Note: POL=Policy   PRO=Procedure

A. Integrity: Ethical and Responsible Conduct

1. The institution has a conflict of interest policy that ensures that the governing board and the senior administrative personnel act in the best interest of the institution.

- Bylaws of the Board of Trustees of Kirtland Community College: Article II, Section 10 - http://www.kirtland.edu/policies-and-procedures/by-laws

- POL 1.035: Standards of Good Practice Kirtland Community College Board of Trustees - http://www.kirtland.edu/policies-and-procedures/administration-policies/pol-1-035-standards-of-good-practice-kirtland-community-college-board-of-trustees

- POL 2.285: Conflict of Interest for members of the Board of Trustees - http://www.kirtland.edu/policies-and-procedures/business-policies/pol-2-285-conflict-of-interest-for-members-of-the-board-of-trustees

- POL 5.005: Employee Code of Conduct - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-005-employee-code-of-conduct

2. The institution has ethics policies for faculty and staff regarding conflict of interest, nepotism, recruitment and admissions, financial aid, privacy of personal information, and contracting.

- POL 5.010: Enforcement of Rules - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-010-enforcement-of-rules

- POL 5.100: Compliance with College Policies - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-100-compliance-with-college-policies

- POL 5.005: Employee Code of Conduct - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-005-employee-code-of-conduct

- POL 5.445: Nepotism - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-445-nepotism

- POL 6.007: Admission to Kirtland Community College - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-007-admission-to-kirtland-community-college
- POL 6.105A: Student Financial Assistance - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-105a-student-financial-assistance
- POL 5.175: Confidentiality - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-175-confidentiality
- POL 6.090: Student Records - Rights and Privacy - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-090-student-records-rights-and-privacy
- POL 1.005: Use of Outside Professional Services - http://www.kirtland.edu/policies-and-procedures/administration-policies/pol-1-005-use-of-outside-professional-services

3. **The institution provides its students, administrators, faculty, and staff with policies and procedures informing them of their rights and responsibilities within the institution.**

- POL 6.125: Rights and Responsibilities of Students - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-125-rights-and-responsibilities-of-students
- College Catalog link to Student Right to Know - http://catalog.kirtland.edu/index.php?catoid=4
- Consumer/Student Right-to-Know Disclosure Information - http://www.kirtland.edu/consumer-student-right-to-know-disclosure-information
- College Catalog: Policies - http://catalog.kirtland.edu/content.php?catoid=4&navoid=139
- POL 5.005: Employee Code of Conduct - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-005-employee-code-of-conduct
- POL 2.140: Tobacco-free Facilities - http://www.kirtland.edu/policies-and-procedures/business-policies/pol-2-140-tobacco-free-facilities
- POL 2.255: Health and Safety - http://www.kirtland.edu/policies-and-procedures/business-policies/pol-2-255-health-and-safety
- POL 5.100: Compliance with College Policies - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-100-compliance-with-college-policies
- POL 5.175: Confidentiality - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-175-confidentiality

- POL 5.195: Harassment or Discrimination - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-195-harassment-or-discrimination
- POL 5.215: Substance Abuse Prevention and Drug Free Workplace - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-215-employee-drug-prevention-drug-free-workplace-policy
- POL 4.100: Peer-to-Peer File Sharing - http://www.kirtland.edu/policies-and-procedures/instruction-policies/pol-4-100-peer-to-peer-file-sharing
- POL 5.425: Grievance Policy - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-425-grievance-policy
- Employee Agreements & Handbooks - http://www.kirtland.edu/human-resources
- POL 1.000: General Duties and Responsibilities of Administrators - http://www.kirtland.edu/policies-and-procedures/administration-policies/pol-1-000-general-duties-and-responsibilities-of-administrators
- Complaint Form – Link found in Student Central, Employee Central, and For the Community - https://cm.maxient.com/reportingform.php?KirtlandCC&layout_id=4 (direct link to form)

