

## The Goal of This Document: Our Future Strategic Direction.

The goal of this document is to describe a strategic direction for Kirtland Community College (KCC). This plan was developed with the understanding that it is every employee's responsibility to dream for a better college. The facilitators who led the planning effort believe that classic views of strategic planning, focusing on the college's threats and weaknesses and comparing them to other colleges, will not suit employees nor move the college far enough toward a preferred vision. Rather, it is their belief that a more positive approach, focusing on the college's strengths, would be more effective.

Following this philosophy, participants in the planning process in 2008 were asked to share moments when the college was at its best and then provide statements, thoughts and commitments on how we should build on these moments. The results of their thoughtful conversations, summarizing the future direction for the college are found in the following three strategic themes. Readers will find the goals of the KCC Board of Trustees infused into three themes.

The college owes a debt of gratitude to staff and faculty who facilitated the planning process and who were major contributors to the organization of this document. It also offers special thanks to the members of the community, students and to the board of trustees who participated in the planning summit.

*Dr. Tom Quinn, President*



## KIRTLAND'S MISSION STATEMENT



Kirtland offers higher education in a student-focused environment, providing transfer and career technical programs, developmental studies, workforce development, personal enrichment and cultural opportunities. We focus resources on our local service area, while maintaining a welcoming climate for our neighbors in northern Michigan.

### **KIRTLAND COMMUNITY COLLEGE**

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Kirtland Community College is an equal opportunity institution, encourages diversity, and does not discriminate against race, color, religion, national origin or ancestry, age, sex, marital status, sexual orientation, disability, or other protected category under Michigan and federal law. Compliance with Section 504 of the Rehabilitation Act of 1973 and with the Americans with Disabilities Act (ADA) is a priority of the college.

# KCC'S FUTURE SUCCESS



## EXECUTIVE SUMMARY: A Plan to Strategically Position Kirtland Community College

2009 - 2011





# 1

## BECOMING A COLLEGE WITHOUT BORDERS *connecting to the world*

- The need for access to education has never been greater as the economy continues to falter and our population ages. Therefore, if our students cannot make it to our classrooms, we will take our classrooms to our students – in their communities and online in their homes.
- We will make high-speed Internet accessible to all so there are no borders to our ever-increasing list of online courses and programs.
- Our Internet offerings will provide unsurpassed student services and utilize digital technologies to create more exciting and engaging programs and courses.
- We will make wise choices when creating new programs that meet our students' needs.
- We will partner with universities to support more four-year degrees and transfer courses on our campuses.
- We will make extra efforts to partner with our area high schools to dual enroll students, and with other two- and four-year colleges to streamline program costs.

## CREATING UNITY IN PURPOSE *developing a strong college family*

# 2



- KCC employees will work together to accomplish our mission, which includes: creating not only a positive learning environment, but a positive, optimistic working environment; rewarding effort and excellence; having vision and bringing it to life; meeting the educational needs of all our students; and helping to shape our students' success.
- Kirtland will be known as a friendly campus where each individual is made to feel welcome. We will provide an environment where each person, whether student or employee, is valued for the unique contributions they provide to our college.
- We will enhance a culture that values inquiry and learning, creative thinking, leadership and the willingness to share opinions, thereby fostering superior decision-making. KCC will prepare employees to work in a quality circle environment. We will encourage employees to gather meaningful data useful for improving quality.
- We will foster a culture that encourages employees to dream, assess the college's assets and think strategically. KCC will endeavor to change present organizational models to match tomorrow's opportunities and decisions.
- Employees will understand the parts of the college, how they fit together and how they must work together, thereby empowering them to make the college better.
- Through planning and meaningful conversation, KCC will create unity in purpose. In meeting our goals we, will become more than the sum of our many excellent parts. We need to work toward the accomplishment of the large list of ideas created during planning sessions and keep new ideas flowing.

# 3

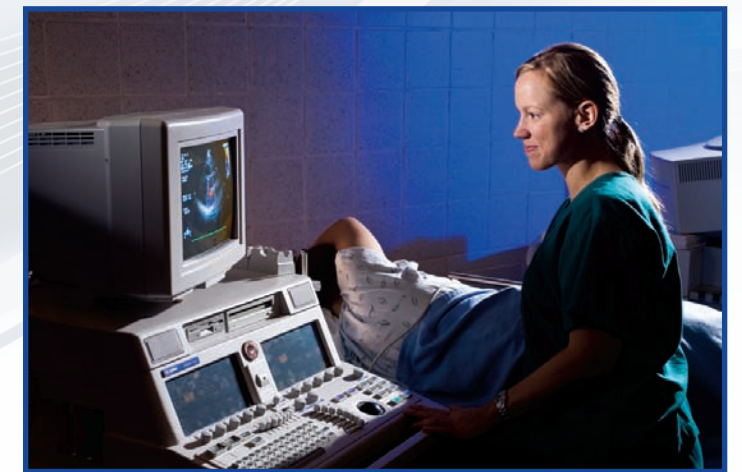
## GATEWAY FOR STUDENT SUCCESS *providing new opportunities for students*



- While Kirtland Community College is located in a rural area, we must continue to strive to open doors to the world for our students and communities. We will therefore seek out new programs or find ways to upgrade and update existing programs as we adjust to future employment needs. We will strengthen this effort by improving

current facilities and creating new ones to offer students state-of-the-art learning. Student outcomes and success rates will be a driving force in the college's decision-making. This will be accomplished by establishing educational standards, then developing ways of determining whether students are meeting those standards.

- KCC is committed to preparing students to become leaders in our communities and a vital part of the economy of northern Michigan. It has the opportunity of being a solution to Michigan's current economic problems. We recognize that our strength lies in the communities we serve. It is, therefore, imperative that we strengthen economic development in the area and use all the tools available to us to do so.
- KCC has dedicated itself to providing our students with a quality student-life experience, using diversity and a passion for teaching/mentoring to help educate them beyond the normal boundaries of the classroom. Kirtland will empower its students and the community at large by offering a wide array of extra curricular activities, cultural events and other rewarding experiences. We will encourage student involvement in shaping the college's atmosphere, enriching their Kirtland careers and fostering life-long personal connections to the college.
- We will enhance services and curriculum to prepare students to compete in a global job market.
- Programs and services will provide formal and informal learning opportunities —digital or others— for students of all ages.



New programs will lead the college into the future. Cardiac Sonography was added to the college curriculum in 2008.