

# Kirtland Community College

## Operational Plan for 2024-2025-DRAFT

**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 implementation of the current Strategic Plan. Infused into the plan are the recommendations found in the Strategic Plan, individual goals of administrators, and the goals of the Board of Trustees, all of which are tied to the Mission and Vision of the college. This document is also used to develop a budget for the college – recognizing funding is required to accomplish some action projects.

### **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 assess 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, and dignity of others and their contribution to the overall success of the college.

## Kirtland Community College Operational Plan for 2024-2025 (3-year plan??)

| 1. Theme; Engaging and Growing Communities                    |                                                                                                                                                                                                                               |                 |                       |                                                                                                                                                                                                                 |
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| Present Situation                                             | Project                                                                                                                                                                                                                       | Accomplishments | Project Champion(s)   | Project Status<br>(Completed, In Progress, Ongoing, Carry Over)                                                                                                                                                 |
| 1.1 – <u>Plan for renewing the mill lev in Otsego County.</u> | A. Create a Steering Committee for Otsego County that will be composed of GAB members, M-TEC & UC staff, M-TEC faculty, and community members. The rollout of this committee will be during the Spring, 2025.                 | TBD             | BOT, CAT, GAB, & Gary | <p>Preparation work will begin in November/ December 2024 – Ongoing – GR</p> <p>Members of GAB will be used to serve on this committee. Still looking for other community members to join. In progress – GR</p> |
|                                                               | B. Promote a marketing plan in Otsego County that will inform residents that Kirtland is committed to student success across the county. This has started with billboards along the highway as well as new signage on campus. | TBD             | Marketing             | <p>Preparation work will begin at the Steering committee is formed in November/ December 2024</p> <p>Work has already begun in establishing Kirtland's</p>                                                      |

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|                                                 |                                                                                                                                             |                                                                                                                                                                                                        |                         | <p>footprint in Otsego County. Ongoing. GR Begun increasing footprint and presence in Otsego County outside of digital advertisement to include billboard campaigns and open house events at the MTEC campus. MR</p> <p>During onboarding of a new marketing consultant firm, new initiatives and focus on Otsego County will be included in FY 26 annual marketing. MR</p> |
| <b>1.2 – <u>Strengthen Dual Enrollment.</u></b> | <p>A. Proposal of COOR-wide dual enrollment classes in upper-level general education subjects delivered in a synchronous online format.</p> | <p>Proposal shared with COOR superintendents on Sept. 5, 2024.<br/>Proposal shared with COOR principals on Sept. 24, 2024.<br/>Discussions will continue with principals, counselors, and faculty.</p> | <p>Deans &amp; Gary</p> | <p>Ongoing.</p>                                                                                                                                                                                                                                                                                                                                                             |

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|  |                                                                                                                                                                                    | USDA grant that involves interactive classrooms in the high schools                                                                                                                                                                                                                                           |                | USDA grant – 2026 – GR                                                                                                                                                                                                                                                                      |
|  | B. Meet with District superintendents on a routine basis to discuss issues, which would include Dual enrollment.                                                                   |                                                                                                                                                                                                                                                                                                               | Deans and Gary | Ongoing – This is being done. GR                                                                                                                                                                                                                                                            |
|  | C. Frequent meetings with area K12 principals, assistant principals, and counselors to maintain current relationships and develop more partnerships for dual enrollment offerings. | John met with the COOR secondary principals on Sept. 24, 2024. John meets each semester with the principals and counselors of Ogemaw Heights and Houghton Lake high schools to explore upcoming course schedules. John attends COOR principals meetings regularly. Barb has attended the assistant principals | Deans          | Ongoing GR<br><br>The full schedule of COOR principals, assistant principals, and counselors meetings was shared. As they're able, John will attend principals' meetings, Barb will attend assistant principals' meetings, and Teresa Money will attend counselors' meetings.<br>JT, BW, TM |

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|  |                                                                                                                                                                                                    | meetings.<br>Teresa has<br>attended the<br>counselors<br>meetings. JT |                |                                                                                                                                                                                                                                                                                                                                                                                                |
|  | D. Create a dual enrollment advisory committee that will consist of staff and faculty from Kirtland, K12 administration and counselors, and other key stakeholders in the dual enrollment process. |                                                                       | Deans and Gary | <p>Ongoing. Information on initial enrollments at Kirtland from local high schools after graduation along with college readiness figures in the March 2025 CAT meetings. NB</p> <p>Proposal for the committee shared with COOR superintendent in March 2025. Potential for the committee to launch in Fall 2025 JT</p> <p>Advisory committee included in new strategic plan – 2025-2030 GR</p> |

