



**Dr. Quinn and his team attended an Appreciative Inquiry Facilitator Training in anticipation of beginning their strategic planning.**

## **■ KIRTLAND COMMUNITY COLLEGE AT IT'S BEST**

### **■ A PLAN TO STRATEGICALLY POSITION KIRTLAND COMMUNITY COLLEGE 2009-through 2011**

**November 11, 2008**

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## Introduction

The goal of this document is to describe a strategic direction for Kirtland Community College (KCC). This plan was developed with the understanding that it is every employee's responsibility to dream for a better college. The facilitators who lead the planning effort believe that classic views of strategic planning, focusing on the college's threats and weaknesses and comparing them to other colleges will not suit employees nor move the college far enough toward a preferred vision. Rather, it is their belief that a more positive approach, focusing on the college's strengths would be more effective. Following this philosophy, participants in the planning process were asked to share moments when the college was at its best and then provide statements, thoughts, and commitments on how we should build on these moments. The results of their thoughtful conversations are summarized in three strategic themes found later in this document. The themes provide us guidance on how we can adapt to a changing environment while maintaining a focus on student learning and a supportive environment for employees. Even though there are a number of bulleted items that suggest specific changes, the sum of the document describes a strategic direction for the future. Readers will notice that many of the sentences in this document have been taken directly from the writing of employees, students, and citizens during planning meetings.

The college owes a debt of gratitude to Luann Mabarak, Alan Mabarak, Nick Holton, and Tim Scherer who planned and contributed to this document in many ways and who facilitated our planning summit. Also, the college must thank Nick Baker for his contributions from the Office of Institutional Research and Scott Rice who contributed his line drawing which is now used as a part of the cover. It also offers special thanks to the members of the community and to the Board of Trustees who participated in the planning summit.

Tom Quinn  
President

## **Assumptions for Planning**

Change at any college is limited by social, political, and economic realities that we assume cannot or should not be changed. While creating a vision for the future, these assumptions must be considered. Planning at KCC is bounded by the following realities:

- KCC is governed by the Kirtland Community College Board of Trustees, an elected, public, volunteer board.
- State governance of KCC is minimal when compared to other states.
- The communities served by KCC are considered a nice place to live and are supportive of KCC's contributions to the area. The service area is rural with limited employment opportunities for graduates.
- A local tax levy of 2 mills financially supports the Roscommon Campus. The levy accounts for 45 percent of the college's budget. A local tax levy of .6 mills is a primary source of support for the Michigan Technical Education Center (MTEC).
- KCC contributes to the local economy. A budget of approximately 15 million dollars is largely spent in the area. Economic studies indicate that college activities account for approximately 76.8 million dollars of the area's economy.
- KCC facilities are well maintained but in several cases out of date. They will not meet the needs of new programming. The MTEC facilities are in excellent condition but too small.
- The college maintains one extension center, MTEC in Gaylord, Michigan. The center is a partner and competitor with the University Center, another educational agency which shares the same building.
- The population of the area is declining significantly and the citizenry is becoming older as a percentage of the total.
- Local school districts will increasingly look to KCC for curriculum and programming assistance.
- The current number of employees includes: 9 administrators, 38 full-time faculty, 87 part-time faculty, 66 classified full-time staff, and 42 classified part-time staff.

## **Student Needs and Population Demographics**

The following information is taken from a fall student survey of all KCC students of which over 500 responded. From it, inferences can be made to the entire student population. An examination of student demographic data suggests a direction for change in programming and services. The demographics of the student population and suggestions for change are provided below.

- Ninety-seven percent of the students report they have internet services at home and fifty-five percent tell us they are interested in taking courses online. It is clear that students have better computer connections at home than expected, offering greater opportunities for online course marketing.
- Over sixty percent of students already have high speed internet services at home and twenty nine percent indicate that their computer is less than one year old. College administration believes that it should be a strategic goal to provide high speed internet access to all students

and possibly all residents of the tax service area. This will provide possibilities to digitally enhanced online courses.

