Kirtland Community College

Operational Plan for 2018-19

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

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 diversity of people and thought.
Innovation: Address 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 and dignity of others and their contribution to the overall success of the college.

Theme; Quality Learning and Instruction		
Present Situation	**Project**	**Accomplishments**
There are continuing changes in the amount and nature of data required by governmental agencies. <u>Kirtland needs to review its reporting requirements and have substantive discussions on the use of data internally and externally</u>.	1. Continue to comply with changing Federal, State and Accreditation reporting requirements. NB 2. Improve accuracy and continue to expand use of Kirtland's single record student data reported via STARR to CEPI at the State of Michigan. NB 3. Improve the plan to assess student academic achievement. JL, SF 4. Strengthen the Plan to Review Academic Programs to include data on the assessment of learning. JL, SF	1. Kirtland was one of four community colleges that lead the effort through CEPI (State of Michigan) to redesign, update and provide improved guidance/training for the State reporting system. The new Michigan Postsecondary Data Inventory system went live in September 2018. 10/18 NB 2. Kirtland is now on the Standard Pathway for Higher Learning Commission accreditation. Kirtland has established a new steering committee for the transition to this pathway called the Standard Pathway Team (SPT). This team will meet on a monthly basis. 10/18 NB 3. STARR this year was expanded to include additional fields that are collected on each college student; Kirtland was able to provide these additional fields. 10/18 NB 4. The Director of Institutional Research is a member of the Adult Learner

		Workgroup that is an advisory group to CEPI. This group suggests, pilots and assists in the changes in STARR and the reports generated from the data that are available on its public data reports portal, www.mischooldata.org for a public community colleges and universities in Michigan. 10/18 NB 5. A new assessment plan was development by the Assessment Team, which is led by faculty. The team wrote a handbook that was shared with all faculty. Faculty continue to improve the assessment cycle.JL 6. Recommendations were made to the president for additional measures for Program Review. JL
BOARD GOAL In preparation for likely enrollment declines due to changes in population demographics and to meet the needs of the public, <u>the college needs to continue to evaluate existing programs and develop new programs.</u>	1. Gather input from the GAB in Otsego County regarding the programs they believe are needed at M-TEC. TQ 2. Start new programs in Cyber Security, Automation and Process Control and Wood Science and Technology. JL, SF, TQ 3. Brief the board on the process for new program development. TQ 4. Request board input on new programs needed at Kirtland. TQ	1. Facilitators trained on the use of Appreciative Inquiry for strategic planning. 9/18 TQ etc. 2. Cyber Security, APC, and Wood Science programs all approved by CIC. They are going through processes of approval at federal levels. Curriculum in development.

	5. Conduct a strategic planning session for M-TEC and UC. TQ, DC, AK, LM	3. Board briefed on the process for new program development. October Board meeting. 4. College wide strategic planning summit planned for September 12, 2019. 5. Planning sessions planned for M-TEC/UC and the Foundation in April.
<u>There is an opportunity to strengthen the business program by finishing program updates and strengthening the organizational structure for this program.</u>	1. Finish program updates for the Business Department and eliminate two ineffective transfer programs. JL, EA, DC 2. Place a full time staff in charge of the business and computer programs. JL	1. Erine Adams is updating all business courses in Canvas with mastere shells for consistency. JL 2. Erine Adams appointed as Director of Business and Computer Information Systems Programs JL
<u>Maintaining an innovative college will require continued professional development for employees.</u> Innovation is a cornerstone of making Kirtland distinctive in its markets and among its competition.	1. Strengthen professional development and faculty training with quality in mind. (faculty-led) DC 2. Create increased synergy between adjunct and full-time faculty. JL, DC 3. Implement staff/faculty training services to increase reliability, DC, Human Resources 4. Facilitate tech use on extension campuses, MB 5. Create professional development/certs for staff, (human resources function)	2. Adjunct faculty invited to and participated in return-week department meetings. Adjunct faculty are invited and some participate in professional development activities on campus. Full-time faculty are now participating in adjunct orientation.JL 4. Implemented new VPN firewall systems to increase communication security between sites.

