

Kirtland Community College

Operational Plan for 2021-2022

Please note that this document is shared on Google Drive and that editing is continuous by administrators and professional staff.

An operational plan is produced each year by the administration of Kirtland. Its primary purpose is to establish yearly organizational goals that will ensure the current Strategic Plan is implemented. Infused into the Plan are the recommendations found in the Strategic Plan, individual goals of administrators, and the goals of the Board of Trustees. This document is also used to develop a budget for the college – recognizing funding is required to accomplish some action projects.

Tom Quinn, President.

Mission

To provide innovative educational opportunities to enhance student lives and build stronger communities.

Vision

Kirtland will be the first choice for learner-centered education guiding students and communities toward success.

Values

Excellence: Expectation that all college activities are conducted with attention to quality and the highest levels of academic and professional standards.

Inclusiveness: Conduct the activities of the college in a manner that inspires tolerance and welcomes the diversity of people and thought.

Innovation: Addresses challenges and issues from multiple perspectives to solve problems; and advance college processes and knowledge. Supporting: Progressive and meaningful research, creative activity, and teaching.

Reflection: Evaluate processes and assessing success through honest conversation and the use of data.

Character: Steadfast adherence to the principles of integrity, honesty, reliability, transparency, and accountability.

Respect: Respect for the rights, differences, dignity of others, and their contribution to the overall success of the college.

Theme; Engaging and Growing Communities		
Present Situation	Project	Accomplishments
<p><u>During the 2021-2022 academic year a number of facilities projects need to be completed and the college needs to fully utilize new facilities resources as well as maintain existing structures.</u> Most noticeable on the list is moving the programs from the Roscommon Campus to the Grayling Campus.</p>	<ol style="list-style-type: none"> 1. Plan for and assist faculty and staff in the transition of programs and services from the Roscommon Campus to the Grayling campus. TQ, RS, 2. As COVID restrictions lighten up in the state, rebuild the client base for meeting space and training rooms in the UC. SM 3. Consider moving the contracted Truck Driving program to the Grayling Campus. DH, RS 4. Develop a plan to operate and improve the Shooting Range on the Roscommon Campus CB, RS, CP.. 5. Create a mini strategic plan for the remodeling of the shops for two trade programs on the Gaylord campus. DS, AF, TBA faculty. 6. Open a Biggby Coffee shop that will enhance the student experience on the Grayling campus. CB 7. Repair and/or replace broken tiles in the hallway. SM 	<ol style="list-style-type: none"> 1. Because there were only three programs that needed to be transitioned from Roscommon to Grayling the problem was minimal. Faculty were provided time to support the transition coordinated by the maintenance department. Maintenance staff, AF, Faculty in three programs. TQ 2. The University Center opened its doors to clients with restrictions that followed the college's disease protocols. SM 3. A driving range was constructed, a room assigned for classroom instruction. RS, DH 4. A meeting was conducted with a DNR representative and information gathered. CP, CB. A site plan was developed for its location. Cost estimates are being collected for an October 1, 2022 grant funding application. CB 5. A Facilities Master Plan was produced in December with plans for the Gaylord campus. Employees were included in the planning as well as the GAB. TQ, Garylrod Employees. 6. The Biggby coffee shop was opened. CB, CS 7. A classroom renovation project was designed for existing MTEC classrooms with faculty, lab coordinator, and VPAS to create a larger electrical lab area as well as additional space for HVAC. Project was completed before start of Winter semester. AF 8. A request for 7.1 million dollars of state capital outlay funds was requested. TQ
<p><u>Kirtland will no longer need the Roscommon Campus during the 2021-2021 academic year. It</u></p>	<ol style="list-style-type: none"> 1. Make the Roscommon Campus presentable to potential buyers. RS 	<ol style="list-style-type: none"> 1. The campus is being cleaned and maintained as needed. RS 2. The campus was listed with a new realtor, Smith Realty TQ