- Eighty-seven percent of students already use the internet for online courses or for internet enhanced courses and the number of students taking online courses is increasing steadily. Students remind us they often prefer on-campus courses because of the interaction with other students but they see the advantages of online courses.
- Fifty percent of students report they attend night classes after 5:00 p.m. Sixty-eight percent say this is because this was the only time they could get the courses they need. Fourteen percent of students prefer evening courses. The dynamics of this information needs to be studied with the goal of making course times as flexible as possible without overlaps in time.
- Twenty-eight percent of students have cell phones and do not have a land line telephone. There are opportunities for faculty to use cell phones as an instructional technology.
- Forty-four percent of students attended another college before enrolling at KCC. Nine percent have already completed a degree. This means that the college will have to pay more attention to the needs of these students including processing of credit transfer requests. These students are asking for credit transfers for life experiences.
- Fifty percent of students have children living with them. Fourteen percent of respondents report that their children are older and living away from their home. Fifty percent of respondents say they are living with a spouse. This indicates that the college needs to pay attention to the child care needs of students.
- Forty-seven percent of students come to the college to obtain a two year degree and enter the workforce. Twenty-one percent wish to obtain a certificate and enter the workforce. This data indicates that occupational programs are of importance to students. The college needs to continue to create new occupational programs.
- Twenty-six percent of students report their age is between 19 and 22. Thirty-six percent are between the ages of thirty and forty. Four percent are over fifty. This indicates that college programming must provide a caring atmosphere for the non-traditional student.
- The area population is becoming older indicating the need for more programming for senior citizens.
- Sixty percent of students report they commute more than 20 miles one way to the college. Twenty one percent commute over 40 miles one way to the college. Considering recent high prices for gasoline and the expectation that they will again increase, the college will be in danger of losing students who cannot afford to travel this distance. It needs to address this problem as best it can. Suggestions are to examine the course scheduling model, create new and more powerful online courses, create new programs fully online, consider new extension sites, and consider on campus housing.
- Sixty-six percent of students are working part-time or full-time. An additional fourteen percent are seeking employment. The most common salary students report is seven to nine dollars per hour. Students often report they have difficulty juggling work and college schedules.
- Thirty-three percent of students report they plan on transferring to a four year college. This suggests the continued importance of course work that is transferrable and that the college needs to examine the possibility of four year degrees offered at the main campus.
- Seventy-four percent of students report they accept financial aid, recognizing the importance of this student service function.
- In the 2007-2008 academic years, 153 students graduated with an AA or AAS degree and 156 with a Certificate. The comparing this with the total number of students recognizes that improving retention rates is a major opportunity for the college.

- The student population ( unduplicated year end enrollment) has been:

<u>Year</u>	<u>Enrollment</u>
2002-2003	3384
2003-2004	3624
2004-2005	3313
2005- 2006	3030
2006- 2007	3207

- Approximately fifty percent of new students drop out in the first year. At first glance this is alarming but this number is consistent with other colleges. Students report that the graduation requirement for math is a major cause for high dropout rates even though they compliment the math faculty for their efforts.
- Twelve percent of new students graduated from high school in 2007. Forty-one percent prior to 1997. The college must fully recognize that marketing to non-traditional students is an opportunity and a challenge.
- Fifty-seven percent of students are full time and forty three percent are part time. The college must provide courses for part time students scheduled at convenient times for them.
- Eighty-six percent of students applied for admission to KCC without applying to another college. This may indicate loyalty to the college which the college can capitalize on.
- Forty-two percent of students indicate they would be more likely to take online courses if an entire program were available. The college has offered a nursing program online through a partnership of other colleges but does not offer the Associate of Arts degree.
- Thirty-two percent of students want weekend courses, an opportunity for KCC.
- Sixty percent of respondents to the survey report that the programs offered was the most important reason for attending KCC. The second most important reason was the low tuition.

## **The Competition**

The competition for KCC comes from traditional sources including other colleges and other external agencies that provide workforce development training. A listing of beliefs about the college's competition is listed below.

- The threat of declining tuition revenues is causing other colleges to be more aggressive in programming and marketing. The cost of a four year college education is becoming very expensive and a subject of national debate.
- The competition from the University Center in Gaylord and agreements with North Central Michigan College limit the course and program offerings at the MTEC site.
- Online colleges, including Phoenix University, are ever increasing in popularity.
- Residential colleges will increase efforts to recruit students using the appeal of a student-life campus.
- Four-year colleges are at times more reluctant to accept KCC courses in transfer in part because of lack of legislative pressure and a culture that prefers to recruit students for four years of instruction.

