

STRATEGIC PLAN 2025-2030

FIREBIRD FLIGHT PLAN



TABLE OF CONTENTS

01 | MISSION, VISION, VALUES

02 | OVERVIEW

03 | THE FOUR PILLARS

— STUDENT CENTERED SUCCESS

— COMMUNITY ENGAGEMENT

— EMPLOYEE ENRICHMENT

— OPERATIONAL STEWARDSHIP

04 | STATEMENT OF GRATITUDE



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

CONDUCTING THE ACTIVITIES OF THE COLLEGE IN A MANNER THAT INSPIRES COLLABORATION AND WELCOMES DIVERSITY OF PEOPLE AND THOUGHT.



INNOVATION

ADDRESSING 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

EVALUATING 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 AND DIGNITY OF OTHERS AND THEIR CONTRIBUTION TO THE OVERALL SUCCESS OF THE COLLEGE.

STRATEGIC PLANNING

A Strategic Plan is one of the most important documents for any organization, particularly a community college. This document determines the goals and objectives of what the institution plans to work on over a set period of time. In the case of Kirtland Community College, that will be 2025-2030. Part of the document includes pillars, which are high level goals for the institution, followed by standard goals and objectives under each one. Kirtland has opted to have four pillars, including "student-centered success," "community engagement," "employee enrichment," and "operational stewardship." Each pillar has around 3-5 goals under it, with around 3-5 objectives under each goal. The objectives are how each goal will be carried out over the timeframe provided. A strategic plan also has champions, or those individuals who are principally responsible for that goal being completed. Metrics are likewise included, which are how each goal and objective will be measured, to determine status and eventual completion. Typically, a timeline is included as well, which sets the start date and the completion date.

Every Strategic plan is slightly different, with emphasis on different components. The key for Kirtland Community College is that its plan is a "living document," in that we see our plan potentially changing over time. With the pandemic a few years ago, we have learned that we need to remain nimble. Having a "living" strategic plan will enable us to adjust on the fly, as new situations occur over time.

STRATEGIC PILLAR

STUDENT CENTERED SUCCESS

GOAL 1

SUPPORT STUDENT ACHIEVEMENT

GOAL 2

ENHANCE STUDENT ENGAGEMENT

GOAL 3

ALIGN ACADEMIC PROGRAMMING
TO STUDENT WORKFORCE NEEDS

GOAL 4

STRENGTHEN STUDENT
FINANCIAL ASSISTANCE

GOAL 5

DEVELOP A ROBUST STUDENT
ENROLLMENT MANAGEMENT PLAN

KEY OBJECTIVES

PROVIDE PROFESSIONAL DEVELOPMENT TO FACULTY AND STAFF TO ENHANCE STUDENT SUCCESS

ENSURE THAT CLASSROOM TECHNOLOGY IS AT THE FOREFRONT OF WHAT STUDENTS NEED TO BE SUCCESSFUL

CONTINUOUSLY MONITOR STUDENT PERSISTENCE, RETENTION, AND COMPLETION DATA (THROUGH THE PROGRAM REVIEW PROCESS) TO ENSURE STUDENT SUCCESS

DEVELOP POST-GRADUATE JOB PLACEMENT AVENUES/ OPPORTUNITIES AND RESOURCES

USE EVIDENCE (BOTH QUALITATIVE AND QUANTITATIVE) TO DETERMINE CURRENT NEEDS OF STUDENTS (AS WELL AS ANTICIPATION OF FUTURE CHANGES)

PROMOTE STUDENT WRAP-AROUND SERVICES AND CONTINUOUSLY EVALUATE THEIR USE AND OVERALL EFFECTIVENESS ON STUDENT SUCCESS

PROVIDE OPPORTUNITIES AND RESOURCES FOR A ROBUST STUDENT LIFE PROGRAM

EXPLORE OPPORTUNITIES IN THE COMMUNITY FOR CHILD CARE THAT WILL ENABLE PARENTS THAT ARE ALSO STUDENTS TO BE SUCCESSFUL IN THE CLASSROOM AND ENGAGED ACROSS CAMPUS