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| <p><b><u>1.3 - Develop Strategic Plan for 2024-2029.</u></b></p> | <p>A. Create a new college-wide strategic plan for the 2024-2029 period. Strategic planning summit will be held on October 11, 2024. The College will be closed on this date allowing faculty, staff, Board members, Foundation members, and community members to attend and participate.</p> | <p>A team of 8 faculty and staff were trained using Appreciative inquiry on June 24-26, 2024 – Completed</p> <p>AI core group meets every two weeks to prepare for the October 11, 2024 summit.</p> | <p>College community, AI group, BOT, CAT, &amp; Gary</p> | <p>In progress, with kick off on Friday, October 11, 2024 – Done – GR</p> <p>Work on the new strategic plan will follow the summit. Strategic Plan Summit was held October 11, 2024 at Kirtland in the Community Rooms - various stakeholder groups were invited. Committees worked to synthesize the feedback from the Summit into four pillars - Student Success/Academic Excellence, Community Engagement, Operational Stewardship, Human Investment/Employee Enrichment with goals and objectives with a DRAFT provided to Kirtland in March 2025 - a survey to collect feedback from all Kirtland employees was administered in Mid-March 2025 and the results were shared with the committees and CAT. NB</p> |
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|                                                       |                                                                                                                                                                                                                   |                                                                         |                   | <p>The Core group involved with the strategic plan have been included in updating the plan to reflect the survey results. Marketing is still editing the brochures and handouts. Done – GR</p> <p>Core team will present the draft plan to the BOT in May with hopeful approval following in June – GR – Done – Changed to May – Done – GR</p> <p>New 2025-2026 Strategic plan on BOT agenda for June, 2025 approval – GR</p> <p>The Steering Committee will be set up in July, 2025 to determine champions, metrics, and timelines – GR</p> |
| <b>1.4 - <u>Engage with Surrounding Community</u></b> | <p>A. Collaborative Partnerships:</p> <ul style="list-style-type: none"> <li>a. Chambers of Commerce</li> <li>b. Colleges</li> <li>c. COOR</li> <li>d. Emergency Operations Center (University Center)</li> </ul> | Foundation attends many chamber events across Gaylord and Grayling. The | CAT<br>Foundation | In progress and ongoing.<br>GR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

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|  | <p>e. Governance Advisory Board (GAB)</p> <p>f. Local schools</p>                                                                                                                             | <p>director is also on committees for Gaylord's chamber. Foundation board member is ED of Higgins Chamber and promotes Kirtland. HA</p>                                                                                                                                                          |                                                        |                                                                                                                                                                                                             |
|  | <p>B. On campus Activities with Students:</p> <p>a. College Night</p> <p>b. 8th Grade Exploration</p> <p>c. Healthcare Fair</p> <p>d. Others (Foundation/scholarship outreach activities)</p> | <p>Fall-Foundation had information tables for scholarships and plans to do it again in spring. Fdn also had activities for Firebird Welcome Week. HA</p> <p>Spring-Foundation had a table at graduation and interacted with students. Also participated in Skilled Trades night at M-TEC. HA</p> | <p>Student Services, Deans, and Faculty Foundation</p> | <p>In progress and ongoing.</p>                                                                                                                                                                             |
|  | <p>C. Event Center Operations:</p> <p>a. Athletics</p> <p>b. Community-based events (e.g., Plays, sponsorships. etc.)</p>                                                                     |                                                                                                                                                                                                                                                                                                  | <p>AD, Auxiliary, Facilities, IT, and Gina</p>         | <p>Ongoing</p> <ul style="list-style-type: none"> <li>• Hosted Community Pickleball for the 2024-25 academic year; GM</li> <li>• Hosted Friday walking for COA for the 2024-25 academic year; GM</li> </ul> |



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|                                                                  |                                                                                                                            |              | <ul style="list-style-type: none"> <li>• No longer charging the community for using the walking track; GM GR</li> <li>• Open gym to Gaylord HS Tennis Team practice (March-April) 2 days a week; GM, MM</li> <li>• Revised Event Services Venue Contract to ensure vendors provide insurance policies when renting rooms and gym. GM</li> <li>• Hosted BankHoops basketball practice 4/10, 4/16, 4/24/25; 5/20. JH, MM, GM</li> <li>• May 2025-Community Garage sale. HA</li> </ul> |
| D. Relaunch Workforce Development and Training (Apprenticeships) | July 1, 2024<br>–October 1, 2024<br>Reconnection with local industry;<br>correction of issues with industry (i.e., Arauco) | Barb & Erine | <ul style="list-style-type: none"> <li>• Addressed emergent issues with local business and industry</li> <li>• Begun reconnection efforts with local business, industry and agency partners</li> </ul>                                                                                                                                                                                                                                                                              |