- Other colleges are increasing their efforts to use web chat lines and well manicured web sites with virtual tours to attract students.
- Residential colleges will maintain and even increase their efforts to recruit recent high school graduates. They already couple federal financial aid and scholarships in attractive packages for students.
- Other two and four-year colleges are increasing their use of digital technologies to deliver courses online.
- The competition will continue to be aggressive in creating new innovative programs, especially in the field of energy, that offer graduates good starting salaries. KCC needs to continue to develop more short term and online technical programs to meet the needs of industry.
- Other two year colleges are willing to create partnerships to offer programs when they do not have the resources to offer them alone.
- KCC recognizes that the deskilling of service jobs coupled with the loss of industry in the area will result in less education being required for the incumbent workforce.
- Employees of corporations whose schedules do not allow them to attend classes are seeking other flexible means of training and education. More companies provide online professional development for their employees rather than face-to-face classes.

### **KCC's Competitive Advantages**

- The college is well positioned to compete in online markets. It is an award winning college for technology and it has made strides to create much stronger online programming.
- It has a fund balance that will allow it to invest in new programming opportunities.
- The MTEC enrollment is growing
- MTEC is a name brand in Gaylord. KCC's is a name brand readily recognized by the communities it serves.
- The college has a good image in the area and the community supports the college activities.
- The college has plenty of land on the main campus.
- KCC has an accreditation process that fosters change and continuous improvement.
- The college has a great reputation within the communities it serves.

### **Goals of the Board of Trustees 2008-2009**

**It is the goal of the Board of Trustees and Kirtland Community College to:**

1. **Develop a strategic plan that will help the college better serve students and make it unique and extraordinary in the way it serves people.** This will be accomplished by
  - Sharing data and information that will help create important conversations which will have a positive impact on the college,
  - Developing a strategic plan that takes advantage of the colleges strengths and its communities' resources,
  - Identifying opportunities for improving access to Kirtland's programs and services for people of all ages and backgrounds.
2. **Strengthen teaching and learning**  
This will be accomplished by establishing educational standards, and then developing ways of determining whether students are meeting those standards.
3. **Develop new educational programs to meet market demands**

The college will develop new educational programs that benefit students and employers. Where appropriate, it will also modify existing programs to meet the emerging needs of our students and employers. In order to accomplish these goals, the college will develop new partnerships and capitalize on those valuable resources that make the college area unique.

## **KCC's PREFERRED STRATEGIC DIRECTION**

Note: The following is a listing of three predominant themes, compiled from information gathered at the planning summit, summarizing the future direction for the college.

### **A COLLEGE WITHOUT BORDERS –connecting to the rest of the world**

The sense of community and “connectedness” is a strength and hallmark of this college. We recognize that the cost and time for students to travel to our campuses can limit their access to education, especially in our rural environment. To address this challenge, Kirtland will build on our already strong presence in surrounding cities and towns by considering new extension sites and by offering more courses in our communities. This will continue to make Kirtland an integral part of our communities and have a positive impact on the area economy and people’s lives. KCC is committed to providing and delivering curriculum and programs that meet the needs of people, anywhere in our communities. All college employees will provide activities that invite the community to become part of the college. We recognize that the area is emptying out of its population base and the remaining population is getting older on a percentage basis. The college will offer courses to senior citizens and encourage lifelong learning for all.

Survey information from students indicates they want high speed internet services at home and fifty-five percent indicate they are interested in taking courses online. Students indicate they have up-to-date computers offering them greater use of high speed internet services and good abilities to take online courses and programs. The college has received national recognition for its use of technology. To build on this strength, KCC will create a stronger digital presence in our communities and offer more online courses and programs. It will seek ways to provide high speed internet access to all students and all members of the area it serves. New programs, offered fully on line will be considered. The college will support the economy of the area by supporting digital connections and programs for business and industry.

Student enrollment in area school districts is becoming smaller, reducing state aid, high school curriculum offerings and district budgets. KCC will support our educational partners with programs that are mutually beneficial. This includes continuing to support technical education and providing dual enrollment courses for high school students. Increased interest in dual enrollment need to be discussed thoroughly and partnerships fashioned that are agreeable to everyone.

We will partner with other two year colleges to offer programs when employments needs or program costs indicate an advantage of a partnership. KCC will actively seek partnerships with four year colleges to bring four year degrees to KCC as needed by employers.

#### **To build on our strengths we envision the following:**

- KCC will work with our school district educational partners in the surrounding districts to expand the educational opportunities for high school students.
- KCC will maintain ongoing communication between the college and the community in many different mediums and always stay current with the latest technology to accomplish this. We will no longer limit ourselves to traditional methods and locations of delivery and will consider offering courses in several



extension sites. Whenever appropriate it will partner with cities and towns to create educational opportunities for citizens.