PROMOTE DURABLE LIFE SKILLS ACROSS ALL ASPECTS OF ACADEMIC PROGRAMMING

EXPLORE AND IMPLEMENT ALTERNATIVE FORMS OF CREDIT ATTAINMENT AS A MEANS TO PROMOTE STUDENT SUCCESS

EXPLORE AND IMPLEMENT GUIDED PATHWAYS IN CERTIFICATE AND DEGREE ROUTES AS A MEANS TO PREVENT STUDENTS FROM "SWIRLING" AND TO MAINTAIN THEIR PACE TO COMPLETION

PROMOTE THE FOUNDATION'S SCHOLARSHIP PROGRAM AS A MEANS TO HELP STUDENTS ATTAIN THEIR EDUCATIONAL GOALS AND OBJECTIVES

ENSURE ALL STUDENTS WHO QUALIFY ARE AWARE OF THE FINANCIAL SCHOLARSHIP OPPORTUNITIES AT THE STATE'S LEVEL

INFORM STUDENTS OF PROGRAM-SPECIFIC GRANTS OR SCHOLARSHIPS FUNDED BY OUTSIDE/ 3RD PARTY AGENCIES

MAINTAIN AN "EMERGENCY" STOP-GAP FUND FOR STUDENTS WITH UNANTICIPATED LIFE SITUATIONS

PARTICIPATE IN THE STUDENT SUCCESS ACADEMY AT THE HLC AS A MEANS TO DEVELOP AND IMPLEMENT "BEST PRACTICES" FOR ENROLLMENT

DEVELOP A ROBUST STRATEGIC ENROLLMENT PLAN THAT IS DATA DRIVEN AND COMPOSED OF ENROLLMENT TARGETS

STRATEGIC PILLAR

COMMUNITY ENGAGEMENT

GOAL 1

FOSTER ACTIVE COMMUNITY COLLABORATION

GOAL 2

STRENGTHEN K-12 PARTNERSHIPS

GOAL 3

ENHANCE LOCAL WORKFORCE READINESS

GOAL 4

FOSTER STRONG EMPLOYER PARTNERSHIPS

GOAL 5

PROMOTE LIFELONG LEARNING AND
CAREER ADVANCEMENT

GOAL 6

FOSTER AND SUPPORT COMMUNITY-WIDE
ECONOMIC DEVELOPMENT

KEY OBJECTIVES

ENGAGE THE SURROUNDING COMMUNITY THROUGH ACTIVE PARTICIPATION AND SPONSORSHIP OF LOCAL EVENTS

PROMOTE COMMUNITY EDUCATION AS A SERVICE TO THE COMMUNITY

PROMOTE THE USAGE OF THE COLLEGE'S FACILITIES FOR COMMUNITY-BASED EVENTS

DEVELOP A ROBUST ATHLETIC PROGRAM TO PROMOTE COMMUNITY ATTENDANCE AT GAMES AND SPONSORSHIP OF SPORTS ACTIVITIES

CREATE AND PROMOTE AN ALUMNI RELATIONS PROGRAM (OR ADVISORY BOARD)

DEVELOP AN E/ M COLLEGE ADVISORY BOARD TO FOSTER COLLABORATION AND UNDERSTANDING BETWEEN THE COLLEGE AND K-12 PARTNERS

CREATE A COMPREHENSIVE COHORT-BASED E/ M COLLEGE IN COLLABORATION WITH AREA SCHOOLS

FACILITATE KIRTLAND/ K-12 FACULTY-TO-FACULTY (STAFF-TO-STAFF) COLLABORATION THROUGH JOINT OPPORTUNITIES

DEVELOP AND PROVIDE TRAINING BASED ON NEEDS OF REGIONAL BUSINESS AND INDUSTRY PARTNERS

IDENTIFY, DEVELOP, AND OFFER INDUSTRY-RECOGNIZED CREDENTIALS TO BOOST EMPLOYABILITY OF THE AREA LABOR MARKET

CREATE A ROBUST WORKFORCE DEVELOPMENT OFFICE THAT CONTINUOUSLY MONITORS TRAINING NEEDS AND SERVES AS A RESOURCE FOR LOCAL BUSINESS AND INDUSTRY PARTNERS

