place in fall 2009.
- The final conversion set to occur at the end of June 2008.

[Admissions & Records]

▪ The Registrar and the two Data Processing Assistants participated in the IRPO and IT facilitated one-week session on developing policies and procedures about the new Student Information System in March 2008.

**College of Micronesia - FSM
Institutional Priorities FY 2008**

Introduction

The institutional priorities for FY 2008 guide major improvement efforts for the College of Micronesia – FSM. The institutional priorities form a basis of allocation of resources (human and financial) to support improvement efforts of the college and are a foundation for reporting on the college to the Board of Regents, FSM national government and other key stakeholders. [Note: Reporting recommendations against strategic goals & goals are included in brackets]

Institutional Priorities for FY 2008

1) Communications, governance and technical assistance

- a) Enhance linkages between the college and elementary and secondary programs through partnerships between the college and state and national departments of education and related national and state departments agencies with emphasis on improving readiness of students for college. [SG4a & SG7c]
- b) Increase dialogue, information exchange and providing of technical assistance with external stakeholders in regard to economic and social development needs, program development, service delivery, funding for students and the college, and the World Park. [SG7a&c]
- c) Fully implement the communications and governance policies by establishing necessary processes and procedures and improvement plans in line with WASC recommendations, emphasis on enhancing the information technology aspects, and inclusion of specific provisions for participation of and by the Student Body Association (s) and Faculty/Staff (s) senates. [SG4a]
- d) Enhance sustainable management and utilization of the natural resources of the FSM and human/community improvement through research and extension in the environmental, agriculture and food sciences in response to national and state economic and social development plans and priorities. [SG7d]

2) Instructional and student services

- a) Continue improvement of developmental education with emphasis on assessment and evaluation of student progress of existing programs and development of and training for improved programs and delivery techniques. [SG1b]
- b) Based on the program evaluations for student's services, prioritize enhancement of tutoring and counseling services to students. [SG2c]

3) Fiscal and facilities

- a) Improve fiscal stability of the college through seeking external support of foundations and governments in addition to U.S. federal education programs. [SG6b]
- b) Continue to upgrade college facilities in line with the facilities master plan and to enhance the college environment for a learning centered institution of higher education. [SG3a]
- c) Secure Chuuk campus permanent site. [SG3a]

4) Continuous improvement

- a) Complete development and implement of recruitment and retention plans. [SG2c]
- b) Evaluate implementation and impact of the strategic plan. [SG9a]
- c) Enhance information technology capacity through training in the college's new Student Information System (SIS) and continuing improvement of the technical infrastructure of the college. [SG9d]
- d) Continue and evaluate implementation of the institutional assessment system for all programs and services of the college with emphasis on training needs of faculty and staff. [SG9a]

President's Retreat 2007 – Problem statements, action strategies & interventions

Problem statement & action strategies	Interventions
<p>1. There is insufficient dialogue and information exchange between external stakeholders and the college in regard to economic and social development needs, program development, service delivery and funding for students and the college [Goal 7a]. The college needs to:</p> <ul style="list-style-type: none"> a. Improve dialogue and information exchange between the College and stakeholders pertaining to funding for students and the college. b. Improve dialogue and information exchange between the College and stakeholders pertaining to the delivery of College services. c. Improved communication and exchange of information between stakeholders and the college for program development/improvement. d. Improve dialogue and information exchange between the College and stakeholders pertaining to College programs and services related to economic growth and social development. 	<p>1a – d: Incorporate into development of the college's communication plan.</p>
<p>2. Inadequate development, understanding and application of quality standards for an effective student centered learning environment [Goal 9b]. The college needs to:</p> <ul style="list-style-type: none"> a. Enhance/develop and implement quality standards throughout the system in all areas. b. Improve understanding of standards c. Assess/use results as basis for decision making 	<p>2a & 2c: Incorporate action strategies into development of the i) institutional assessment plan (set up a process for quality standards), ii) improvement of reporting, iii) key indicators of the strategic plan iv) governance structure & v) enrollment management indicators. 2b: Include in training of above items.</p>
<p>3. Governance processes including development, implementation and evaluation do not include all necessary internal and external stakeholders [Goal 4a]. The college needs to:</p> <ul style="list-style-type: none"> a. Develop implementation plan for Communication Policy b. Develop implementation plan for Shared Governance Policy 	<p>3a: Communications plan development 3b: Governance policy implementation</p>
<p>4. The academic level of the majority of incoming students is inadequate to meet college level standards [Goal 2c]. The college needs to:</p> <ul style="list-style-type: none"> a. Improve dialogue and communication between NDOE, SDOEs and the college to improve K-12 & 13 educational outcome b. Promote the value of education among all stakeholders c. Collaborate with K12 in designing and implementing a plan to raise the awareness and importance of vocational education/technical programs 	<p>4a & 4b: Incorporate into development of communications plan & reporting of results on i)COMET, ii) IAP results & iii) TRIO 4c: Incorporate into development of i) communications plan and ii) retention (& recruitment) plan</p>
<p>5. The success and retention rate of students at the college is less than 40% [Goal 2c]. The college needs to:</p> <ul style="list-style-type: none"> a. Enhance working relations with K-12 to bridge the gap for students entering college (increase the number and/or per cent of degree students entering the college, reduce the number and/or per cent of under prepared students entering the college, provide realistic expectations to students entering the college, provide supplemental course and programs, etc.) b. Increase quality and effectiveness of remedial programs at the college. c. Promote programs and services (retention plan, increased tutoring, improved advising, mentoring etc.) that increase student success and retention within the College d. Improve quality control in student services College wide. e. Improve quality control in administrative services College wide. f. Ensure consistency and quality of instructional services College wide g. Improve facilities and technology availability and accessibility. h. Develop and implement an institutional assessment plan. i. Improve the image of the College 	<p>5a: Incorporate into development of communications plan 5b: Incorporate into development of the i) IAP, ii) retention (& recruitment) plan, & iii) increase training for remedial instruction and support services 5c: Develop a retention (& recruitment) plan 5d, 5e, 5f: Same as problem statement 2 above 5g: Incorporate into revision, improvement and expansion of enrollment management indicators, and facilities master plan 5h: IAP 5i: Develop a plan that indicates how each part of the college contributes to its image</p>