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|                                                         |                                                                                    |  |                      | <ul style="list-style-type: none"> <li>• Spring 2025; hired Erine for Business and Industry relations</li> <li>• Spring 2025; assessed needs for relationship management and began to acquire resources to create a communication foundation</li> </ul>        |
|                                                         | E. Others??                                                                        |  |                      |                                                                                                                                                                                                                                                                |
| <b>1.5 - <u>Employee Development and Engagement</u></b> | A. Update staff performance evaluation system (routine and rotational w/ feedback) |  | HR                   | <p>Prepared pre-evaluation for supervisors to review job descriptions and set goals - VN</p> <p>Initiated the process with Neogov in April 2025 to build the system. (13 week process) VN</p> <p>Online performance review system open July/August 2025 VN</p> |
|                                                         | B. Launch staff salary study                                                       |  | HR & Business Office | <p>Sent salary and job titles for survey quotes in March 2025 VN</p> <p>Signed agreement May 2025 VN</p> <p>Three phase process, phase 1 to begin June 2025 VN</p>                                                                                             |

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| C. Relaunch employee celebration/<br>recognition system |                                                                                                                                                                                                                                                         | HR                                           | <p>Google Form created in December 2024 VN</p> <p>Presented to CAT in January and February 2024 VN</p> <p>Launched on website in February 2025 VN</p> <p>Email to all employees for nominations March 2024 VN</p>                                                                   |
| D. Start/ Complete Faculty contract                     |                                                                                                                                                                                                                                                         | Chris, Michelle, Vanessa, Deans, and Faculty | <p>Negotiations began in January 2025. Ongoing weekly/biweekly meetings VN</p> <p>In progress with hopeful ratification in June, 2025. GR</p>                                                                                                                                       |
| E. Committee structure                                  | <p>Grants Committee created and launched</p> <p>Additional faculty and staff added to CAT – September 2024</p> <p>Discussion with CIC regarding updates to structure from current language in PRO 1.030.</p> <p>Grants committee is functioning and</p> | CAT                                          | <p>In Progress</p> <p>Two new committees were created in late 2024 by Dr. Roberts - Innovation and Planning Committee &amp; Grants Committee. A Part-time employee council is planned in mid-2025. NB</p> <p>Innovation and Planning held a kick-off meeting in November, 2024;</p> |

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|  |                                                                | reviewing requests/applications as needed.                                                                                                                                                                                                                                                                                                               |                              | Follow-up discussion of programs held at end of May, 2025.<br>Subcommittees on feasibility established.<br>GR |
|  | F. CTL Advisory / PD Committee                                 | This committee is a collaboration of faculty and staff that meets regularly to discuss teaching & learning best practices/ academic technology offerings, approves Professional Development requests through a vote, and offers training opportunities throughout the year and return weeks.<br><i>Artificial Intelligence heavily emphasized 2023+.</i> | CTL/ DC/ Deans               | Ongoing                                                                                                       |
|  | G. Canvas Training Course and Adjunct Faculty Handbook rebuilt | All new full-time and part time faculty complete the newly rebuilt Canvas training courses.                                                                                                                                                                                                                                                              | CTL/ DC/ RK-Title III/ Deans | Ongoing. DC, RK                                                                                               |

| 2.0 Theme; Creating Innovative Programming and Services |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                |                                                  |                                                                                                                                                                                                                                                                                                                                                                                                         |
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| Present Situation                                       | Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Accomplishments                                                | Project Champion(s)                              | Project Status (Completed, In Progress, Ongoing, Carry Over)                                                                                                                                                                                                                                                                                                                                            |
| 2.1 - <u>Exit Strategy for the Roscommon Campus.</u>    | A. The Roscommon campus is sold. However, the College still owns the gun range. Kirtland is awaiting confirmation of a grant to build a new gun range at the Grayling campus. If a new gun range is constructed on the Grayling campus, the Roscommon range will be returned to the DNR once the site has been remediated of lead and other materials from use as a gun range. If the grant is denied, the Roscommon range will be expanded to meet the needs of the Criminal Justice program. | DNR Grant to build a new shooting range at the Grayling campus | Business Office, Criminal Justice, Chris, & Gary | In progress<br><br>Kirtland is working with Todd Seidel, Architect, LLC for Architectural Design of the building associated with the Gun Range project. We are also working with C2AE Inc on designing and developing construction documents. Soil and Materials engineers, Inc has been retained for NEPA services including initial section 106 consulting services and environmental evaluations. RA |
|                                                         | B. The Roscommon Campus was sold on a land contract. Continue to collect interest payments from 6/30/24-9/30/26. On 10/31/26, collect balloon payment.                                                                                                                                                                                                                                                                                                                                         |                                                                | Business Office, Chris                           | In Progress<br><br>\$6,493.08 per month in interest payments have been collected from June 2024 - February 2025 for a total of \$58,437.72. RA                                                                                                                                                                                                                                                          |