UTILIZE PROGRAMMATIC ADVISORY BOARDS (E.G., AUTOMOTIVE) TO ENSURE PROGRAMS ARE ALIGNED WITH BUSINESS AND INDUSTRY STANDARDS

FACILITATE INTERNSHIPS, APPRENTICESHIPS, AND JOB PLACEMENT OPPORTUNITIES FOR STUDENTS TO ATTAIN ADDED ON JOB EXPERIENCE

OFFER RESKILLING AND UPSKILLING OPPORTUNITIES TO DISPLACED OR TRANSITIONING WORKERS IN THE REGION

DESIGN FLEXIBLE LEARNING OPTIONS, SUCH AS EVENING, WEEKEND, AND ONLINE COURSES FOR THOSE STUDENTS WITH NON-TRADITIONAL-TYPE SCHEDULING SITUATIONS

COLLABORATE WITH REGIONAL ECONOMIC DEVELOPMENT ORGANIZATIONS TO ATTRACT AND RETAIN BUSINESSES

ALIGN WORKFORCE TRAINING WITH KEY SECTORS DRIVING LOCAL AND REGIONAL ECONOMIES

CONDUCT ROUTINE LABOR MARKET ANALYSES TO ANTICIPATE FUTURE WORKFORCE NEEDS

STRATEGIC PILLAR

EMPLOYEE ENRICHMENT

GOAL 1

CULTIVATE A CULTURE OF COLLABORATION
AND SERVANT LEADERSHIP

GOAL 2

SERVE AS A MODEL EMPLOYER IN THE
REGION

GOAL 3

INCREASE EMPLOYEE RETENTION

KEY OBJECTIVES

ENCOURAGE AND INCENTIVIZE EMPLOYEE CITIZENSHIP AND SERVICE
THROUGH VOLUNTEERISM

PROVIDE FOR AN INCLUSIVE CULTURE/ SHARED GOVERNANCE
THROUGH CROSS-DEPARTMENT COMMITTEE MEMBERSHIP

CREATE A STRUCTURED PROCESS FOR EMPLOYEE FEEDBACK AND
RECOMMENDATIONS

ESTABLISH EFFECTIVE AND TRANSPARENT COMMUNICATION

PROVIDE FOR COMPETITIVE COMPENSATION AND BENEFITS (BASED
ON CURRENT TRENDS AND REGULAR SALARY STUDY INFORMATION)

CREATE A ROBUST ONBOARDING PROCESS FOR BOTH FACULTY AND
STAFF (COMPLETE WITH AN IN-DEPTH ORIENTATION)

INVEST IN FACULTY AND STAFF PROFESSIONAL DEVELOPMENT

ENCOURAGE ACTIVE PURSUIT OF PROFESSIONAL DEVELOPMENT (THAT
ALIGNS WITH THE COLLEGE'S MISSION)