4. **The institution provides clear information regarding its procedures for receiving complaints and grievances from students and other constituencies, responds to them in a timely manner, and analyzes them to improve its processes.**
   - PRO 6.125: Rights and Responsibilities of Students-Procedure for Non-Academic Misconduct and Procedure for Academic Misconduct - http://www.kirtland.edu/policies-and-procedures/student-services-procedures/pro-6-125-rights-and-responsibilities-of-students
   - Consumer/Student Right-to Know Disclosure Information-Student Rights and Responsibilities: Complaint Form - http://www.kirtland.edu/consumer-student-right-to-know-disclosure-information
   - POL 1.045: Public Concerns and Complaints - http://www.kirtland.edu/policies-and-procedures/administration-policies/pol-1-045-public-concerns-and-complaints
   - Complaint Form – Link found in Student Central, Employee Central, and For the Community - https://cm.maxient.com/reportingform.php?KirtlandCC&layout_id=4 (direct link to form)
   - See Federal Compliance document – Items 4-7

5. The institution makes readily available to students and to the general public clear and complete information including:

a. statements of mission, vision, and values

- Mission & Vision - http://www.kirtland.edu/about-kirtland/mission-vision
- Current Strategic Plan - http://www.kirtland.edu/wp-content/uploads/about-kirtland/Strategic-Plan-2014-2019.pdf

b. full descriptions of the requirements for its programs, including all pre-requisite courses

- College Catalog: Programs of Study - http://catalog.kirtland.edu/content.php?catoid=4&navoid=128
- Programs We Offer - http://www.kirtland.edu/programs-we-offer

c. requirements for admission both to the institution and to particular programs or majors.

- POL 6.007: Admission to Kirtland Community College - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-007-admission-to-kirtland-community-college
- Admissions - http://www.kirtland.edu/admissions
- Programs We Offer: Specific Program Pages - http://www.kirtland.edu/programs-we-offer
- College Catalog - http://catalog.kirtland.edu/

d. policies on acceptance of transfer credit, including how credit is applied to degree requirements. (Except for courses articulated through transfer policies or institutional agreements, the institution makes no promises to prospective students regarding the acceptance of credit awarded by examination, credit for prior learning, or credit for transfer until an evaluation has been conducted.)

- POL 6.008: Transfer of Credits including regionally accredited colleges and universities, non-regionally accredited colleges and universities, prior learning options, and specific exams and other options - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-008-transfer-of-credits

- POL 4.030: Credit by Examination - http://www.kirtland.edu/policies-and-procedures/instruction-policies/pol-4-030-credit-by-examination

e. all student costs, including tuition, fees, training, and incidentals; its financial aid policies, practices, and requirements; and its policy on refunds

- Programs We Offer: Specific Program Pages - http://www.kirtland.edu/programs-we-offer
- POL 6.105A: Student Financial Assistance - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-105a-student-financial-assistance
- PRO 6.105A: Student Financial Assistance - http://www.kirtland.edu/policies-and-procedures/student-services-procedures/pro-6-105a-student-financial-assistance
- College Catalog: Student Financial Services - http://catalog.kirtland.edu/content.php?catoid=4&navoid=136
- POL 6.055: Tuition and Fees - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-055-tuition-and-fees
- POL 6.060A: Refunds for Class Registration - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-060a-refunds-for-class-registration
- POL 6.100: Deferred Tuition Payment - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-100-deferred-tuition-payment
- POL 6.115A: Standards of Satisfactory Academic Progress for Financial Aid Eligibility - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-115a-standards-of-satisfactory-academic-progress-for-financial-aid-eligibility
- POL 6.065A: Financial Obligations - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-065a-financial-obligations
- Consumer/Student Right-to-Know Disclosure Information - http://www.kirtland.edu/consumer-student-right-to-know-disclosure-information

f. policies regarding academic good standing, probation, and dismissal: residency or enrollment requirements (if any).

- PRO 6.125: Rights and Responsibilities of Students-Procedure for Procedure for Academic Misconduct - http://www.kirtland.edu/policies-and-procedures/student-services-procedures/pro-6-125-rights-and-responsibilities-of-students
- POL 6.030A: Academic Probation and Academic Dismissal from College - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-030a-academic-probation-and-academic-dismissal-from-college
- POL 6.031: Academic Amnesty - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-031-academic-amnesty
- POL 6.056: Residency - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-056-residency
- POL 6.015 Credit Hour Limit – http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-015-credit-hour-limit

g. a full list of its instructors and their academic credentials
- College Catalog: Personnel (list of Full-time Faculty and Counselor) - http://catalog.kirtland.edu/content.php?catoid=4&navoid=140
- Vice President of Instructional Services maintains chart of all full- and part-time faculty currently employed with their credentials.

h. its relationship with any parent organization (corporation, hospital, or church, or other entity that owns the institution) and any external providers of its instruction.
- Not applicable
- Kirtland Community College Facts: Establishment of Kirtland Community College - http://www.kirtland.edu/about-kirtland/kirtland-community-college-facts

6. The institution assures that all data it makes public are accurate and complete, including those reporting on student achievement of learning and student persistence, retention, and completion.
- The Director of Institutional Research is responsible for providing data and information to various agencies including information on student achievement, persistence, retention and completion.