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| <p><b><u>2.2 - New (or strengthen existing) Programming that is distinctive with flexible scheduling options for students.</u></b></p> | <p>A. Create an Innovation and Planning Committee to explore new programming opportunities for Kirtland. This committee will explore both credit and non-credit programming that will enable students to pursue their career goals and remain in the region in a sustainable lifestyle.</p> |  | <p>Membership of Committee, Deans, &amp; Gary</p> | <p>Kick off is planned for October, 2024</p> <p>Meeting to discuss programming proposals will be set for May, 2025. GR – Done</p> <p>Innovation and Planning Committee formed in Fall 2024. 8 suggested new programs plus 26 suggested programs from a State Labor &amp; Economic Opportunity publication for the Northeastern lower peninsula were researched with the Lightcast Analysis software and placed on the Google shared drive for committee members to review - March 2025. NB</p> <p>Subgroups created to explore three possible programs at Kirtland – May, 2025 – GR</p> |
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|                                                                              | B. Create a fillable form documenting data driven research, case for support and validation process for credit and non-credit program development                                                                                                                                                                                                              |                                                                                                                                                                                | Gary, Erine, Innovation Committee, CAT                  | In Progress/ Waiting for direction.                                                                                                                                                                                           |
|                                                                              | C. Create a more robust program review process that will enable the Deans to more effectively gauge programmatic success via assessment data, costs/ expenses, student success data, community engagement, etc. This would also include an Action plan for programmatic improvement as well as a validation committee to review progress.                      | Suggested handbook (as an example) shared with the Deans and with Finance.                                                                                                     | Deans, Faculty, IR, & Business Office                   | In progress                                                                                                                                                                                                                   |
|                                                                              | D. Others??                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                |                                                         |                                                                                                                                                                                                                               |
| <b>3.0 Theme; Improving Student Success and Transforming Lives</b>           |                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                |                                                         |                                                                                                                                                                                                                               |
| <b>Present Situation</b>                                                     | <b>Project</b>                                                                                                                                                                                                                                                                                                                                                 | <b>Accomplishments</b>                                                                                                                                                         | <b>Project Champion(s)</b>                              | <b>Project Status (Completed, In Progress, Ongoing, Carry Over)</b>                                                                                                                                                           |
| <b>3.1 - <u>Increasing student enrollment, retention and Completion.</u></b> | A. Title III Grant:<br><u>Objective 1:</u> Increase student application and enrollment within 1 year by 5% year over last: <b>Project:</b><br><u>Objective 2:</u> Increase the number of first-time, full-time students retained fall to fall by 3%: <b>Project:</b><br><u>Objective 3:</u> Increase the number of first-time, full-time students completing 2 | Title III Program Development is underway and on track. Success coaches outreach to students: progress reports.<br><br>Success Coaches participate in Kick Start; Welcome Week | Sharon, Title III Staff, Appropriate Supervisors off of | As of Oct 1, 2024<br>Objective 1: 44.1%<br>Objective 2: 51.0%<br>Objective 3: 32.9%<br>Objective 4: 19<br>Objective 5: 119<br>Objective 6: 129<br>Objective 7: 15.499<br>Objective 8: 47%<br>Objective 9: 15 as of March 2025 |