CONNECT PERSONAL AND PROFESSIONAL IMPROVEMENT TO ANNUAL
PERFORMANCE EVALUATIONS

RETAIN A TALENTED WORKFORCE THROUGH A SUPPORTIVE CULTURE AND
ONGOING PROFESSIONAL DEVELOPMENT

REVIEW WORKLOAD, PROCESSES, AND WAGE STRUCTURES TO ENSURE
EQUITY ACROSS SAME JOB DESCRIPTIONS AND TYPES

CREATE A COLLEGE-WIDE EMPLOYEE RECOGNITION SYSTEM THAT
CELEBRATES PROFESSIONAL ACHIEVEMENT AND SUCCESS

CREATE A SUCCESSION PLAN THAT FOSTERS SMOOTH TRANSITIONING AND
FUTURE LEADERSHIP DEVELOPMENT



STRATEGIC PILLAR

OPERATIONAL STEWARDSHIP

GOAL 1

DIVERSIFY REVENUE OPPORTUNITIES
AND SOURCES

GOAL 2

ENSURE FACILITIES ARE ACCESSIBLE,
EFFICIENT, MAINTAINED, AND SAFE

GOAL 3

EVALUATE STUDENT HOUSING TO
DETERMINE NEED

GOAL 4

ALIGN KIRTLAND GAYLORD TO
OPERATIONAL STANDARDS AT
GRAYLING

GOAL 5

FOSTER BOTH FISCAL/FINANCIAL
STEWARDSHIP

KEY OBJECTIVES

EXPLORE GRANT OPPORTUNITIES TO SUPPORT PROGRAMS, SERVICES,
AND FACILITIES

USE FUNDRAISING AS A MEANS TO FINANCE PROGRAMS, SERVICES,
AND FACILITIES

EXPAND AUXILIARY SERVICES AS A MEANS TO GENERATE REVENUE

CONTINUOUSLY MONITOR EXISTING FACILITIES TO ENSURE OPTIMAL
SPACE UTILIZATION

CONTINUOUSLY MONITOR EXISTING FACILITIES TO ENSURE THAT
ACCESSIBILITY, HEALTH AND SAFETY STANDARDS ARE MET AND
MAINTAINED

CONTINUOUSLY MONITOR AUXILIARY SERVICES TO ENSURE AN
APPROPRIATE BALANCE BETWEEN EXPENSES AND REVENUE

IMPROVE EXISTING PROCESSES FOR HOUSING

USE BOTH CENSUS DATA AND ENROLLMENT TREND DATA AS A BASIS
FOR DETERMINING HOUSING NEEDS

MAINTAIN MECHANICAL/ STRUCTURAL INTEGRITY OF HOUSING TO
CREATE A WELCOMING SPACE FOR CURRENT/ PROSPECTIVE STUDENTS

DEVELOP AND PROMOTE "ONE COLLEGE" MESSAGING FOR BOTH
CAMPUSES

UPDATE FACILITY MASTER PLANNING TO MONITOR EQUIPMENT/ FACILITY
NEEDS AS WELL AS INSPECTION/ MAINTENANCE AT BOTH CAMPUSES

EXPLORE PROGRAMMATIC/ ENROLLMENT NEEDS AT BOTH CAMPUSES

PRACTICE APPROPRIATE DEBT MANAGEMENT THAT IS CONSISTENT WITH
"BEST PRACTICES"

PROMOTE TRANSPARENCY OF THE COLLEGE'S FINANCIAL STANDING WITHIN
THE COMMUNITY

SET UP A STEERING COMMITTEE TO BEGIN WORK TOWARD RENEWING THE
MILLAGE IN GAYLORD IN 2028

Statement of *Gratitude*

The journey to the 2025-30 Strategic plan began on October 11, 2024 when Kirtland Community College held an all-day strategic planning summit. Students, faculty, staff, community members, Board members, and Foundation members spent the day prioritizing what they felt should be the principal goals of the College over the next five years. This plan is a product of that day. This plan is also a product of a small core team of faculty and staff who took the information gathered on October 11 and placed it in a strategic planning document, made up of pillars, goals, objectives, metrics, champions, and timelines. Meeting nearly every Wednesday after October, 2024 through May of 2025, this core team is chiefly responsible for the document you see today. It is with sincere gratitude that we extend our thank you to the following members of that team:

- Heather Appold – Kirtland Foundation Director
- Matt Biermann – Director of IT
- Christine Bingle – Instructor, Speech and Communication
- David Cable – Director of Center for Teaching and Learning
- Kemmoree Duncombe – Director of Financial Aid
- Sadie Hesse – Accounting Specialist
- Amy Kuczynski – Instructor, Biology
- Cesalee Kuffel – Admissions Coordinator
- Luann Mabarak – Director/Academic Advisor MTEC
- Vanessa Noffsinger – Director of Human Resources
- Tom Pavelek – Director of Facilities
- Michael Peters – Instructor, Psychology
- Matt Rice – Director of Communications and Marketing
- Gary Roberts – President
- John Thiel – Dean of Arts and Sciences
- Barbara Walden – Dean of Occupational Programs
- Sherri Wallace – Executive Assistant
- Erine Wescoat – Business and Industry Relations Coordinator



KIRTLAND

Community College