<p>is a financial advantage to sell the campus as soon as possible.</p>	<ol style="list-style-type: none"> 2. Negotiate with potential buyers a purchase agreement and closing information. TQ 3. Prepare and process the sale of the Roscommon Campus. CB 4. Negotiate the sale of an easement to the cell phone tower on the campus. TQ 	<ol style="list-style-type: none"> 3. A first buyer made an offer but after months of negotiations, their offer was rejected. TQ 4. A second offer to purchase the campus did not produce a purchase agreement RS and TQ 5. A third interested party signed a purchase agreement but the investor did not support their project and the agreement was rescinded. TQ, RS 6. The cell phone tower lease was sold at a value of \$415,000. CB and TQ 7. Two additional interested parties have been shown the campus. RS, TQ
<p>With the addition of Phase III of construction on the Grayling campus, the sale of the Roscommon Campus, and the need to thoroughly plan for changes in the Gaylord location <u>it is imperative that Kirtland begin to develop a new facilities plan.</u></p>	<ol style="list-style-type: none"> 1. Employ a consultant to write a new Facilities Master Plan for college buildings. RS 2. Create meetings with key employees, members of the GAB and the architects and engineers who will assist in the development of a new facilities master plan. RS, SM, AF, MV, CB, TQ 3. Present the new plan for acceptance to the Board of Trustees. TQ and architect 	<ol style="list-style-type: none"> 1. Mathison and Mathison Architects were contracted to develop a new Facilities Master Plan which was completed in December of 2021. TQ and many others 2. The 2021 Facilities Plan was shared with the Trustees in a fall 2021 retreat and with the Otsego County Commissioners in January of 2022. TQ 3. The facilities plan was shared with the Otsego County Supervisor. Funding for remodeling the Media Center was discussed and timelines for presentations to County Commissioners were discussed. SM and TQ 4. The Facilities plan was shared with the person in charge of capital outlay at the state of Michigan. Along with the college requested capital outlay of 7.1 million dollars for new construction at MTEC. TQ, GM 5. Three classrooms at MTEC have been changed to create a Residential Electrician Shop. RS, DS, and others. 6. An Architect and Construction Manager were hired to plan for and supervise the remodeling of the Media Center in the UC and MTEC. CB, TQ

<p><u>The Higher Learning Commission has informed the college of the next on-site visit and for the deadline to update its Assurance System Report. The college must prepare for this important visit.</u></p>	<ol style="list-style-type: none"> 1. Complete the Assurance System Argument Filing due to the Higher Learning Commission on August 1, 2021. NB, DS 2. Plan for a successful Comprehensive Quality Review visit by the Higher Learning Commission in September 2021. NB TQ CAT 3. Get approval from HLC to open the Phase 3 addition to Kirtland-Grayling, TQ, NB 4. Continue to refine the Kirtland assessment plan to meet accreditation requirements. AF, DC 	<ol style="list-style-type: none"> 1. The assurance system argument was completed and filed within timelines. NB, DS 2. Assurance System narrative and evidence were completed and submitted to HLC prior to the August 2021 deadline. NB 3. Three members of the HLC peer review team visited in-person and two members visited virtually on September 13-14, 2021. NB 4. No approval application needed for Phase 3 opening - see email from Linnea from March 2021. NB 5. Kirtland received a letter from HLC on November 16, 2021 that confirmed continued accreditation as recommended by the peer review team with no monitoring. Full details can be found at: https://www.hlcommission.org/component/directory/?Action=ShowBasic&Itemid=&instid=1885 NB 6. Suggestions to refine Kirtland's assessment plan and processes are available from the peer review team in their Visitation Feedback report provided in November 2021. NB 7. Faculty continue to refine assessments into a useful system that actually allows for improved teaching. Assessment committee worked with faculty in January and again in April 2022. AF
<p>RETAINED Board Goal: In a retreat, the members of the Board of <u>Trustees established a goal of expanding their professional development, instilling more confidence in the ability of the Board to direct the activities of the college, to increase members knowledge of "boardmanship," and to strengthen their participation in community events.</u></p>	<ol style="list-style-type: none"> 1. Provide more opportunities for Board members to participate in state and national organizations to help them expand their understanding of major issues affecting community colleges. TQ 2. Inform Board members of community activities and meetings that board members should attend. TQ 	<ol style="list-style-type: none"> 1. Because of the pandemic this goal was not accomplished to the level anticipated. TQ. 2. Trustee Kramer served as a national ACCT committee member. 3. Board members are registered to attend the national convention of ACCT. GM and TQ 4. Board members attended graduations and pinning ceremonies, participated in job interviews, and attended meetings and tours of the Grayling Campus building.