- Institutional Reports and Surveys Including Key Indicators Reports, IPEDS Data Feedback Reports, Student Retention Measures, and Kirtland Fact Books - http://www.kirtland.edu/about-kirtland/institutional-reports-and-surveys

7. **The institution portrays clearly and accurately to the public its status with the Higher Learning Commission and with specialized, national, and professional accreditation agencies.**

   a. **An institution offering programs that require specialized accreditation or recognition by a stated licensing board or other entity in order for its students to be certified or to sit for the licensing examination in states where its students reside either has the appropriate accreditation and recognition or discloses publicly and clearly the consequences to the students of the lack thereof. The institution makes clear to students the distinction between regional and specialized or program accreditation and the relationships between licensure and the various types of accreditation.**

      - HLC Status Button (bottom of page) - http://www.kirtland.edu/ and http://www.kirtland.edu/accreditation
      - Program Accreditation: Accreditations - http://www.kirtland.edu/accreditation (.pdf spreadsheet with details, webpage with general information)

   b. **An institution offering programs eligible for specialized accreditation at multiple locations discloses the accreditation status and recognition of the program by state licensing boards at each location.**

      - Not Applicable

   c. **An institution that provides a program that prepares students for a licensure, certification, or other qualifying examination publicly discloses its pass rate on that examination, unless such information is not available to the institution.**

      - Programs We Offer: Specific Program Pages - http://www.kirtland.edu/programs-we-offer

8. **The governing board and its executive committee, if it has one, include some "public" members. Public members have no significant administrative position or any**

ownership interest in any of the following: the institution itself; a company that does substantial business with the institution; a company or organization with which the institution has a substantial partnership; a parent, ultimate parent, affiliate, or subsidiary corporation; an investment group or firm substantially involved with one of the above organizations. All publicly-elected members or members appointed by publicly-elected individuals or bodies (governors, elected legislative bodies) are public members.

- Board Bylaws: Article II-Governing Body -- Section 1-Governing Body, Section 2-Numbers and terms, Section 7-Vacancy, and Section 10-Conflict of interest – http://www.kirtland.edu/policies-and-procedures/by-laws

9. **The governing board has the authority to approve the annual budget and to engage and dismiss the chief executive officer.**

- Board Bylaws: Article III-Duties and Responsibilities of the Board – Section 1-Duties - http://www.kirtland.edu/policies-and-procedures/by-laws

10. **The institution remains in compliance at all times with state laws including laws related to authorization of educational activities and consumer protection wherever it does business and state law applies.**

- POL 1.000: General Duties and Responsibilities of Administrators - http://www.kirtland.edu/policies-and-procedures/administration-policies/pol-1-000-general-duties-and-responsibilities-of-administrators
- POL 2.000: Purchasing Policy - http://www.kirtland.edu/policies-and-procedures/business-policies/pol-2-000-purchasing-policy
- POL 2.050: Accounting Standards and Audits - http://www.kirtland.edu/policies-and-procedures/business-policies/pol-2-050-accounting-audits
- POL 2.210: Compliance with the ADA - http://www.kirtland.edu/policies-and-procedures/business-policies/pol-2-210-compliance-with-the-ada
- POL 4.085: Copyright Policy - http://www.kirtland.edu/policies-and-procedures/instruction-policies/pol-4-085-copyright-policy
- POL 4.100: Peer-to-Peer File Sharing: http://www.kirtland.edu/policies-and-procedures/instruction-policies/pol-4-100-peer-to-peer-file-sharing