To insure high rates of employment for graduates and to provide industry standard certification <u>Kirtland programs need to maintain program accreditation</u>.	1. Gain accreditation for the HIT program, JL 2. Search for industry standard certification for new programs in Wood Science, Cyber Security, Business, and Automation and Process Control . TQ, SF, JL, EA	1. HIT program accredited. JL 2. Preparation for certifications in Networking, Security +, and A+ built into Cyber Security program.JL
As online instruction constitutes 30 percent of Kirtland's revenues and high school students are Increasingly relying on online courses<u>, the college must strive to strengthen online courses and programs.</u>	1. Increase online/Canvas resources for students on the WEB DC 2. Continue to increase checks/standards for increased quality of online instruction. JL, DC	1. Will look into additional resources for students.DC 2. Dave regularly runs quality checks on online courses. New quality check form developed by Dave and Julie.JL
<u>New faculty must receive instruction on the use of Kirtland's active learning classrooms and its online learning platform</u>.	1. Provide training for new faculty on the use of Kirtland's Active Learning classrooms. DC	
To increase social skills and civic engagement Kirtland needs to <u>strengthen its co-curricular activities and assess their effectiveness.</u>	1. Inventory all co-curricular activities, CAT, Co-Curricular Committee 2. Develop a philosophy statement for co-curricular activities for use in the college catalog. DS-Co-Curricular 3. Inventory service learning projects used by teachers. Co-curricular Committee 4. Create a committee to discuss the assessment of Co-curricular activities. MV/DS	1. Co-curricular committee has been established w/faculty, staff, & admins as members. 2. Faculty-led co-curricular committee has developed a statement/definition. 3. Co-curricular committee surveyed faculty to see what projects they do and what could be considered co-curricular (10/2018).

Kirtland faculty have attended statewide meetings with university counterparts to identify common components in courses and strengthen transfer of general education. We must continue to do this.	1. Continue to send faculty representatives to state wide meetings on the transferability of courses. TQ, JL 2. Continue representation on the steering committee to improve transfer. TQ	1. Faculty reps identified and participating in Phases I and II of statewide transfer pathways project.JL 2. Tom Quinn continues to serve on the statewide steering committee for increased transfer.
Theme; Connections with External and Internal Communities		
Present Situation	**Project**	
With the growth of apprenticeship training and contact with business and industry, Kirtland provides numerous opportunities to strengthen instruction and make it more realistic for students. Kirtland needs a full time position that will supervise workforce development and apprenticeship programs.	1. Hire a position to manage contract and apprenticeship training. TQ 2. Inventory all contract and apprentice training programs at Kirtland. KF 3. Work with college programs to deliver formal instruction in apprenticeships. KF 4. Manage contract training. KF	1. A new Director for Workforce Development and Apprenticeship programs has been hired. 2. 2. Kirtland is currently working with 7 confirmed companies and their apprentices. There are 62 apprentices in 8 trades taking classes at Kirtland. Of the 7 companies, 5 are DOL registered apprenticeships. Electricians (31%) and Maintenance (29%) are the largest group, followed by CNC Techs (19%) and Millwright (18%). 3. Lears largest group of apprentices is Tool and Die (50%). Currently all of Lear's

		Tool and Die and Electrical apprentices attend Delta. They want to work with us to get the classes their apprentices need.
Kirtland is doing an effective job selecting modern communication strategies to recruit students. However, it has an opportunity to strengthen communications with the public, especially in <u>communicating stories of the success of students and employees</u>.	1. Highlight employee successes in news releases, SH 2. Create a video of students and others with personal testimony about Kirtland. SH 3. Employ a consultant firm to guide administrators and board members in telling positive stories about the use of the Roscommon Campus.	1 An administrative retreat is scheduled for February 5th with a focus on advertising to the public and future students.
BOARD GOAL <u>In times of great change at Kirtland, it will be helpful to speak to students and even non customers about their needs and life's concerns.</u> Board members welcome the opportunity to connect with students at each of the campuses.	1. The college administration will provide board members the opportunity to meet with students to learn about their successes and struggles in education. TQ, MV 2. The college administration will attempt to identify some non-customers, especially men in the 25 to 35-year age who need to attend college for a skill but for some reason do not. TQ, MV 3. The president will create meetings with board members and students—possibly luncheons or informal question and answer sessions to . 4. The Board will meet with a PR firm to discuss how to inform the public about changes at Kirtland.	

	5. Discuss how Kirtland can engage the many visitors at the Grayling campus and inform them of college operations and gain friends.	
Kirtland needs to replace the Foundation Director after the resignation of the previous Director. Also, the college needs to increase membership in the foundation.	1. Work with the Foundation to interview for a new Director. 2. Finalize a memorandum of understanding regarding the relationship between the college and the foundation. TQ 3. Review the job description of the foundation director. TQ	1. Interviews have been completed 9/27/18 2. Candidate selected 10/18 3. A Case for Support for a 5 million dollar campaign has been developed and is being tested.
Kirtland has discontinued the Center for the Performing Arts because of declining citizen participation, increased competition for musical events, and the financial losses incurred. It has committed itself to a redesign of its community outreach program.	1. Create a new organizational structure to conduct five performances for children (KYT) JB 2. Create an organizational structure to conduct 12 or more camps for youth that interface with Kirtland's programs. MV 3. Create an organizational structure to deliver non credit community education classes to citizens in townships and other locations within the taxpayer district. MV	1. Five performances are scheduled 8/1/18 and will continue in 19-20 JB 2. Three employees have agreed to be a team to conduct youth summer camps. MV 7/15/18 3. Community Education classes are being scheduled in various parts of the service area. 4. Admissions coordinates and manages CE programming.
Industry support is critical to keeping occupational programs current. Kirtland administration has committed to strengthening citizen advisory committee meetings.	1. Review meeting agendas for citizen advisory committees and create agendas that are meaningful for advisory members. SF	