	<ol style="list-style-type: none"> 3. Provide board members with reminders of ACCT training events, online and in person. TQ, MF 4. Provide board members information on how they may connect with local school board members. TQ 5. Provide educational sessions before board meetings to "showcase" college activities and student successes. TQ 	<ol style="list-style-type: none"> 5. Some educational sessions were conducted to inform board members of college operations. GM and TQ 6. Individual Board members have visited the Grayling campus to observe campus operations and visit with students and employees. 7. A list of activities Board members are encouraged to attend was developed. TQ
<p>Leaders at <u>Kirtland</u> would like to improve the college's relationship with its communities and create a broad understanding among citizens of the strategic direction of the college. In the most recent strategic planning summit, there was an overwhelming amount of conversation on public perceptions and misinformation regarding the move from the Roscommon Campus and its future disposition. Participants discussed the perceptions and difficulties with and a desire to work to educate citizens on what Kirtland does and why. Not only did participants discuss the issues, but they discussed actions that will help engage the public in college activities, which will help them understand the new direction of Kirtland.</p>	<ol style="list-style-type: none"> 1. Plan for a ribbon-cutting ceremony for the third building on the Grayling Campus. TQ, GM, TC 2. Plan for and conduct an open house to celebrate the completion of Phase III of construction of the Grayling Campus TQ, TC, GM 3. Continue to rebrand the college by distributing student success stories using social media and the print media. JS, SW 4. Encourage employees to provide success stories to the college marketing team. LM, TQ, KB 5. Attend meetings and events to promote Kirtland in its communities. CAT 6. Develop and publish a Kirtland magazine to be distributed to alumni, Kirtland Foundation donors, and the local community. TC 	<ol style="list-style-type: none"> 1. A ribbon cutting ceremony was conducted in September of 2021 followed by an open house. GM, TQ and others 2. The Director of the Foundation released numerous press releases featuring student success stories. DL 3. The college continued to support a radio program, Northern Focus, where many employees had the opportunity to talk about student success and the programs the college offers. GM and many others. 4. Because of the pandemic there were limited opportunities for employees to attend community events although recruiters did attend some functions. CK, TM, IB, others 5. County Commissioners from Roscommon and Crawford county visited the campus. TQ 6. County Commissioners from Oscoda County were invited. TQ and GM 7. County commissioners from Otsego County are scheduled to visit the Gaylord Campus. TQ 8. The college has begun to host major activities in the Event Center where citizens have participated. JP, CS, TQ and many employees

<p>Because of the sale of the Roscommon Campus, the Intermediate School District will no longer be able to rent facilities from Kirtland. Kirtland will not rent space in the new campus in effort to avoid program duplication. In spite of these decisions the college needs to <u>continue to strengthen mutually beneficial programs with local public schools that benefit students.</u></p>	<ol style="list-style-type: none"> 1. Develop a unique dual enrollment program with Ogemaw Heights High School which can be used as a model for other high school partners. AF 2. Meet with local school superintendents to strengthen relationships and develop better understandings of each other's challenges and needs. TQ AF 	<ol style="list-style-type: none"> 1. Amy and Tom met with superintendents from HLHS, COOR and FAS. to discuss college programming and the college's concerns about faculty credentials . AF, TQ 2. Tom met with superintendents from Mio and Grayling.to discuss dual enrollment. TQ 3. Amy met with principal of West Branch Rose City Schools. AF 4. Amy met regularly with new Asst Superintendent with COOR to work on revising agreements for variety of programs. AF 5. Additional courses were added to OHHS curriculum for dual enrollment (Psychology and Interpersonal Communication)in 2021-22. Agreement reached to add Intro to Humanities in Fall 2022 and History in Winter 2023). This will result in ability to earn 28 credit hours by the time a student graduates. AF 6. Amy and Barb met with Counseling staff at Gaylord HS to discuss possible options besides Welding & Construction. Guests are still not allowed in classes but when they are HVAC faculty will head over to discuss that as another option. Informed that Habitat House is no longer an option. AF 7. The Facilities Maintenance Department refurbished rooms 158 and 160 in Ogemaw Heights High School as a good will measure and to create a collegiate atmosphere.
<p>Students learn about Kirtland via word of mouth, social media, and Kirtland's website. The website and social media require constant monitoring. Employees must be encouraged to provide key people information and stories that tell a good story for Kirtland.</p>	<ol style="list-style-type: none"> 1. Review the website for accuracy. ME, JS 2. Review the messaging tone of student-centered web pages and rewrite those that need attention. JS, ME 3. Build a quality presence on social media. JS, SW 4. Review and consider a new tagline to replace the current Be the Future tagline . JS 5. Integrate student success stories on the website. JS, ME 	<ol style="list-style-type: none"> 1. Software was purchased to review the colleges web site to evaluate accessibility and use by disabled students. ME 2. An AVATAR project was implemented to gain more information from students nad employers and to use this information in writing new text for the web site. MK and ME. 3. A new tagline was considered but the final decision was to concentrate on other issues before giving priority to this project. TQ and JS 4.