- High schools will open their doors to KCC instructors so that college level courses can be offered for high school credit as well as college level credit.
- KCC will continue to be a driving force in the city of Grayling as it as it seeks a vision of new spaces in its downtown area.
- Kirtland will also address changes in facilities to create a more visually stimulating environment for our students and faculty to work in. Kirtland will invest funds into the Performing Arts Center providing new carpeting and seating that caters to all patrons and students, also providing a safer environment due to the poor structural integrity the seats face at this moment.
- High school buildings, local libraries, senior centers, and other community facilities will be used to expand the educational opportunities of all community members.
- Where adequate facilities are not available, “traveling classrooms” or trailers will be created to provide science, welding, automotive, etc. to local communities lacking laboratory facilities.
- Sharing teaching expertise, facilities and ideas will emphasize we are all part of the “college family.”
- The college administration will help the College Foundation to enhance their impact on the college. It will employ an Executive Director of the Foundation with added grant writing responsibilities to capitalize on all funding opportunities.
- The college will continue to offer lecture programs on local interest for the betterment of the communities.
- Faculty will seek creative delivery methods and offer a variety of degrees 100% online that will not only meet the needs of our district but also appeal to communities outside of “our borders.”
- We will work with local cable companies to create a new Kirtland channel to promote events and deliver courses.
- Create open enrollment opportunities for all students.
- KCC will market programs of regional appeal in a broad area of the USA.
- The college will ask students to take online courses with high speed internet services and offer T1 and/or wireless high speed internet to every student and community. It will consider partnering with vendors to offer these services to every citizen.
- Kirtland will advertize programs of regional appeal, such as Cardiovascular Sonography, to a broad section of the USA and Canada.
- With computer technology becoming so intertwined in our everyday life from careers to recreation, it is critical that each graduate be exposed to at least one online course and is familiar with online admissions and registration processes.
- Kirtland will consider creating computer teaching stations in public libraries and other public places.
- The college will consider creating online non credit courses for machine tool businesses in northern Michigan and for other businesses. It will consider all informal educational opportunities for citizens.
- The college will encourage four year universities to offer four year degrees on campus with the goal of creating two plus two degrees.
- KCC offers a quality education at an affordable price while giving students the option of commuting to attend small class sizes and experience campus life or the option of learning at home for a more convenient and flexible learning environment
- Provide demonstrations at career fairs that will show students how to enroll and take online classes.
- College research indicates over 60 percent of students have high speed internet access at home. In order to provide the highest quality of instruction via the internet, Kirtland will create programs that

provide of T1 lines to every student's home. It is a goal to provide high speed internet access to all students and possibly all residents of the tax service area.

- Faculty will be provided resources to create online courses that utilize digital information in many formats.
- College employees will create a certification program that recognizes and rewards high quality online courses.
- Construct a new Child Care Center for use by students, employees, and members of the public.
- Students remind us they often prefer on-campus courses because of the interaction with other students. Students appreciate the use of internet assisted courses and faculty are giving this more consideration as they update courses.
- Increase the awareness of Kirtland to Iosco County high school students.

### **UNITY IN PURPOSE — for a strong college family**

For KCC to merely be the sum of its many excellent parts is not enough, with exceptional unity in purpose, we can be and do so much more. Our common unified resolution is our greatest strength. All of us at KCC recognize the essential need for a richer sense of connection, community, and collaboration while striving and energizing each other to accomplish our mission of preparing students for success in the 21<sup>st</sup> century. Just as a basketball team whose members work as a cohesive unit has a better chance of success than one whose members work at cross-purposes, the KCC community will more likely succeed in our mission if we are unified, if we have a singleness of purpose to which every member contributes.

Kirtland Community College will enhance its culture as an optimistic and positive environment for students who are passionate about learning and succeeding and for employees who are passionate about providing quality service for students, other departments, and the surrounding communities. The Kirtland family will recognize and reward enthusiasm, energy, excellence, and effort. KCC values visionary leadership providing experiences that afford an entrepreneurial environment. KCC will provide a leadership culture that encompasses critical/creative thinking, adaptability to change, life-long learning, accountability, and empowerment to dream with passion.

