

Two Years Of Achievements



May 8, 2002 - May 8, 2004



**Academic
Quality Improvement
Project**

The Higher Learning Commission NCA

Message from the President

Dear Colleagues,

On May 8, 2002, Southwestern Illinois College took an unprecedented step by bringing employees together for the AQIP All-College Discussion Day. AQIP, which stands for Academic Quality Improvement Project, is an alternative model of accreditation for the North Central Association's Commission on Institutions of Higher Education.



While accreditation has always been a mandated means to substantiate quality assurance, this process takes a different approach to appraising academic value by demanding that a process of continuous improvement be in place. I personally believe that the journey we have undertaken is a huge step in the right direction, not only for Southwestern Illinois College, but for higher education in general. AQIP employs some proven principles from the business world that benefit educational institutions. These principles have led us to set ambitious performance goals, and assemble people and resources to achieve them.

As a result of those intense discussions two years ago, four "action projects," or goals, were identified. They are:

- **Re-designing Employee Orientation and Continuing Development Strategies;**
- **Re-appraising the Role of Adjunct Faculty and Part-time Staff;**
- **Strengthening Assessment Planning and Implementation; and**
- **Improving Student Academic Advisement.**

In February 2003, I appointed four "action teams" to move these projects forward. During the past year, the 85 employees and Board of Trustees who make up these teams have been engaged in the study-research phase of the projects while also implementing improvements.

The information in this report tracks the progress made thus far on our journey of inclusive, continuous improvement. While this is, by no means, all that will be done for accreditation through AQIP, it is the first phase of making institutional improvements based upon *your* thoughts and ideas. Upon reading this report, you will be amazed at all that has been accomplished to make Southwestern Illinois College a better place for our faculty, staff and students.

My thanks to all employees who have made a commitment to the AQIP process, and to our Board of Trustees for their unwavering support.

A handwritten signature in cursive script that reads "Elmer H. Kirchoff".

Elmer H. Kirchoff, Ph.D.

President

A Progress Report

On May 8, 2002, the All-College Discussion Day convened more than 700 members of the College family. Faculty, trustees, president, staff, adjuncts, and part-time employees-- all spent the day focused on SWIC, our strengths, our common values, and how change could benefit our College and the students that we serve.

Within days of May 8, a complete record of May 8 was published. This document served as the basis for discussions in a series of follow-up sessions where all employees had multiple opportunities to further define and explain the propositions.

The AQIP Steering Committee met throughout that semester break to carefully analyze, abstract, and consolidate the huge body of opinions, thoughts, recommendations, and observations generated in May. It compared and contrasted these with allied research products such as the Constellation Index Report, the Noel-Levitz Student Satisfaction Report, the Porchey Research SSI Focus Group Report, the Carousel of Values findings, the Workforce Development Scan, and the Spring 2002 Campus Environment Survey Report. All findings were cross-referenced with the College's Strategic Plan.

A report, Major Themes and Possible Areas for Action and Improvement was issued in late June of 2002, identifying five major improvement themes and a series of possible action plans. The Steering Committee convened AQIP Forums on each campus and at PSOP. Here committee members received feedback, heard concerns, and answered questions; additional written commentary was also solicited. In July, the committee incorporated new findings and issued a revised report. **This report, which is paraphrased on the following pages, captures the central recommendations made on May 8.** High priority recommendations were formally incorporated into the AQIP Action Projects; other recommendations had more informal treatment.

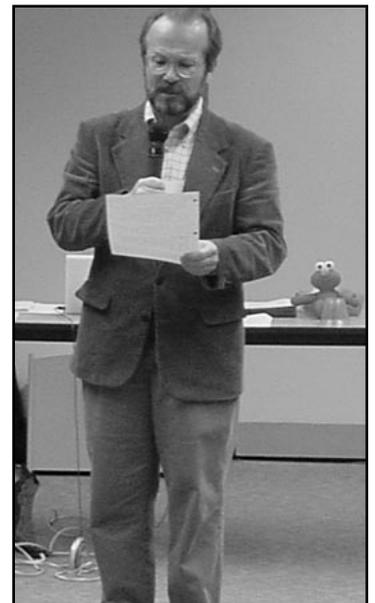
By Fall Semester, the Steering Committee used the report to rough out four possible AQIP Action Plans. The AQIP Strategy Forum Team was then constituted. This team comprised the president, Trustees Mance and Roehrkasse, and all eleven members of the AQIP Steering Committee. The Team met in Belleville to review and finalize draft AQIP Action Plans. It then traveled to Chicago for a three-day retreat with NCA mentors and peer institutions. Team members learned new skills in analysis and in implementation tactics; they received peer review on their proposed action plans, and they reviewed and improved their proposals. Following the Forum, the Team continued to meet to finalize Action Plans.