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|  | <p>year degree within 150% of normal time by 3%: <b>Project:</b></p> <p><u>Objective 4:</u> Increase the number of less than 2 year credentials developed by 5 (to 22): <b>Project</b></p> <p><u>Objective 5 and Objective 6:</u> Increase the number of less-than-2-year credentials awarded each year by 100% from a baseline of 118 and Increase the number of less than 2 year credentials awarded by 100% from a baseline of 118 to 236: <b>Project:</b> Identify the tracking process and create a standard procedure for reporting and capturing the data of the completers and what the college considers a valid credential.</p> <p><u>Objective 7:</u> Increase post-secondary continuation in the service area to 18:1 FTE/1000 students: <b>Project:</b></p> <p><u>Objective 8:</u> 20% of staff, faculty and managers will participate in training and demonstrate competency to identify, analyze, and present data in useful formats for decision making: <b>Project:</b> Instructional design training is in the works with cohort-based courses and modules – Renee Klee / Faculty are currently being signed up.</p> <p><u>Objective 9:</u> Creation of data dashboards: <b>Project:</b> IR creating dashboards to enhance data driven decision making to impact student success and the accomplishment of college mission/vision.</p> | <p>to highlight their resources for students via classroom presentations;<br/>Coordinate Evening Study Sessions - SL</p> <p>Dashboards in progress/<br/>Presentations at CAT/<br/>Presentations at CTL (Lunch and Learn)</p> <p>Certificate/ Degree creation?</p> <p>Renee Klee conducted the first year of the Title III faculty training cohort in Fall 2024 and Winter 2025. 11 full-time and adjunct faculty participated. RK.</p> | <p>Mike Gaudette, external evaluator, visit was in December 2024.</p> <p>The annual report to the USDoE was started in March 2025 and is due April 14, 2025, it is in process. NB</p> <p>Annual Report submitted and received by Fed DoE 4/14/25 - SL</p> <p>External Evaluation Site Visit Report Received with recommendations. SL reviewing to report. 6/18/25</p> |
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|  |  | <p><u>Objective 8:</u> Success Coaches and Student Services training. Coaches are in additional Coaching training to gain new tools for working with students - to be completed prior to Fall Seester - SL</p> <p>SC's have ongoing student appointments via F2F; Zoom during Summer Semester.</p> <p>Mandatory Study Sessions for Student Athletes AY 24-25. General Student Population attended as needed; Faculty assisted with Math; English; A&amp;P - SL</p> <p>Participating in FALL 25 Registration session - ongoing (SL)</p> <p><u>Objective 9:</u> Creation of interactive dashboards for data</p> |  |  |
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|  |                                                                                                                                                                                                                                                                              | driven decision making and student success.                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                       |                                                                                                                                                                                                                                                                                                       |
|  | <p>B. ADN to BSN Grant:</p> <ul style="list-style-type: none"> <li>a. Increase the number of ADN to BSN graduates</li> <li>b. Provide scholarships to continue at the 4 year school</li> <li>c. Provide Professional Development to Faculty</li> <li>d. Equipment</li> </ul> | <p>Currently, 50 students are on the ADN to BSN program list. 1 has graduated, 2 expected to graduate in the Fall. For Spring, Summer and Fall courses have given scholarships (9) totalling \$31,716.</p> <p>Two faculty members have attended a conference and two have obtained Certified Nurse Educator (CNE).</p> <p>Have purchased Large interactive TV for Skills Lab, Mamma Ann simulator, IV pumps, ExamSoft, VR equipment and modules. Will be purchasing Lexicomp-drug info software.</p> | Amy & Nursing faculty | <p>Ongoing:<br/>11 graduates in 24-25 academic year</p> <p>Total expenditures as of 5/14/25: roughly 1 Million of the 2 Million has been spent.</p> <p>More money into scholarships.</p> <p>More money into PD for faculty.</p> <p>Faculty to attend INACSL (Simulation conference) in June 2025.</p> |

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| C. Kirtland Foundation continues to offer 109+ scholarships annually.                                                                    | Fall 2024 Semester Scholarships-88 scholarships awarded totaling \$51,380 in student financial support.<br>Winter 2025 semester-58 scholarship awarded totaling \$39,200                                                                                                                                                                     | Heather & Alice         | Achieved and exceeded, 146 scholarships awarded this FY. HA<br><br>As of May 2025: 5 renewed annual scholarships, 3 new annual scholarships and 4 new endowed scholarships. HA                                                                                                                                                                     |
| D. Explore ways to sustain a summer bridge program (aka Kirtland Kickstart) beyond the window of direct state funding that ended in 2024 | Received Academic Catch Up Grant in the amount of \$160,144.84 to operate the Kickstart program during the summer of 2023 and 2024.<br>Michelle, John, and Cesalee will apply for a 60x30 grant by the November 2024 deadline<br><br>Received \$10,000 Consumers Energy Grant in June 2025 to fund summer 2025 Kickstart program. MV, CK, JT | John, Michelle, Cesalee | In progress<br><br>Applied for a Consumers Energy grant to help fund the program in summer 2025. JT, MV, CK, HA<br><br>Due to staffing availability and uncertain funding, Kickstart was placed on hold for summer 2025 in May 2025. Once Consumers Grant was awarded in June 2025, plan was revised to hold Kickstart in August 2025. JT, MV, CK. |
| E. Marketing:<br>a. Athletic website<br>b. College website site/ Program pages:                                                          | Increased marketing plan for the fall semester for Reconnect program                                                                                                                                                                                                                                                                         | Marketing               | Working with Deans and webmaster, successfully updated and launched new program pages and                                                                                                                                                                                                                                                          |