At Kirtland Community College, we value our small college environment and supporting a growing and diverse student population. We will meet the educational needs of the 21<sup>st</sup> century by offering a rich campus life and innovative programs that prepare students for success in both a local and global community. Kirtland empowers its students and the community at large by offering a wide array of extra-curricular activities, cultural events, and other rewarding experiences. We encourage student involvement in shaping the college's atmosphere, enriching their Kirtland careers and fostering life-long personal connections to the college. In striving to meet these and other goals, college employees will create a culture of excitement at Kirtland by encouraging all new ideas for increased student and community involvement, rather than immediately seeking out reasons for their imminent failure.

#### **To build on our strengths we envision the following:**

- Faculty will encourage participation in college events and treat them with equal importance to classroom learning. Furthermore, faculty will prepare students by stressing innovation, creativity, critical thinking, and team building skills.
- Visionary leadership, meaningful goals, and an inclusive approach to strategic planning will provide the impetus and framework within which the KCC community will unify and will encourage shared ownership of our mission of student success. While we have learned from the past, we need to move on

and collaborate as one to plan for strong future, overcome obstacles, and create a positive, cohesive learning and working environment that values and encourages all perspectives and contributions.

- Unity cannot and should not be equated to a lack of differences within our community; contradictions and differences will always exist in any vibrant organization. The challenge is to manage and turn contradictions into a source of strength rather than a source of splits and splinters.
- KCC must foster a spirit of trust, mutual respect, collegiality, and sincere dialogue by providing the campus community with structures that encourage open sharing of ideas and values and which promote collaboration within and across institutional divisions.
- KCC will encourage employees to become leaders/volunteers within their communities to strengthen our impact with the community and provide us greater input.
- That Kirtland Community College is known as a supportive and nurturing environment in which to learn, work, and develop to our highest desired potential.
- All employees will be evaluated with the goal of improving individuals through professional development. The college will develop an evaluation plan that helps employees build on their strengths and provides them challenges they may desire. Necessary critical assessments will be delivered in time to be of value, in a positive manner, with the intent of fostering improved performance and behavior. College resources will be applied to develop, communicate, and maintain these productive employee behaviors and the processes which support them.
- Kirtland Community College provides a leadership culture that encompasses critical/creative thinking, adaptability to change, life-long learning, accountability, and empowerment to dream with passion.
- The college will address the challenges of creating student life activities while using a four day per week class schedule.
- We will improve digital communications to keep employees informed of college changes. This will include the purchase of a new telephone system.
- Faculty will continue to create programs and support a campus environment that is inviting to a diverse student population. Such efforts may include the forming of committees and student surveys that explore new possibilities for student housing, recreational facilities, creating new extra/co-curricular activities, and developing new courses that emphasize global awareness or other social/political areas of interest.
- Kirtland will enhance opportunities for student life on campus by implementing a “free hour” during the day during which students can attend on-campus events, meet with their instructors, and hold club meetings, study, or any other activities as they see fit. While this is not a pre-requisite for increased student activity on campus, it will improve attendance at existing college events and encourage faculty and staff to create more events due to increased demand.
- The college will continue to sponsor Global Awareness events, but will endeavor to make them more interactive and less didactic.
- The college will invite musicians and other performers to KCC who will excite the student body, in the form of independent musicians and other up-and-coming artists. It will seek opportunities to improve upon the current roster of KCPA artists who may skew towards older demographic groups.
- KCC will explore possibilities for student housing and recreational facilities on campus. Without these facilities it becomes increasingly difficult for Kirtland to stand out as a desirable institution of higher learning in the increasingly competitive market for incoming college students.
- KCC will offer greater opportunities for students and the community to feel connected to the college by increasing the amount of clubs and club sports available to students. Some possibilities may include student bowling teams, a club soccer team that could compete informally against other community colleges in the state (without adhering to MCCA requirements for official sports), etc.