- POL 5.000: Equal Opportunity for Employment - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-000-equal-opportunity-for-employment
- POL. 5.195: Harassment or Discrimination - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-195-harassment-or-discrimination
- POL 5.440: Policy for Sexual Misconduct - http://www.kirtland.edu/policies-and-procedures/personnel-policies/pol-5-440-sexual-misconduct
- POL 6.115A: Standards of Satisfactory Academic Progress for Financial Aid Eligibility - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-115a-standards-of-satisfactory-academic-progress-for-financial-aid-eligibility
- Consumer/Student Right-to-Know Disclosure Information - http://www.kirtland.edu/consumer-student-right-to-know-disclosure-information
- Campus Safety Report - http://www.kirtland.edu/wp-content/uploads/public-safety/Kirtland-Community-College-2016-Security-Report.pdf

11. The institution documents outsourcing of all services in written agreements, including agreements with parent or affiliated organizations.

- POL 1.005: Use of Outside Professional Services - http://www.kirtland.edu/policies-and-procedures/administration-policies/pol-1-005-use-of-outside-professional-services

12. The institution takes responsibility for the ethical and responsible behavior of its contractual partners in relation to actions taken on its behalf.

- Contracted employees are subject to termination due to unethical behavior or other behaviors not in the best interest of the College as per the Memorandum of Understanding or contract with said company.

B. Teaching and Learning: Quality, Resources, and Support

1. Programs, Courses, and Credits

a. The institution conforms to commonly accepted minimum program length: 60 semester credits for associate's degrees, 120 semester credits for bachelor's degrees, and 30 semester credits beyond the bachelor's for master's degrees. Any variation from these minima must be explained and justified.

- Programs We Offer: Specific Program Pages - http://www.kirtland.edu/programs-we-offer
- College Catalog: Programs of Study http://catalog.kirtland.edu/content.php?catoid=4&navoid=128
- Policy 4.110: Program Requirements for AAS, ASA, ABA, and AC Degrees - http://www.kirtland.edu/policies-and-procedures/instruction-policies/pol-4-110-program-requirements-for-aas-asa-aba-and-ac-degrees

b. **The institution maintains structures or practices that ensure the coherence and quality of the programs for which it awards a degree. Typically, institutions will require that at minimum 30 of the 120 credits earned for the bachelor's degree and 15 of the 60 credits for the associate's degree be credits earned at the institution itself, through arrangements with other accredited institutions, or through contractual relationships approved by the Commission. Any variation from the typical minima must be explained and justified.**
- POL 1.030: College Committees - http://www.kirtland.edu/policies-and-procedures/administration-policies/pol-1-030-college-committees
- PRO 1.030: College Committees - http://www.kirtland.edu/policies-and-procedures/administration-procedures/pro-1-030-college-committees
- POL 4.015: Graduation Requirements - http://www.kirtland.edu/policies-and-procedures/instruction-policies/pol-4-015-graduation-requirements
- POL 4.025: Curriculum Revision - http://www.kirtland.edu/policies-and-procedures/instruction-policies/pol-4-025-curriculum-revision

c. **The institution's policy and practice assure that at least 50% of courses applied to a graduate program are courses designed for graduate work, rather than undergraduate courses credited toward a graduate degree. (Cf. Criterion 3.A.1 and 2.) (An institution may allow well-prepared advanced students to substitute its graduate courses for required or elective courses in an undergraduate degree program and then subsequently count those same courses as fulfilling graduate requirements in a related graduate program that the institution offers. In "4+1" or "2+3" programs, at least 50% of the credits allocated for the**

master's degree –usually 15 of 30 – must be for courses designed for graduate work.)

- Not Applicable

d. The institution adheres to policies on student academic load per term that reflect reasonable expectations for successful learning and course completion.

- POL 6.015: Credit Hour Limit - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-015-credit-hour-limit

e. Courses that carry academic credit toward college-level credentials have content and rigor appropriate to higher education.

- Faculty Master Agreement: Faculty Member Responsibilities-Article X, Section A - http://www.kirtland.edu/wp-content/uploads/human-resources/Faculty-Master-Agreement-2016-18.pdf

f. The institution has a process for ensuring that all courses transferred and applied toward degree requirements demonstrate equivalence with its own courses required for that degree or are of equivalent rigor.