BOARD GOAL Citizens have become aware that Kirtland has closed two buildings on the Roscommon Campus and <u>will close an additional building in 2019. Board members and employees need a consistent message explaining why the college is doing this</u>.	1. Employ a public relations firm that will guide the college in delivering a consistent message to the public outlining the future of the Roscommon Campus. TQ 2. Invite board members to participate in activities on the Roscommon Campus, including visits to live classrooms. 3. Conduct a board retreat with the PR firm to develop a consistent message regarding the use of the Roscommon Campus. TQ	1 Firm, Siren-PR, hired in July of 2018. TQ
<u>The mill levy collected in Otsego County that supports MTEC and the University Center will expire in 2019.</u> This millage currently provides approximately 1.2 million dollars per year in revenues.	1. Develop a plan to pass a mill levy and implement that plan for the November 6, 2018 referendum. Note, the details of this plan are lengthy and complex and cannot be detailed in this space. TQ, DH, SH, ME, other administrators as called upon.	1. Prior to August 31 the President and Athletic Director conducted 35 visits to clubs and agencies. TQ, DH 2. A major mailing was sent to all likely voter households, 9/26/18 TQ and DH
Theme; Future Design		
Present Situation	**Project**	
<u>Kirtland needs to continue its goal of updating all college policies and procedures.</u>	1. Update 20 current policies & procedures during this academic year, CAT. 2. Streamline student worker processing, MV ?? 3. Develop security policy and establish procedure MB	3. Kirtland WISP submitted to CAT for input 5/15/18 MB

BOARD GOAL. Kirtland needs to update its Master Facility Plan. It has commissioned an architect to update the current plan.	1. Meet with employee groups to gain input into facility needs. JB 2. Update the plan. JB and architect 3. The Board of Trustees will discuss and approve the plan. TQ, JB 4. Work with a public relations firm to prepare talking points on the plan. TQ	Draft proposal delivered in Nov 2018 JB
Construction of an addition to the Grayling campus has begun and will be completed in May of 2019. The college will assist employees with the transition to a new location, as appropriate.	1. Finish the construction of the Grayling Campus addition, JB 2. Rename the Administration Building on the Roscommon Campus. TQ 3. Develop and implement a plan to transition employees stationed on the Roscommon Campus to new office spaces on the Grayling Campus, JB, JL, MV, TQ 4. Make the programs in the new facilities state of the art in curriculum design and in the design of the shops for each program	The Board of Trustees has approved a new name for the Administration Building that more accurately identifies its use, Student Academic Center (SAC) TQ
BOARD GOAL A report completed by an independent consultant indicates the dire need for student housing. Discussions with students has confirmed the need for a minimum 64 bed unit on the Grayling Campus.	1. Commission and architect to develop a plan for a student housing complex using the design specifications prepared by the administration. TQ 2. Develop a cost estimate for the facility and use this to create a business plan for use by venture capitalists. TQ	1. Architect has been commissioned. 8/18 TQ

	3. Conduct a Board of Trustees retreat on the business plan and gain consensus for constructing student housing. TQ 4. Construct a prototype of a student apartment for evaluation by students. Survey the students on its design and secure commitments to live in college housing. TQ	
<u>Create a new truck driving program</u>. Truck driving jobs in the 13 counties of northeast Michigan are increasing and constitute the largest number of jobs available. Kirtland has entered into a partnership for truck driving education on the Roscommon Campus.	1. Construct a truck driving practice range. JB 2. Coordinate the program in conjunction with Tri State Area Trucking School. DH, JB, TQ	1 Parking lot asphalt has been repurposed to create a driving range for truck driving. 9/18 JB 2. Students have been recruited and the first class has started. 9/18 DH and others 3. As of April 2019, Six 3 week cohorts have been run. DH
The Grayling campus addition will near completion in May of 2019 with parts complete in December 2018. . **It is expected employees will have to move from Roscommon to Grayling starting as early as December.**	1. Create and implement a plan for a smooth transition from the library in Roscommon to the new Learning Commons. DS 2. Continue to strengthen procedures to get students integrated into tutoring. DS 3. Expand usage of Grades First to grow retention & persistence by advisors & tutoring. DS, DC 4. Continue the work on textbook affordability & Open Educational Resources, DC, DS	1. Plan has been created and phase one is being implemented. 2. Added a Student Resources icon in Canvas w/a variety of links "easy buttons" including one to enroll in tutoring. 3. GradeFirst Committee continues to review semester data to see patterns that could help with retention & persistence.