- Kirtland will create a KCC Alumni Association. Members may join for a nominal fee and will be entitled to discounts at area businesses, free admission to KCC sporting events, and a subscription to an annual newsletter created by current KCC students, faculty and staff (possibly through the Journalism classes).
- Review the student newspaper and make it a communications tool for everyone on campus.
- All college employees will support a culture that values diversity in thinking and encourages a positive learning and working environment.
- Kirtland Community College will be known as a friendly campus where each individual is made to feel welcome. We will provide an environment where each individual, whether student or employee, is valued for the unique contributions they provide to our college.
- Students will learn in an environment that is encouraging and supportive.
- Students who need developmental courses will be identified earlier in their educational careers. Testing and faculty observation of early signs of problems in their classes will be the process used for identifying such students.
- KCC will study the cost of instruction and the costs other services with the goal of making the college as efficient as possible.
- Employees will provide quality service to students, other departments, and the surrounding communities. Employees will be recognized for superb service and be encouraged to continue to “expand their horizons”, through seminars, classes, training, etc.
- We will provide an environment that is open and inviting to individuals in our surrounding communities, through our Performing Arts Series, Community Education Classes, Firing Range, flexible class schedules, online courses, blood drives, and seminars.
- Retirees relocating North often have trouble transitioning from the work force to retirement. Kirtland will be the resource center for these people for information, services and/or adult interest classes, which enrich their lives.
- KCC will afford the success of students and college in the following ways: work for the success of good ideas encourage healthy debate, pass along positive comments, provide compassionate advocacy for students, enhance learning through the diversity of students and instructors, provide positive recognition for excellence and/or effort, update the functionality of buildings, and create more faculty involvement at student events.

## **GATEWAY FOR STUDENT SUCCESS — new opportunities for students**

While Kirtland Community College resides in a rural area with smaller pockets of population, we must continue to strive to open doors to the world at large for our students and communities through offering high-quality, innovative programs that will help those peoples achieve personal, academic and financial success. Thus, the college will work to be a “gateway” for student success, helping them prepare for the challenges that may lie ahead.

KCC is committed to preparing students to become leaders in our communities and a vital part of the economy of northern Michigan. It has the challenge of being a solution to Michigan’s current economic problems and of providing a relevant curriculum for students that will be of value to them in the home, the workplace, and in their communities. We must at all times seek out new programs (or find ways to upgrade and update existing programs) as we adjust to future employment trends that attract new students from both inside and outside the college’s tax district. To meet this challenge KCC will also offer programs that have proven needed and valuable to a larger community. Such efforts can strengthened by improving current facilities and creating new ones to offer students state of the art classrooms in their given programs. We need to be creative in overcoming various geographical and economic challenges, finding inventive ways to deliver services to our customer base,

whether it is online or in a more traditional classroom setting. Student outcomes and success rates should be a driving force in the college's decision-making, as our students success is our success.

KCC has dedicated itself to providing our students with a quality student-life experience, using diversity and a passion for teaching/mentoring to help educate them beyond the normal boundaries of the classroom. This can be enhanced through a team effort from all groups within the college, with each group having a positive role in finding, creating, initiating and maintaining innovative programs that attract and engage students of all age groups and learning experiences. Kirtland will empower its students and the community at large by offering a wide array of extra-curricular activities, cultural events, and other rewarding experiences. We encourage student involvement in shaping the college's atmosphere, enriching their Kirtland careers and fostering life-long personal connections to the college. KCC will be known as a friendly campus where each individual is made to feel welcome. We will provide an environment where each person, whether student or employee, is valued for the unique contributions they provide to our college. The college will consider the construction of a recreational facility to offer extra/co-curricular activities, offer more activities (poetry readings, dinner theaters, global awareness meetings) in local areas

KCC will continually reinforce its image as a provider of educational opportunity in the area. We will continually reinforce the image that we are the leading provider of education in the region supplying affordable training and certification toward placement in the workplace and for meeting the future learning needs at other colleges.

We recognize that that our strength lies in communities we serve. It is therefore imperative that we strengthen economic development in the area and use all the tools available to us do this. Non credit and informal learning opportunities are valuable to us and a strength we can build upon.

**To build on our strengths we envision the following:**

- KCC will continue to offer programs that have proven needed and valuable to the immediate community while striving to serve a larger community and a curriculum that will prepare students to compete and offer services in a global and local economy. Courses will include components that encourage creativity and teamwork—skills that will help graduates stand in front when searching for jobs.
- Constructing a cell phone tower on campus and finding ways to utilize cell phones in the instruction of students.
- College facilities will be reviewed for their capacity to support new programs and the latest in technology. A master facility plan will be upgraded to insure we serve the future through the stewardship of our facilities.
- Employees will support continuous change through the Academic Quality Improvement Program that accredits the college.
- Constructing a new wing on the INS building to house a medical simulation laboratory.
- Plan to remodel the student center to make it a center of student activity. Consider relocating the student services division to the Student Center.
- The college will improve its student retention rate by creating a program mix of occupational programs that are attractive to students, providing two years of transfer, and enhancing its student life activities.
- Class schedules will be created that offer ample access to educational opportunities for part time students.
- Faculty will create a process to certify high quality online courses. They will be provided instruction and support on the uses of software to create world class online courses. Faculty will be able to manipulate all forms of digital data to achieve this goal.