- POL 6.008: Transfer of Credits - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-008-transfer-of-credits

g. The institution has a clear policy on the maximum allowable credit for prior learning as a reasonable proportion of the credits required to complete the student's program. Credit awarded for prior learning is documented, evaluated, and appropriate for the level of degree awarded. (Note that this requirement does not apply to courses transferred from other institutions.)

- POL 6.008: Transfer of Credits - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-008-transfer-of-credits

h. The institution maintains a minimum requirement for general education for all of its undergraduate programs whether through a traditional practice of distributed curricula (15 semester credits for AAS degrees, 24 for AS or AA degrees, and 30 for bachelor's degrees) or through integrated, embedded, interdisciplinary, or other accepted models that demonstrate a minimum

page 11

requirement equivalent to the distributed model. Any variation is explained and justified.

- Policy 4.110: Program Requirements for AAS, ASA, ABA, and AC Degrees - http://www.kirtland.edu/policies-and-procedures/instruction-policies/pol-4-110-program-requirements-for-aas-asa-aba-and-ac-degrees

2. Faculty Roles and Qualifications

    a. Instructors (excluding for this requirement teaching assistants enrolled in a graduate program and supervised by faculty) possess an academic degree relevant to what they are teaching and at least one level above the level at which they teach, except in programs for terminal degrees or when equivalent experience is established. In terminal degree programs, faculty member possess the same level of degree. When faculty members are employed based on equivalent experience, the institution defines a minimum threshold of experience and an evaluation process that is used in the appointment process.

- POL 4.105: Faculty Qualifications - http://www.kirtland.edu/policies-and-procedures/instruction-policies/pol-4-105-faculty-qualifications

    b. Instructors teaching at the doctoral level have a record of recognized scholarship, creative endeavor, or achievement in proactive commensurate with doctoral expectations.

- Not applicable

    c. Faculty participate substantially in:

        1) oversight of the curriculum - its development and implementation, academic substance, currency, and relevance for internal and external constituencies;

- Faculty Master Agreement: Faculty Member Responsibilities-Article X - http://www.kirtland.edu/wp-content/uploads/human-resources/Faculty-Master-Agreement-2016-18.pdf
- PRO 1.030: College Committees - http://www.kirtland.edu/policies-and-procedures/administration-procedures/pro-1-030-college-committees

page 12

2) **assurance of consistency in the level and quality of instruction and in the expectations of student performance;**

- Faculty Master Agreement: Faculty Member Responsibilities-Section A - http://www.kirtland.edu/wp-content/uploads/human-resources/Faculty-Master-Agreement-2016-18.pdf

3) **establishment of the academic qualifications for instructional personnel;**

- POL 4.105: Faculty Qualifications - http://www.kirtland.edu/policies-and-procedures/instruction-policies/pol-4-105-faculty-qualifications
- A copy of the Faculty Credentials Review Process/Table is held by the Vice President of Instructional Services.

4) **analysis of data and appropriate action on assessment of student learning and program completion appropriate for instructional personnel;**

- Academic Assessment Plan: updated June 28, 2017 - http://www.kirtland.edu/wp-content/uploads/about-kirtland/institutional-reports-and-surveys/AcademicAssessmentPlanJune302017.pdf
- Accreditation: PROE (Program Review in Occupational Education - http://www.kirtland.edu/accreditation

3. Support Services

a. Financial aid advising clearly and comprehensively reviews students' eligibility for financial assistance and assists students in a full understanding of their debt and its consequences.

- PRO 6.115A: Standards of Satisfactory Academic Progress for Financial Aid Eligibility - http://www.kirtland.edu/policies-and-procedures/student-services-procedures/pro-6-115a-standards-of-satisfactory-academic-progress-for-financial-aid-eligibility
- Paying for College - http://www.kirtland.edu/paying-for-college
- Financial Aid Policies - http://www.kirtland.edu/paying-for-college/financial-aid-policies

- Student Loans - http://www.kirtland.edu/paying-for-college/student-loans
- Salt - https://www.saltmoney.org/register/index.html?WT.mc_id=CA-KIRTLAND-V&oe=007171&br=00
- POL 6.065 A: Financial Obligations - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-065a-financial-obligations
- Gainful Employment - http://www.kirtland.edu/gainful-employment-regulations
- Financial Aid: Key Facts - http://www.kirtland.edu/paying-for-college/key-facts

b. The institution maintains timely and accurate transcript and records services.
- POL 4.040: Grade Reports - http://www.kirtland.edu/policies-and-procedures/instruction-policies/pol-4-040-grade-reports
- POL 6.090: Student Records-Rights and Privacy - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-090-student-records-rights-and-privacy
- Registrar's Office: Grades - http://www.kirtland.edu/registrar/grades