In early 2003, the four Action Plans were disseminated for College-wide review and were subsequently approved by the Board of Trustees; formal submission to the NCA occurred in February. By late Spring Semester a series of AQIP Action Project committees were appointed by the president and initiated the study-research phase of the four Action Plans.

Over the last year, 85 faculty, staff, adjuncts, and part-time employees were actively engaged in this research, analysis, and study—and some early implementation improvements have already occurred. This work continues and is accelerating.

The following pages identify What We Heard on May 8, 2002 and document What We Achieved by May 8, 2004.

For more on Southwestern's AQIP efforts and accomplishments, visit our just-launched S-net site at www.snet/aqip.



Michelle Birk and H.O. Brownback present findings to the AQIP peer colleges at the Chicago Strategy Forum.



Vice President Clay Baitman, Kevin Monroe, Marcia Boone, Michelle Birk, and H.O. Brownback receive AQIP training

What we heard on May 8, 2002

Continue to improve outcomes assessment by providing funding, personnel, and facilities that will lead to better faculty and staff education, collection and analysis of data, and coordination of a comprehensive program. *

What we have accomplished by May 8, 2004

- Assessment interim coordinator position filled
- Assessment support staff person in place
- Office space dedicated for meetings, training, data storage
- In-house and national conference training increased
- Outcomes Assessment Day initiated in 2004
- 61% of Full Time faculty now directly involved in assessment

What we heard on May 8, 2002

Conduct a comprehensive evaluation of our support for the teaching accomplished by adjunct faculty including the availability of support staff, office space, development opportunities, and other resources; develop and fund a plan that implements key findings. *

What we have accomplished by May 8, 2004

- Surveys of adjunct teaching faculty, counselors and librarians 2003 and 2004
- Peer institutions surveyed on use of adjunct faculty
- Developed orientation for adjunct faculty at ESLCCC
- Improved communication/information to GCC adjunct faculty with a comprehensive instructional support services folder
- Provided special recognition for GCC adjuncts during Community College Month
- Conducted an orientation for dual credit faculty
- Summer 2003 new office space at RBC with computer support dedicated for adjunct faculty use

What we heard on May 8, 2002

Discern best practices in academic advisement and propose adjustments that will enhance service to students. *

What we have accomplished by May 8, 2004

- Teams first analyzed the Noel-Levitz results, Porchey findings, and Counseling Department exit evaluations
- One research team is focused on documenting and analyzing pertinent professional literature on counseling practices
- Another team is documenting “best practices” at about 80 institutions of excellence and peer institutions
- A third research team conducted a SWOT analysis of about 600 employees involved in providing student information
- Counseling is implementing a student-kept Portfolio for permanent reference by the student, counselors and staff
- Initiated an intranet site available to counselors and departments for the most recent information on articulation agreements, new programs, and new general information
- Implemented a mandatory advisement process for students at a given point in their academic career, depending on major
- Implemented a new graduation application process that requires Counseling intervention if application is denied
- Implemented Mission Success district-wide, including ESLCCC
- Initiated research in cost-effective methods of providing web-based information services to students, including real-time course availability, billing status, financial aid awards, transcript information, instructor contacts, etc.
- Conducted internal/external surveys for best practices and recommendations in improving policies and procedures



Marcia Boone, Vanessa Miller, Kevin Monroe and other SWIC team members discuss the College's AQIP projects

What we heard on May 8, 2002

Investigate alternative mechanisms that deliver credit and non-credit instruction; implement those that best serve the needs of our community. †