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| <ul style="list-style-type: none"> <li>■ Rework all academic program pages on the website. This includes eliminating the current copy and crafting limited new copy, and adding the Career Coach widget to each page.</li> <li>b. Communication/ Marketing:</li> <li>c. RFP/ External marketing firms:</li> <li>d. Redesign and launch of Workforce Website, enrollment process and Marketing</li> </ul> | <p>in addition to FA outreach.</p> <p>Fall high school tailgating-SS and Marketing</p> <p>Sr Summit-October 2024</p> <p>Mascot ordered</p> |  | <p>implemented a career coach into design. New pages went live in Feb. 2025. MR, ME, DEANS</p> <p>Athletics website went live as of Aug. 2024. Continuing upload of rosters, photos, and news to stay relevant. MR, SW, GM, ME, DH, MM</p> <p>Onboarding of Sinclair Marketing group has begun. Jan.-Jul. Marketing will be working on turning over materials, development of FY 26 calendar and priorities, and third quarter focuses to go live as of July 1, 2025. MR</p> <p>Secured and negotiated annual contract for three billboard locations to begin at the end of Jan. 2025. Locations included Gaylord, Grayling, and Rose City. Monitoring and benchmarking progress of effectiveness in these areas. MR</p> <p>Revised and Reshot ADN-BSN marketing content to combat</p> |
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**3.2 Assist students by meeting their needs.**

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|                                                                                                     |                                                                                                                                                                                                                                                              |                                      | <p>burnout. New material went live in the beginning of Apr. 2025. MR, SOLV, NURSING</p> <p>Received delivery of new mascot uniform, Jan. 2025. SW, MR</p> <p>Created and launched Grayling 360 tour to assist student services in recruitment Aug. 2024-Jan. 2025. Plans for Gaylord 360 shoot slated for summer of 2025. MR, SW, CK, MV</p> |
| F. Others??                                                                                         |                                                                                                                                                                                                                                                              |                                      |                                                                                                                                                                                                                                                                                                                                              |
| A. Create a robust student life program on campus that will include a return of the Student Senate. | <p>John Thiel met with a student interested in starting a Student Senate on August 15. More discussion will follow once the fall semester starts.</p> <p>Firebird week—first week of the semester-campus wide events.</p> <p>Student Life programming to</p> | <p>Josh, Cesalee, John, &amp; ??</p> | <p>Created an early registration program for athletes. MM</p> <p>Kirtland was identified as a fully participating institution with The Civic Learning and Democracy Engagement (CLDE) Coalition through the Higher Learning Commission (HLC) - March 2025. NB</p> <p>Food Truck distributions were held: October 18,</p>                     |

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|  | <p>include: –<br/>Student Success coaches may play a role with this.</p> <ul style="list-style-type: none"><li>• Constitutional Day event</li><li>• Voter Registration Awareness</li><li>• Food Distribution</li><li>• Drop in Kickball/Dodgeball</li><li>• Financial Literacy</li><li>• Veteran’s Day Activity</li><li>• Student Life/CARE: Weekly De-Stressing Activity</li><li>• Staff/Faculty Softball Game</li><li>• After Hours studying nights.</li><li>• Creation of SLAW (Student-Life-And Wellness Committee)</li></ul> |  | <p>2024 and April 4, 2025. NB</p> <p>Tuesday night study sessions were piloted in Fall 2024. These were expanded to be 4:30-9pm in Winter 2025 in the learning resource center for all students that need help or a quiet place to focus on their studies. NB</p> <p>The staff/faculty versus students softball game was held in October 2024 in Grayling with a large turnout. Students won the game. NB</p> |
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| <p>B. Athletics/ Sports:</p> <ul style="list-style-type: none"> <li>a. Intramural Sports – Student Activities</li> <li>b. Athletic Compliance – Reaffirmation</li> <li>c. Other Sports</li> </ul> |  | Josh, AD, & Coaches      | <p>Hired new men's , women.basketball coaches. MM</p> <p>Hired new volleyball coach. MM</p> <p>New Athletic Director hired - January 2025.</p> <p>New sport Track starting Winter 2025.</p> <p>Looking into women's volleyball for Fall 2026. NB</p> <p>Kirtland Community College Wins 2024-25 MCCA Academic School of the Year- <a href="https://www.mccaa.org/general/2024-25/releases/20250616osgy25">https://www.mccaa.org/general/2024-25/releases/20250616osgy25</a></p> |
| C. Career Coach – Workforce Development                                                                                                                                                           |  | Barb, Erine, Heidi, Alex | <p>Career Coach was rolled out in February 2025 with the new program pages on the Kirtland website.</p> <p>Aside from career</p>                                                                                                                                                                                                                                                                                                                                                |

