Kirtland received its second feedback report of its Systems Portfolio in the summer of 2012. In summary, the commission identified some specific unmet challenges while recognizing that we are still maturing in our implementation of continuous improvement. While Kirtland has made progress in creating a culture of process improvement and of gathering data, the college falls short in utilizing those results to implement change.

The commission highlighted two specific areas for improvement.

1. Kirtland is not closing the feedback loop or as stated in the report “Kirtland Community College appears reactive in its quality initiatives as opposed to utilizing systematic processes of feedback to determine future direction and priorities. Further integration and analysis will allow the institution to move from gathering data to using the data to improve processes and results.”

2. Kirtland needs to improve its processes for measuring the effectiveness of processes and using those measures to create conversations for improvement. The commission states, "Further, the institution has yet to analyze the collected data and integrate the results into setting targets for improvement, outlining performance results, or discussing comparative data. Without processes to analyze performance results and set targets to improve, Kirtland Community College will be unable to validate if it is being effective, supporting institutional goals and objectives, or continuously improving as an institution."

Kirtland employees realize that the systems portfolio may not have provided the best descriptions of our processes; nevertheless it is challenged by the report and the college is committed to making changes that will measure processes first to create plans and then use them to measure the results of changes. Going forward, we need to seriously look at the data we are collecting and what it is telling us. Once we understand the results, we must be prepared to make changes to make Kirtland Community College an institution of quality learning.

After receiving the report, the college administration began to review the history of AQIP at the college and lay plans to meet the challenges. This history can be found by employees in “myKirtland” on the web site.

In preparation for participation in the college’s third strategy forum, the president selected a new team to attend the event in Chicago. This team was selected from campus leaders for a variety of reasons including their knowledge of the history of AQIP and the strategic importance of their positions. The team members who attended the forum were: Tom Quinn, Nick Baker, Tim Scherer, Michelle Vyskocil,
Scott Cochran, Laura Percival, Luann Mabarek, and Kerry Hannah. During the forum team members agreed to become the nucleus of the new Quality Improvement Council.

To ensure employees have an accurate understanding of the current organizational structure and how continuous improvement can provide opportunities for input and action, the president began to formulate a new organizational structure. A primary reason for the change is that the college has experienced a large reduction in revenues and nearly every staff position at the college has been changed in some way.

For purpose of the forum the team selected AQIP category 8, “Planning Continuous Improvement” as a priority for discussion and produced a document called “Five Lessons Learned” based on the feedback report for discussion in Chicago.

While in Chicago, the team produced two new action projects for implementation. They are:

- Create documents that outline the overall processes for CQI at Kirtland. The Quality Team accepted this challenge.
- Create an action project with the mission of changing the culture of the college so employees see continuous improvement as a formula for implementing change and to empower employees to use the process.

Action projects currently being implemented at Kirtland are:

1. **Kirtland Community College Food Pantry**--the food pantry team has created a food pantry for students in need and is continuing to create mechanisms to stock the pantry on a regular basis.
   

2. **Administrative Software use/ Jenzabar**--the function of this project is to improve the use of the administrative software and to provide users the ability to use more data to make decisions.


3. **New Design Specifications for Learning**--There are several components to this action project including the development of new graduation requirements (credits and amount of general education) for the AAS degree, identifying new learner outcomes for the degree that emphasize employability skills, identifying methods to teach the new learner outcomes, and selecting general education courses for the degree.

   Membership: Tom Quinn, Julie Lavender, Nick Holton, Laura Percival
The new organizational structure for the college as it relates to AQIP is:

**Quality Coordinating Team**

Membership:
- Tom Quinn (Facilitator), Nick Baker, Tim Scherer, Michelle Vyskocil, Luann Mabarek, Scott Cochran, Laura Percival, Kerry Hannah, Evelyn Schenk, Kim Ruddy, and Bob Oakes

Mission:
- Serve as an advisor to the President.
- Serve as a major point of input for employees.
- Attend Joint Strategy Forums.
- Identify new and support existing action projects.
- Facilitate action projects.
- Provide cross coordination support to informal action projects.
- Catalyze new projects.
- Provide leadership support to Action Project teams.
- Coordinate and complete major reports to the HLC.
- Celebrate success stories--create feedback.
- Foster principles of quality improvement and training.
- Coordinate training on the principles of quality improvement for new and existing employees.

**Instructional Council**

Membership: The committee will consist of instructional deans, chairpersons, directors of the Library, Tutoring, eServices, Counseling and Career Services, Financial Aid, Admissions Coordinator, Registrar and a part-time faculty representative.

Mission:
- The mission of the Instructional Council (IC) is to serve as a clearinghouse for instructional and student related issues and provide sound instruction planning.

**Assessment of Student Learning Team**

Membership: Julie Lavender (Facilitator) and Nick Baker

Mission:
- Monitor the plan to assess student learning and make changes as appropriate
- Assign faculty required assessment activities as called for in the plan
- Provide support and direction to staff producing an annual assessment report
- Provide that report to the administration of the college
Curriculum and Instruction Committee

Membership:
The curriculum and instruction standing committee is composed of the dean of instruction and educational services; the dean of career and technical studies; the chairs of general education and career and technical studies; two faculty members each from general education and career and technical studies; the director of library; the directors of health careers and criminal justice; the director of instructional technology; the director of counseling, the director of student services; the director of financial aid; a part-time faculty representative; at least one student representative; and a representative from M-TEC. Others may be appointed to membership on the committee either on a permanent or ad hoc basis.

Mission:
- Make recommendations concerning new programs.
- Make recommendations with regard to adding new courses to the curriculum and elimination of existing courses from the curriculum.
- Make recommendations concerning a course’s prerequisites.
- Recommend the number of credit and contact hours for individual courses.
- Recommend changes in degree and certificate requirements.
- Review proposed revisions of the college catalog.

Professional Development Team
Membership: Laura Percival (Facilitator)

Mission:
- Identify professional development needs that encompass all employees.
- To approve individual employee professional development activities that match what is needed by individuals and accomplishes the mission and strategic plan of the college.

Strategic Planning Team
Membership: Tom Quinn (Facilitator), Tim Scherer, Nick Holton, Luann Mabarek, and Alan Mabarek

Mission:
- To facilitate the development of a strategic plan and to summarize the accomplishments of the college in achieving the plan.