	<ol style="list-style-type: none"> 6. Provide information to the marketing team about all activities and programs. All employees. 7. Create community connections with each of Kirtland's programs. EW, AF. 	
<p>A sense of community and "connectedness" is a strength and hallmark of Kirtland. Non-credit and informal educational opportunities are valuable, and a strength Kirtland can build upon whether on-campus or in its local communities. <u>Continue to offer community education courses in township halls and other off-campus sites that provide opportunities for Kirtland to share its new strategic direction.</u></p>	<ol style="list-style-type: none"> 1. Seek faculty that are willing to teach non-credit courses in various formats that are also good ambassadors of the college. CE, TM, IB, AF 2. After the pandemic wanes because of a vaccine, begin to offer summer youth camps as in the past. MV, CE, IB 3. Continue to seek innovative methods to deliver community education to citizens. CK, IB, AF, MV 	<ol style="list-style-type: none"> 1. Due to the pandemic many community education courses were offered online. Resuming face to face summer 2022.-MV 2. Faculty encouraged to teach in CE - John Thiel, Scott Rice, Jon Thompson and Carol Finke have all participated. AF 3. Some funding for summer camps in Perkins approved occupational programs authorized through Perkins grant. AF 4. Five summer youth camps will be offered summer 2022-MV 5. Six community education courses running spring 2022.-MV/CS
<p>Participants in the strategic planning summit expressed a keen awareness of poverty throughout the region and the concerns of students about the investment in higher education. <u>Kirtland needs scholarships to address those living in poverty to help prospective students create new beginnings.</u> Communities that show concern for people in poverty and view themselves as partners with their community college simply do better. Their communities are enriched—as is Kirtland's.</p>	<ol style="list-style-type: none"> 1. Increase financial support for scholarships and other college needs and also increase the endowment for long-term stability Raise money for scholarships. DL 2. Marketing/Public Relations-Create a greater presence and accountability for the Kirtland Foundation through increased marketing and public relations. DL 3. Stewardship/Donor Relations-Continue to develop comprehensive, college-wide stewardship and donor relations DL 4. Continue to meet with potential donors to the Kirtland Foundation and assist the Foundation Director as needed. TQ 	<ol style="list-style-type: none"> 1. FY to date-over \$200k in new endowment funding. Endowments currently total over \$2.8m. Launching Kirtland Legacy Fund to raise over \$400m in new endowment funding. 2. Launched Kirtland Foundation monthly newsletter. Working with the new Director of Marketing to increase coordinated communications. Update and maintain Foundation webpages. Work with local media to get local stories publicized. 3. Providing donors with scholarship updates/student thank you letters, Annual endowment reports. Donor recognition and stories.