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|                                                                          |                              |                                         | information by program and career, it provides interest surveys and a resume builder. In March 2025, a tutorial for the resume builder was published for faculty and students to use. There are plans to start using the employer and job board posting features in this product. NB |
| D. Counseling Services                                                   | Student Cubbies              | Heidi                                   | \$3500 approved at May Foundation meeting – In progress – GR Cubbies will be built in fall 2025.                                                                                                                                                                                     |
| E. Event Center – Hours listed, events, pricing, marketing/ social media | Hours listed<br>Rules posted | Event Center Advisory, Gina, AD, & Gary | In Progress GM<br><br>Established Open gym and Weight Room hours for students with posted signs. GM<br><br>Worked with Webmaster to update hours on                                                                                                                                  |



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|                                  |                                                                                                        |                                              | <p>social events; hours updated for open gym time - GM</p> <p>Employee wellness - Move It Mondays walking group started Winter 2025. NB</p> <p>Draft for an annual marketing plan was created based on creating awareness of future event services. Plan slated to go into effect July 1 2025. MR</p> <p>Handbook in development – June, 2025 – GR</p> <p>Working with Webmaster and Marketing to launch Event Svcs tab on main website. GM</p> |
| F. MBS Contract – Bookstore RFPs | MBS has been informed of Kirtland's desire not to automatically renew our contract in February 2025. A | Chris, Deb, Renee A., Josh, Carey, and Deans | In Progress<br>MBS Contract was renewed for 25/26                                                                                                                                                                                                                                                                                                                                                                                               |

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|                                          |                              | partnership review meeting has been scheduled for 10/31/24 to discuss questions, concerns and issues that we are experiencing with MBS.                                                                                            |             |                                                                                                   |
|                                          | G. Tutoring Services         | Note taking, proper study habits, test anxiety, etc.                                                                                                                                                                               | Deb & Seth  | Study tables ongoing.<br>MM<br>Ongoing - offering 1to1& small group session on an as needed basis |
|                                          | H. Canvas Training & Support | <p>A. Intro to Canvas was rebuilt to meet the needs of the current students.</p> <p>B. Daily LMS/ Canvas support through <a href="mailto:online@kirtland.edu">online@kirtland.edu</a>, phone, and drop in CTL hours.</p> <p>C.</p> | CTL/ DC/ RK | Ongoing                                                                                           |
| 4.0 Theme; Physical Plant and Technology |                              |                                                                                                                                                                                                                                    |             |                                                                                                   |

| Operations, Needs and Improvements |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                          |                     |                                                                                                                           |
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| Present Situation                  | Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Accomplishments                                                                                                                                                                          | Project Champion(s) | Project Status (Completed, In Progress, Ongoing, Carry Over)                                                              |
| 4.1 - <u>Physical Plant:</u>       | A. Auxiliary Services                                                                                                                                                                                                                                                                                                                                                                                                                                                      | -Fred Bear Day Tradeshow (YR)<br>-Grayling Chamber Gala (YR)<br>-Grayling Chamber BBB (BI-MTH)<br>-Youth in Gov.(??)<br>-Sky High Recital (YR)<br>-                                      | Aux. Services       | Ongoing/Carry Over                                                                                                        |
|                                    | B. Fleet Maintenance <ul style="list-style-type: none"> <li>a. Gas pump monitoring system</li> <li>b. Update vehicle use procedure</li> <li>c. Update Charter bus use Procedure</li> </ul>                                                                                                                                                                                                                                                                                 | Ba.Called contractor to install.<br>Bb.worked with HR on procedure<br>Bc. worked with HR on procedure.                                                                                   | Facilities & Tom    | Ba. Complete. We now can track how much fuel goes into each vehicle in the fleet.TP<br>Bb. Complete.TP<br>Bc. Complete TP |
|                                    | C. Facility Maintenance: <ul style="list-style-type: none"> <li>a. Grayling               <ul style="list-style-type: none"> <li>1.New gun Range</li> <li>2.Possible student area and office addition</li> <li>3.Implementation of brightly work order system</li> <li>4. HVAC repairs</li> <li>5. Exterior building cracks and paint.</li> </ul> </li> <li>b. Gaylord               <ul style="list-style-type: none"> <li>1. New interior signage</li> </ul> </li> </ul> | C3. Implementation of brightly software is in process.<br>4. Repaired branch selector box on HVAC<br>5. Set up meeting with integrity to address exterior of building<br>B1. in progress | Facilities & Tom    | 1) This is a federal process that is taking forever. Kirtland's hands are tied at this point until approved by the        |