C. Teaching and Learning: Evaluation and Improvement

1. Instructors (excluding for this requirement teaching assistants enrolled in a graduate program and supervised by faculty) have the authority for the assignment of grades. (This requirement allows for collective responsibility, as when a faculty committee has the authority to override a grade on appeal.)
- POL 4.040: Grade Reports - http://www.kirtland.edu/policies-and-procedures/instruction-policies/pol-4-040-grade-reports
- Faculty Master Agreement: Faculty Member Responsibilities-Article X, Section A - http://www.kirtland.edu/wp-content/uploads/human-resources/Faculty-Master-Agreement-2016-18.pdf
- PRO 6.125: Rights and Responsibilities of Students-Procedure for Academic Due Process - http://www.kirtland.edu/policies-and-procedures/student-services-procedures/pro-6-125-rights-and-responsibilities-of-students

2. The institution refrains from the transcription of credit from other institutions or providers that it will not apply to its own programs.

- POL 6.008: Transfer of Credits - http://www.kirtland.edu/policies-and-procedures/student-services-policies/pol-6-008-transfer-of-credits

3. The institution has formal and current written agreements for managing any internships and clinical placements included in its programs.

- Formal, written training agreements are signed for all internship and clinical sites prior to student placement.
- Agreements are maintained by the division they fall under.

4. A predominantly or solely single-purpose institution in fields that require licensure for practice is also accredited by or is actively in the process of applying to a recognized specialized accrediting agency for each field, if such agency exists.

- Not Applicable

5. Instructors communicate course requirements to students in writing and in a timely manner.

- Faculty Master Agreement: Faculty Member Responsibilities-Article X, Section A - http://www.kirtland.edu/wp-content/uploads/human-resources/Faculty-Master-Agreement-2016-18.pdf
- Universal Kirtland Syllabus Template - http://ctl.kirtland.edu/

6. Institutional data on assessment of student learning are accurate and address the full range of students who enroll.

- Academic Assessment Plan: updated June 28, 2017 - http://www.kirtland.edu/wp-content/uploads/about-kirtland/institutional-reports-and-surveys/AcademicAssessmentPlanJune302017.pdf
- Institutional Reports and Surveys Including Key Indicators Reports, IPEDS Data Feedback Reports, Student Retention Measures, and Kirtland Fact Books - http://www.kirtland.edu/about-kirtland/institutional-reports-and-surveys
- Accreditation: PROE (Program Review in Occupational Education - http://www.kirtland.edu/accreditation

7. Institutional data on student retention, persistence, and completion are accurate and address the full range of students who enroll.

- Institutional Reports and Surveys Including Key Indicators Reports, IPEDS Data Feedback Reports, Student Retention Measures, and Kirtland Fact Books - http://www.kirtland.edu/about-kirtland/institutional-reports-and-surveys
- State of Michigan Governor's Metrics Report: https://midashboard.michigan.gov/education
- Post-secondary Education: Integrated Postsecondary Education Data System (IPEDS) - https://nces.ed.gov/ipeds
- Perkins Occupational programs - http://michigancc.net/perkins/core/default.aspx
- Voluntary Framework of Accountability (VFA) - http://vfa.aacc.nche.edu/Pages/default.aspx

D. Resources, Planning, and Institutional Effectiveness

1. The institution is able to meet its current financial obligations.

- Business Office: Budget Transparency, Senate Bill 929, Section 209 - http://www.kirtland.edu/business-office/#budget-transparency
- Business Office: Budget & Financial Statements - http://www.kirtland.edu/business-office/#budget-transparency

2. The institution has a prepared budget for the current year and the capacity to compare it with budgets and actual results of previous years.