<p>Informal research at Kirtland indicates that Michigan Community Colleges have a variety of methods to recruit high school students into dual enrollment programs. <u>Kirtland needs a focused discussion about our policies and pricing structures for dual enrollment.</u></p>	<ol style="list-style-type: none"> 1. Gather data from other community colleges on in-district and out-of-district tuition rates and fees and compare that with policies of Kirtland. NS, CB 2. Conduct a discussion at the CAT level about potential changes in fee and tuition policies. TQ 3. Spend time discussing the tuition and fees charged Otsego County citizens. TQ 	<ol style="list-style-type: none"> 1. There was considerable data gathered about tuition and fees that was used in discussion at CAT meetings. Subsequently, a detailed presentation was provided to the Board of Trustees.
<p>Theme; Creating Innovative Programming and Services</p>		
<p>Present Situation</p>	<p>Project</p>	<p>Accomplishments</p>
<p><u>Board Goal: Members of the Board understand the need for new and attractive college programs and the importance of maintaining a good program mix that is attractive to a diverse body of students from across our state and beyond.</u> Members of the Board also understand that with a declining and aging population base, Kirtland needs to expand its market boundaries to maintain enrollment. Participants in the strategic planning summit found in common the need for Innovative and distinctive programming. Participants stated the need to continually review and make courses relevant to what students need at home, in communities, and at work. Focusing on this type of education leads to more on-the-job success. There were also recommendations that relevant instruction must occur in general education courses as well as technical courses.</p>	<ol style="list-style-type: none"> 1. Provide job information data and student interest information to members of the Board and the GAB TQ, AF 2. Set aside time at a Board meeting to discuss future programs. TQ 3. Provide time at Board meetings to discuss the college's program review model. TQ CB 4. Provide time at a Board meeting to discuss the college's pathways model. AF 5. Kirtland will evaluate a new degree, which may provide transfer coursework along with specialized education preparing graduates for the workforce. TQ, AF 6. Kirtland will create new online programs attracting students from across the state and beyond. Faculty will continually evaluate the use of internet-assisted courses to provide flexibility for students. AF, EW 	<ol style="list-style-type: none"> 1. Given COVID and other priorities this hasn't materialized this year. I would expect it could in the upcoming year. AF 2. Kirtland hired a FT faculty member to try and build the IT program (a formerly retired degree) as it is one of the top needs in Michigan and nationally. High wage, high skill. AF 3. New course offerings and increased course offerings are being scheduled online. AF 4. Specific online Biology courses (Pathophysiology, Microbiology) were developed as potential courses for CMU students needing online prereqs for specific graduate programs. AF 5. Increased gen ed courses offered online in Summer session to try and attract additional students. AF 6. Faculty completed ETOM credentialing course in online teaching (Claussen, Bingle, Dodgson, Ryskamp, Thayer, Kabbe-Abayomi) and those faculty plus others will be completing advanced online teaching course Summer 2022. AF 7. Tech Updates provided to all faculty from CTL on a regular basis as well as tech training sessions in the CTL. AF, DC, CB