What we have accomplished by May 8, 2004

- Increased number of on-line courses offered
- Increased number of hybrid on-line courses offered
- Collaborating with community entities in delivering non- credit programs
- CTI researched the development of online training modules
- Special Services, Counseling, and Community Education are researching a financially self-supporting life-skills and learning program for students with profound disabilities
- Research conducted on several new instructional program developments for the Red Bud Campus
- Charged “Project Impact” to develop programming and strategies to enhance RBC enrollment
- Created an outdoor area to support non-credit and community activities at Red Bud

What we heard on May 8, 2002

Create and fund a formal process for the design of new academic programming. †

What we have accomplished by May 8, 2004

- Initiated formal scanning process to discern market position for programming needs
- Developing Annual Assessment Report to identify developing educational needs

* Integrated into the AQIP Action Projects

† Institutional initiative



Trustee Nick Mance, Amanda Starkey and Marcia Boone work on SWIC's Action Projects



SWIC faculty members review AQIP literature



Julie Muertz "works the crowd" on May 8, 2002



Part of the 700 faculty, staff, adjuncts, and trustees that comprised the May 8, All-College Discussion

What we heard on May 8, 2002

Institute a comprehensive new-employee orientation program for all faculty and staff that is appropriate to their specific employment responsibilities.*

What we have accomplished by May 8, 2004

- Increased orientation opportunities for adjunct faculty
- New faculty orientation conducted by Faculty Development
- AQIP Committee is cooperating with the HR Department to implement a comprehensive orientation program
- AQIP sub-committee has concluded extensive research and recommendation will be submitted in Spring 2004

What we heard on May 8, 2002

Implement an ongoing program of professional development for faculty and staff that emphasizes key competencies needed to serve our stakeholders—including technology and interpersonal skills.*

What we have accomplished by May 8, 2004

- Updated the Faculty Development Handbook @ 2003
- Developed an “adjunct academy” in 2003 -2004
- Funded individual adjunct faculty development opportunities in 2003--2004
- Maximized available dollars for faculty and staff development, including state and national travel
- Implemented training and departmental visits on topics such as
- Federal Educational Records Privacy Act (FERPA), student conduct issues, dealing with student disabilities, and overviews of student support services
- TechKnow training for all faculty and staff
- Supervisory training for all faculty and staff through CTI
- Institution-wide training e-mail upgrade (GroupWise 6.5)
- Sexual Harassment and Drug and Alcohol Abuse trainings now to be regularly conducted by the HR office
- AQIP sub-committee has concluded extensive research and recommendation will be submitted in Spring 2004

What we heard on May 8, 2002

Reassess the College’s system for employee evaluation and integrate improvements in the system’s feedback mechanisms. †

What we have accomplished by May 8, 2004

- Probationary evaluations for newly-hired part-time staff
- Tracking and reminder system instituted for evaluations
- HR office is designing a workshop on performance evaluation
- Examine models for employee advancement that recognize the value of continuing education. †
- Included educational attainment as an incentive for additional compensation in the union contract for non-faculty staff
- One non-faculty union contract now links salary incentives with educational attainment

What we heard on May 8, 2002

Identify and implement initiatives that will shape our future workforce so that it will better reflect the diversity of our communities. †

What we have accomplished by May 8, 2004

- Conducted an all-employee diversity workshop last August
- Special Services, Counseling, and Community Education staff are researching programming that could provide self-sustaining employment for persons with profound disabilities
- Increased support provided to the Minority Transfer Center and Multi-Cultural Student Services Center in the face of reduced state funding
- A Diversity Committee is studying workforce issues
- New employee recruitment materials to promote minority hiring Expanded Adult Education opportunities and vocational programs at ESLCCC
- Held first expanded high school visit day at ESLCCC
- Several new hires suggest that SWIC is attracting minority job applicants

What we heard on May 8, 2002

Conduct a cost-benefit analysis to determine the most effective balance between full-time and part-time faculty and staff. *

What we have accomplished by May 8, 2004

- Currently evaluating results of extensive internal & external surveys focused on adjunct faculty and part-time staff
- Surveyed peer institutions on non-instruction issues; results under analysis
- Available funds used to reallocate two full-time positions to enhance services to students