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| <div>2. Mechanical equipment replacement program</div> <div>3. Lighting retrofitting</div> <div>4. Carpet replacement</div> <div>5. Boiler replacement</div> <div>c. Dorms</div> <div>1. Replacing damaged interior furniture</div> <div>2. New mattresses</div> <div>3. New shower curtains</div> | <div>2. In Progress</div> <div>3. In Progress</div> <div>4. In Progress</div> <div>5. Complete</div> <div>C1. up to date after summer semester.</div> |  | <div>federal government.TP</div> <div>2) We have found an area of interest and we are still working on the final product. TP</div> <div>3) Process is complete and we have implemented the new software. TP</div> <div>4) HVAC system is up and running but as with all mechanical equipment we are always maintaining operations. TP</div> <div>C5. had a meeting with Integrity and other contractors to make sure there was no structural damage. We are working with contractors to repair minor issues. TP</div> <div>Had a Second meeting with Integrity and the concrete stain company. We will work with them to try and clean phase 3 to make it look like the other 2 phases.</div> |
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|  |  |  | <p>B. 1)ordered signs and they are being installed. Complete TP</p> <p>2) We have created a list of mechanical equipment that needs to be replaced. TP. We replaced both Boilers as they were outdated.</p> <p>3)We have created a plan to retrofit all lighting in a step by step process. Currently working on this.tp</p> <p>4) same as lighting we created a list and are currently working on replacing carpet, one room at a time. Tp</p> <p>5) replace the old boilers with money from the county. Operation is fully functional and has worked great all winter season. TP</p> <p>C. 1) replaced damaged furniture. TP</p> <p>2)ongoing TP Complete</p> <p>3) replaced all shower curtains. TP Complete</p> |
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|                                 | D. Grounds <ol style="list-style-type: none"> <li>1. Repair irrigation system</li> <li>2. Aerate, fertilize, and overseed grass.</li> <li>3. Clean and treat the pond for weeds</li> </ol> | 1. Irrigation is up to date.                                                                                                                                                                                                      | Grounds & Tommy | D. 1) irrigation is fully operational. TP<br>2) Complete TP<br>3) Complete TP                                     |
| <b>4.2 - <u>Technology:</u></b> | A. Hardware: <ol style="list-style-type: none"> <li>a. Computer replacement</li> <li>b. Servers and switchgear</li> <li>c. Security cameras</li> </ol>                                     | A. Ongoing following replacement cycle of 5 years<br>B. Switchgear replacement budgeted 24-25 year<br>C. Training of staff Sept 24, All Grayling buildings designed with network locations at entries/exits and hallway crossings | IT & Matt B.    |                                                                                                                   |
|                                 | B. Software: <ol style="list-style-type: none"> <li>a. Updates</li> <li>b. Training</li> <li>c. Movement to Cloud</li> </ol>                                                               | A. Ongoing updates per policy<br>B. Staff training on SIS Dec 2024,<br>C. Continued cloud migration,                                                                                                                              | IT & Matt B.    | Jenzabar implementation as soft as a service (SaS) started in Fall 2024 and will be fully implemented in 2025. NB |

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|  |                                    | only services on campus continue to be filesrv/network drives.<br>Expand SSO implementation and federated login.                                                                                          |                | Tableau was purchased by Kirtland to produce dashboards. NB<br><br>PowerFacts cloud has been removed as an option - Kirtland will continue with current version                                                                                             |
|  | C. Developing/ Enhancing Processes |                                                                                                                                                                                                           | IT & Matt B.   |                                                                                                                                                                                                                                                             |
|  | D. Academic Technology             | A. CTL Title III grant collaboration with Instructional Designer/ Success Team to ensure faculty training and student success through academic technology/ LMS support<br><br>B. Yearly software academic | CTL/ DC/ Deans | Ongoing<br><br>Presentation provided to BOT on current AI practices among faculty in March 2025. EW, JT<br><br>Continued use of Simple Syllabus for all course syllabi - use of mandatory template - updates to template completed in Winter 2025 semester. |

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|  |  | <p>technology software assessment with the CTL/ Academic Technology Committee. Training, cost analysis, and review of effectiveness</p> <p>C. Ensuring faculty and staff are adequately being kept informed of AI (artificial intelligence) impact on teaching and learning. Best practices PD including syllabi update.</p> |  |  |
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