		<p>8. While not looking at new programs, significant curriculum work completed to update existing occupational programs. Nursing, HVAC, Welding) AF</p>
<p>Employees at Kirtland have for many years recognized the small college age population in our taxing area will not support the size of the student body that it needs to be efficient. Social media and digital advertising are the mechanisms that potential students use to communicate with each other and an effective method to let young people know about the advantages of a Kirtland degree.</p>	<ol style="list-style-type: none"> 1. Build and launch a new Kirtland website keeping in mind SEO and other features that make it a leading communications tool for students. ME 2. Integrate substantial accessibility tools into the new website that will help it pass accessibility tests. ME 3. Develop "avatars" for each program area to be used in all marketing. ME 4. Develop fresh student centered and avatar driven website content for academic program pages including page content, myBrochures and follow up thank you pages. ME 5. Publish audio and video ads on music streaming and podcast platforms like Spotify and Pandora, transitioning a portion of terrestrial radio efforts to places where prospective students are more likely to be reached. TC 6. Produce and post videos about programs, the college, students, faculty, and staff. Some videos will be outsourced to production agencies, while others will be produced in-house. These videos will be distributed on YouTube, social media, local TV, and other locations. ME, JS, SW 	<ol style="list-style-type: none"> 1. In process. ME 2. Integrated the paid version of the UserWay accessibility tool into the website. ME 3. Contracted with Meriah Kruse to develop an open ended questions student survey. Organized and carried out virtual "Avatar Workshops" (audience profiling through focus groups) with key players in each program area. Collaborated with Meriah Kruse to develop the avatars. Avatar workshops are ongoing. ME 4. Contracted with Meriah Kruse to synthesize data from the open ended questions student survey, Avatar Workshops, and further Zoom conversations with chief cheerleaders in each program to develop content. This is ongoing. ME 5. 6. Contracted with SOLV to shoot video (and photography) to promote our academic programs. This footage is used to create a series of three promotional videos for each program plus alternate versions for social media outlets (YouTube Shorts and TikTok). The videos reside in our YouTube channel and are embedded in academic program pages. Footage and photos are also used in all forms of marketing. ME, JS
<p><u>Kirtland must continue to be innovative and seek ways to be more efficient in its accounting and employment services.</u> With the current shortage in applications to fill job openings and the fact that other colleges are poaching our employees this has become more important.</p>	<ol style="list-style-type: none"> 1. Modernize our employment application process to become more digital. NS 2. Simplify the process for student workers to apply for college and federally funded positions. NS 3. Create innovative methods to prospect applicants of jobs. NS. 4. Implement quarterly budget variance reports to provide budget managers better information to manage budgets. CB 	<ol style="list-style-type: none"> 1. Application process is completely digital for all applicants through the Kirtland and NeoGov websites. Any paper applications can be uploaded digitally. VN 2. Work Study applications are completed through Google and automatically sent to departments of interest. Following an interview, an applicant only has to complete required HR/Payroll Forms to gain approval through Financial Aid. VN 3.

	<p>5. Complete a salary comparison study and evaluate the salaries of all employees. NS</p>	<p>4. Monthly financial reports, including budget information, is prepared and distributed to all Administration for review. CB</p> <p>5. CupaHR Study analysis purchased and reviewed as salaries are determined for positions. Hourly employees received cost of living and step increases where applicable in October 2021. Salaried employees received increases based on market analysis in October 2021. VN</p>
<p>Kirtland prides itself in being an innovative organization in facilities, staffing, instruction and more. The recent pandemic has made us realize the value of innovation and for professional development. <u>Kirtland will provide professional development and funding to encourage innovation for staff and in the work environment as well as for faculty in teaching practices for online and face-to-face courses.</u></p>	<p>1. Continue to create a culture whereby professional development is a norm for faculty and staff by increasing the offerings and participation in the Center for Teaching and Learning. DC, AF</p> <p>2. Conduct a retreat for the CAT team with a focus on how to improve professional development. TQ, AF, GM</p> <p>3. Investigate methods to integrate PD at Kirtland with that of local schools. AF</p>	<p>1. CTL continues to expand offerings for faculty and staff. Professional development days held for faculty throughout the year with multiple options. Participation has increased. AF, DC, CB</p> <p>2. Dave Cable presented workshop for COOR faculty teaching careers course on using Canvas within their classes. AF, DC</p> <p>3. Nursing taking faculty PD on Gallup Strengths and integrating into Nursing program curriculum. AF, Nursing Faculty</p>
<p><u>Participants in the strategic planning summit discussed the importance of working with business and industry, now more than ever,</u> as they are a source of innovative ideas and resources. They can provide guidance on what is needed in future employees. Business and industry can provide added resources to provide meaningful education, especially during a time when Kirtland must socially distance students and employees.</p>	<p>1. Increase Apprenticeship Awareness in Kirtland's Service area using the following; Host an Information Session on Apprenticeships, send direct mail to businesses, speak at Chamber events. KF</p> <p>2. Create a Need Assessment for Workforce Training in Kirtland's Service Area. KF</p>	<p>1. A meeting of industry leaders and federal apprenticeship coordinators was conducted to strengthen apprentice programming. KF</p> <p>2. An industry meeting was conducted regarding the APC and Wood Science program. BW, TQ, KF</p> <p>3. A comprehensive listing of business partners was developed.</p> <p>4. The Director spoke at 4 chamber events KF</p> <p>5.</p>
<p>Because the pandemic is waning the college can renew its efforts to <u>develop a programming mix at M-TEC that will attract students and build on its current programming.</u></p>	<p>1. Increase offerings and enrollment in general education courses at M-TEC. AF</p>	<p>1. This was tried with limited success. Courses were run in English, History, Psychology, Math, Speech with very low enrollments. There was no gain the following semester. Decision made to focus only on general education courses relative to M-Tec programs. AF</p>