- Work with students and communities to understand their needs and to develop high impact curriculum and programs. To accomplish this we will revive the use of advisory committees in occupational programs. In addition KCC will use the advice of the Board of Trustees to build create new courses and programs, further preparing students for the ever-changing workforce?
- The college understands and will utilize the fact that that programs and word of mouth advertizing are its greatest marketing tools.
- Kirtland will be known as providing affordable education.
- Through expanded transfer agreements, beyond the state transfer agreement, Kirtland will be the first choice for transfer students.
- The college will continue to support workforce education for the incumbent worker. It will be a leader in creating web sites and communications that will form strong four county economic partnerships of business and industry working together for the common good. We will become the choice for adults who are looking for retraining for new jobs.
- The college will aggressively pursue a transfer program that provides 60 credits of transfer to a senior university.
- A new assessment plan (measuring student learning) will be a springboard to discussions about teaching and learning.
- KCC along with the support of the people in Gaylord will seek new programs and a program mix that will attract students and build on its current programming.
- The college will continue to use technology to enhance learning and investigate new ways to use technology.
- Kirtland will research “green” professions (wind and solar energy) and the education required to obtain a job in those fields, allowing a plan for future curriculums.
- The college will develop new educational programs that benefit students and employers and are relevant to today’s global world and job market. Where appropriate, we will also modify existing programs to meet the emerging needs of our students and employers. In order to accomplish these goals, the college will develop new partnerships and capitalize on those valuable resources that make the college area unique. We will investigate new programs in Vascular Sonography, Hospitality Management, Surgery Technology, Wild Fire Academy, Alternative Energy, Culinary Arts, Physical Therapist, Medical Assistant, Pharmacy Technology, Respiratory Care, Oil and Gas Well Technician, and other programs as appropriate.

## **The Planning Process**

A majority of this plan draws upon information collected during a planning summit and from survey information provided by students. The development of this strategic vision started in January of 2008 when the college President began discussions with a steering committee of four persons. In the spring of 2008, the members of the committee attended a workshop in Houston, Texas and learned about a method to facilitate conversations called Appreciative Inquiry. At the end of the workshop, the committee members agreed that this would be a good process for KCC and for developing a strategic plan. The same committee agreed to facilitate the process. On June 6<sup>th</sup> they conducted a planning summit with employees of the Michigan Technical Education Center (MTEC) and a number of community leaders. The information gathered can be found in the appendix. On September 12, 2008, a planning summit including all employees was conducted in Houghton Lake. Following this, the initial drafts of the document were created and shared with the facilitators and other members of the college family.

## **Kirtland Vision Statement**

Kirtland Community College provides open access to education, as well as cultural opportunities, to enrich the lives of the people of Northern Michigan.

## **Kirtland Mission Statement**

Kirtland offers higher education in a student-focused environment, providing transfer and career technical programs; developmental studies; workforce development; personal enrichment and cultural opportunities. We focus resources on our local service area, while maintaining a welcoming climate for our neighbors in Northern Michigan.

## **Kirtland Guiding Principles**

Student learning is Kirtland's commitment. We use continuous-improvement processes to ensure currency and relevancy of programs, services, and facilities.

1. We strive for consistent use of appropriate data in all decision making.
2. We ensure that all decisions are effectively communicated and contribute to student success.
3. We are open and welcoming to all, while recognizing a special responsibility to young adults.
4. We recognize the value of our employees by striving for a high quality of work life and providing opportunities for professional development.
5. We participate in community partnerships, based on shared values and mutual
6. We seek optimum size based on community needs, available resources, financial responsibility, and College capabilities.

## **M-TEC Mission Statement**

The mission of the M-TEC is to provide educational programs and services to individuals in preparation for employment in high-skill, high-wage, and high-demand occupations. In addition through customized training and contracted education, business and industry partners in the northern Michigan region and their employees will be provided with educational opportunities specifically designed to upgrade and/or enhance the job skills necessary to compete in a local, state, national and global economy