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 because of 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 to varying degrees.

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

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

- Create documents that outline the overall processes for CQI at Kirtland. The Quality Improvement 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. This will be a second objective of the team.

Action projects currently being implemented at Kirtland are:

1. **Enabling Strong Minds and Bodies (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. Membership: Joann Gave, Caryn Schutte, Marcell Romancky, Michelle Vyskocil, Jennifer Garner, Jennifer Gailitis, Sarah Johnson, Sarah Madonna, Terry Geary.

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, and Kathy Marsh and to some extent all faculty have been involved in the project although they are members of the team.

4. **CQI Toolbox** - In addition to the above projects a new action project was started entitled “CQI Toolbox”. The team worked to create an interactive flowchart for CQI teams to use while conducting an action project. The flowchart provides employees access to various resources which the team has either created or edited. This project follows the timelines established by the team at the most recent strategy forum. In addition to the flow diagram the team made decisions on how new and existing employees were to be trained in CQI principles. The current results of the team's work can be found on Kirtland's web page.

The team has not met its original timelines for the CQI Toolbox Project for various reasons including the college’s emphasis on the New Design Specifications for Learning Action Project, the development of a new strategic plan, and administration’s emphasis on passing a renewed mill levy for facilities. In the later part of the calendar year the action project started to get back “on track”.

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, 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.

To support institutional planning, Kirtland conducted a new strategic planning summit during the first weeks of fall semester. While this was not an official action project it has been described an informal project by the Quality Improvement Team.

In conjunction with the strategic plan, the college continues to create yearly operational plans. The development of the operational plan begins with an administrative retreat (faculty are present) where employees select projects to work on that will implement the strategic plan. The initial operational plan is place on Google drive which is shared with all administrators. This enables them to collectively edit the document.

In addition to creating a new strategic plan a team of employees developed a new mission, vision, and purposes statements. Employee input was gathered for a new mission statement during small picnics involving less than ten employees. The input they provided was collated by a team of employees responsible for the project.

In addition to the above two projects, the college also created a new brand. An RFP for a new brand was posted on the internet with a $1000 reward for the winning new brand. About thirteen hundred applicants submitted proposals. The new brand accompanied a new web page.