		2. Deans Walden & Thiel developing schedule of gen eds for tech programs so as to increase enrollment in classes and avoid cancellation. AF, JT, BW
Theme; Improving Student Success and Transforming Lives		
Present Situation	Project	Accomplishments
Kirtland administration recognizes that it can increase enrollment without a significant increase in employee numbers of capital costs and in doing so increase efficiencies. Increasing enrollment will be difficult because of the declining numbers of college age students in the primary market area, but it is nevertheless important that the college at minimum maintain a stable enrollment. In addition, <u>the college wants to do its part in a state effort to increase the educational level of its citizens.</u>	<ol style="list-style-type: none"> 1. Revise summer camps for 2022 to include STEM and high school programming to get students in the pipeline for enrollment at Kirtland. MV, CK, IB 2. Identify programming and partnerships with high schools and COOR to increase matriculation numbers from high school dual enrolled students MV, TM, CK. 	<ol style="list-style-type: none"> 1. All COOR students will tour campus and visit academic departments spring 2022. MV/CK
Kirtland will continue to partner with other two-year colleges to offer programs when there is an advantage to that partnership. <u>Kirtland will actively seek partnerships with universities to offer four-year degrees to Kirtland with "two plus two" or other similar models.</u>	<ol style="list-style-type: none"> 1. Seek out and market partnerships with universities that are unique to Kirtland. TQ AF 	<ol style="list-style-type: none"> 1. Articulation agreements are being updated with university partners. New Deans will be able to work on new ones in areas where we are lacking. AF, BW, JT
Kirtland has received national recognition for its use of technology. It will build on this by offering additional courses and programs online not only to students but also to communities outside of "our borders." <u>Employees at Kirtland know we must adapt to the "new normal" by offering students</u>	<ol style="list-style-type: none"> 1. Increase college capabilities in synchronous video/telepresence in selected classrooms. MB 2. Modernize classroom device technology to accommodate changing classroom population demands and delivery methods. MB 	<ol style="list-style-type: none"> 1. Installed/upgraded video and microphone equipment in MTEC and Grayling classrooms to support hybrid teaching models. MB

<p><u>greater flexibility in course offerings by using technology to create new methods of delivery.</u> Kirtland will <u>create new online programs attracting students from across the state and beyond</u></p>	<ol style="list-style-type: none"> 3. Equip some classrooms for delivery of new hybrid models for instruction. MB, AF 4. Provide faculty and staff training on the use of software and technology. MB 5. Create new online programs AF 6. Develop and require a Kirtland online teaching course for full-time and part-time faculty who wish to teach online courses. AF 7. Increase the information security knowledge level of employees and students. MB 	<ol style="list-style-type: none"> 2. Upgraded all classroom computers to current specs to support increased video/audio and streaming in classrooms. MB 3. Equipped all classrooms for hybrid models of instruction. MB, AF 4. Implemented new training software for security awareness, CTL held training sessions on various campus technologies, held Google Docs/Drive/Workspace training for staff/faculty. MB, AF, CTL/DC 5. Faculty advisory committee put in place to evaluate software needed for instruction and to collaborate with IT. AF, MB, DC/CTL 6. No new online programs are created but there are increased hybrid course offerings as well as online. AF 7. Implemented training and compliance software for Information security compliance with periodic phish testing of employees. MB
<p>RETAINED Board Goal: <u>The Kirtland Board has, for several years, discussed student housing.</u> The administration has data and plans, but final decisions have been pushed back by a variety of issues, including construction and pandemic disease.</p>	<ol style="list-style-type: none"> 1. Develop plans for the start of construction for student housing in the spring of 2022. TQ 2. Develop a plan to finance student housing CB 	
<p>Student outcomes and success rates should be a driving force in Kirtland's decision-making process. It is critical that students complete a degree or certificate once they start at Kirtland. <u>The college needs to improve upon its retention efforts.</u></p>	<ol style="list-style-type: none"> 1. Develop a cross-campus committee to increase graduation rates at Kirtland. The percentage will be determined by the committee. MV 2. Look for procedures to use Grades First data to aid in retention and improve graduation rates. DS, AF, DC, MV 	<ol style="list-style-type: none"> 1. Presentation to faculty on retention, persistence and completion data was done in April 2021. NB 2. The 2022-2023 enrollment prediction model was presented to the VP of Student Services and the CFO in February 2022. This model uses multiple factors to predict future enrollment at Kirtland. NB 3. The Annual Retention measures report was completed and presented to CAT in December 2021. This report along with many other valuable reports that address retention, persistence and