- Business Office: Budget & Financial Statements for current budget detail and past year audits - http://www.kirtland.edu/business-office/#budget-transparency

3. The institution has future financial projections addressing its long-term financial sustainability.

- Business Office: Financial Reports & Audits-Five Year Budget Forecast 17-18 (Covers 2016-2021) - http://www.kirtland.edu/wp-content/uploads/business-office/Five-Year-Budget-Forecast-17-18.pdf

4. **The institution maintains effective systems for collecting, analyzing, and using institutional information.**
   - Kirtland Institutional Effectiveness Plan updated 2017 - http://www.kirtland.edu/wp-content/uploads/about-kirtland/institutional-reports-and-surveys/Kirtland-Institutional-Effectiveness-Plan-2017.pdf

5. **The institution undergoes an external audit by a certified public accountant or a public audit agency that reports financial statements on the institution separately from any other related entity or parent corporation. For private institutions the audit is annual; for public institutions it is at least every two years.**
   - Board Bylaws: Article XII, Section 3 - http://www.kirtland.edu/policies-and-procedures/by-laws
   - Business Office: Budget & Financial Statements - http://www.kirtland.edu/business-office/
   - Business Office: Budget Transparency, Senate Bill 929, Section 209 - http://www.kirtland.edu/business-office/#budget-transparency

6. **The institution's administrative structure includes a chief executive officer, chief financial officer, and chief academic officer (titles may vary) with appropriate credentials and experience and sufficient focus on the institution to ensure appropriate leadership and oversight. (An institution may outsource its financial functions but must have the capacity to assure the effectiveness of that arrangement.)**
   - Human Resources: Organizational Chart - http://www.kirtland.edu/wp-content/uploads/human-resources/Kirtland-Organizational-Chart.pdf
   - College Catalog: Personnel-Kirtland Community College Administration - http://catalog.kirtland.edu/content.php?catoid=4&navoid=140#kirtland_community_college_administration

President – Thomas Quinn

Education:
- Bachelor of Science with Distinction in Agricultural Education - University of Minnesota
- Master of Arts in Educational Administration - University of Northern Iowa

page 17

- Sixth Year Administrative Degree (EdS) in General Educational Administration – Winona State University
- Doctor of Education (EdD) in Educational Administration with Emphasis on Adult and Higher Education – University of South Dakota

Positions Held at Educational Institutions:
- South Arkansas Community College – Vice President of Academic Affairs and Student Services
- Northland Community and Technical College – Dean of Academic Affairs
- Mitchell Technical Institute – Assistant Director (Chief Academic Officer)
- Duluth Public Schools – Director of Secondary Vocational Programs
- Northeast Iowa Community College – Department Chair for Agriculture, Business, and Communications Departments and Instructor

Vice President of Business Services /Chief Financial Officer – Jason Broge

Education:
- Bachelor of Science in Business Administration - Central Michigan University
- Master of Arts in Organizational Leadership - Siena Heights University
- Certified Public Accountant – State of Michigan

Positions Held at Educational Institutions:
- Eastern Michigan University – Executive Director of University Budget
- Adrian College – Controller
- Lourdes College – Director of Finance
- Jackson Community College, Siena Heights University, and Kirtland Community College – Adjunct Instructor

Vice President of Instructional Services (Chief Academic Officer) – Julie Lavender

Education:
- Bachelor of Science in Nursing -University of Texas Health Science Center at San Antonio
- Master of Science in Maternal Newborn Clinical Nurse Specialist - University of Oklahoma
- Doctorate in Education (EdD) in E-Learning and Teaching Online - Northcentral University

Positions Held at Educational Institutions:

- Kirtland Community College – Associate Dean of Health Sciences
- Wilford Hall Air Force Medical Center - Education and Training Officer
- Cameron University, University of Texas El Paso, University of Texas Health Science Center at San Antonio, and Kirtland Community College - Instructor
- University of Oklahoma – Graduate Teaching Assistant

Vice President of Student Services/Registrar – Michelle Vyskocil

Education:

- Bachelor of Business Administration in Marketing - Western Michigan University
- Master of Arts in Educational Administration - Central Michigan University
- Candidate for Doctorate of Education (EdD) in Educational Leadership - University of Michigan-Flint

Positions Held at Educational Institutions:

- Concordia University – Vice President of Enrollment and Student Services and Registrar
- Kettering University – Registrar and Interim Associate Provost for Student Affairs
- Northwood University - Program Center Manager
- Davenport University - Director of Enrollment Services, Weekend College Coordinator, Academic Advisor, and Admissions Representative