	<p>3. Gather data and conduct meetings to improve retention in pre-nursing courses. AF, TBA Dean of Health Sciences.</p> <p>4. Kirtland will use predictive analytics to identify students most likely to have difficulties in learning and enhance methods of helping them complete their education. MV, AF, DS</p> <p>5. Kirtland will seek methods to control the cost of instruction and services to make college as efficient and affordable as possible. AF</p>	<p>completion are available at: https://www.kirtland.edu/about-kirtland/institutional-reports-and-documents/ NB</p> <p>4. Program Review document was presented at the annual CAT retreat in February 2022 along with the IPEDS data feedback report and the Fall student survey findings. Discussions were had. NB</p> <p>5. To meet legislative requirements ahead of time (Jan 2022 deadline), faculty in English and Math eliminated stand alone developmental education courses and have integrated those into Applied Intermediate Algebra, Applied Statistics, and Applied English Composition. AF, CF, EK, AP</p> <p>6. Faculty in English & Math reviewing multiple measure placement guidelines updating in lieu of standardized testing to ensure student success. AF, JT, Faculty</p> <p>7. The longer it takes a student to complete a degree, the less likely they are to do so. Academics continues to develop 7 ½ week courses to allow for acceleration to graduation. It is possible to get a Business degree now by taking shorter courses. AF</p> <p>8. Faculty continue to expand the use of OER rather than textbooks to keep costs to students as affordable as possible. AF</p> <p>9. New part-time faculty are hired through Edustaff which reduces instruction costs. AF</p> <p>10. Nursing meetings happen regularly, curriculum completely revised, test scores moving the right direction. AF</p>
<p>Kirtland prides itself in using data to make college decisions. The data comes from several sources including college surveys, state and federal sources. <u>The goal of the college is to promote the use of survey information to improve the college and make data driven decisions.</u></p>	<p>1. Keep current with the changes to IPEDS, CEPI STARR, Perkins V, and HEERF/CRSSA reporting requirements. NB, MV, CB, KB, KM, AF</p> <p>2. Plan to administer the Community College Survey of Student Engagement and Community College Faculty Survey of Student Engagement in Winter semester 2022. Share the results with the</p>	<p>1. IR office is a member of the State's Perkins V data evaluation team.</p> <p>2. IR office is a member of the State's CEPI Adult Learner Workgroup that reviews and provides advise on all suggested changes to STARR reporting.</p>

	<p>College Administrative Team and other groups at Kirtland. NB</p>	<ol style="list-style-type: none"> 3. IR office is a member of MCCCARE and MCCDEC (professional organizations that share information, training and updates on reporting requirements). 4. Plan to administer CCSSE in Winter semester 2022 was canceled due to on-going COVID-19 pandemic response. The administration of the survey face-to-face in the classroom was deemed essential to unbiased results that would come from a randomly sampled population of students that attend Kirtland. The online option did not meet this assumption. CCSSE is planned to be administered in Winter semester 2023. IR office has in the 2022-2023 year budget for the expense of CCSSE/CCFSSE NB 5. Perkins V grant approved 2021-22 using entirely new state system. AF 6. New Occupational Dean member of MODAC where regular Perkins updates are presented by LEO. AF, BW 7. IR office attended State training on July 11 and 12 on MPDI, STARR, Mischooldata, EEM, MiTalent, Perkins, and several other State systems that institutions of higher education are required to report to or utilize. Plan to attend (either virtually or in-person) the annual Data Workshop in August along with others from Kirtland. NB
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