One of many tables on May 8, 2002



Ed Brady working with colleagues on May 8, 2002

What we heard on May 8, 2002

Enhance the existing employee recognition programs to include all employee groups. †

What we have accomplished by May 8, 2004

- Implemented employee recognition activity through HR
- Implemented Adjunct Faculty Appreciation Reception
- Employee Recognition now a permanent program
- Board Awards recognition program was expanded



Amanda Starkey shares the SWIC vision with peer colleges

What we heard on May 8, 2002

Explore opportunities for improving compensation and benefit levels received by part-time faculty and staff. *

What we have accomplished by May 8, 2004

- Increased compensation rates for adjunct faculty and part-time employees; Fall 2003
- Surveyed peer institutions on non-instruction issues; peer group salary data now collected for analysis and comparison
- Negotiations underway with unions for part-time faculty/staff.



H.O. Brownback and Mary Wochner talk about AQIP at one of the many informational sessions that were held

* Integrated into the AQIP Action Projects

† Institutional initiative

Facilities and Technology Resources

Facilities and Technology Resources

What we heard on May 8, 2002

Allocate space and resources for adjunct faculty to support them in their instructional responsibilities. Specific improvements include phones, computer access, areas for private student consultation, and space and resource materials for class preparation. *

What we have accomplished by May 8, 2004

- Increased “divisional” office space for adjunct faculty
- Provided email access for adjunct faculty through GroupWise
- Enhanced the part-time faculty office at GCC by providing additional computers, printers, file cabinets and furniture
- New RBC adjunct faculty office space/computer support

What we heard on May 8, 2002

Provide adequate directional signs throughout the campuses to assist our students and the community in accessing services. †

What we have accomplished by May 8, 2004

- The Enrollment Management Committee developed a plan for internal signage needs at the Belleville Campus. The plan is scheduled for implementation in 2004; vendor is now constructing signs
- Implemented large-scale, two-year district wide external signage and wayfinding project. Prototype installed; Phase 1 major entrance signs under construction for Summer '04 installation
- Placed updated GCC facility maps in the hallways to assist students with finding classrooms
- Installed new signage at PSOP

What we heard on May 8, 2002

Plan improvements to the campuses that will make them more aesthetically pleasing, including the relocation of smoking areas, enhanced landscaping, and landscape maintenance. †

What we have accomplished by May 8, 2004

- Created consistent smoking policy for all campuses
- Smoking areas relocated; buildings/entrances now smoke-free
- Opened Cyber Lounge on Belleville Campus
- Relocated College Activities office on Belleville Campus
- Expanded PSOP facility
- Worked with Madison County Transit in the placement of a covered bus stop for individuals utilizing the transit system
- New sidewalks at front entrances of GCC planned for 2004
- Planning for GCC parking, landscaping and water abatement
- Facilities expanded and Smart classrooms planned at PSOP
- Developed landscaping at Schmidt Art Center
- Added external sculpture at all campuses
- New Cyber Lounge in Student Commons at RBC
- Renovation in progress that will create a central student core in Main Complex, Belleville Campus
- Architectural proposals developed for enhancements to all campuses that could be supported by private gifts

What we heard on May 8, 2002

Implement an ongoing program of professional development for faculty and staff that emphasizes key competencies needed to serve our stakeholders—including technology and interpersonal skills. *

What we have accomplished by May 8, 2004

- Updated the Faculty Development Handbook @ 2003
- Developed an “adjunct academy” in 2003 - 2004
- Funded individual adjunct faculty development opportunities
- HR, IT, and CTI are conducting GroupWise Training
- AQIP committee is developing a plan and recommendations



What we heard on May 8, 2002

Use instructional need as the main criterion for prioritizing future expansion and remodeling projects. †

What we have accomplished by May 8, 2004

- Obtained state funding for a new 40,000 sq. ft. classroom building; Spring 2004
- Master Site Plan update now underway with additional academic classroom building being constructed in 2006

What we heard on May 8, 2002

Continue to develop and fund an information technology infrastructure that will allow Southwestern Illinois College to meet its current and future needs. (e.g. PeopleSoft, adjunct faculty email, class scheduling). †

What we have accomplished by May 8, 2004

- Adjunct faculty access to email is complete
- Web connection with federal and Illinois state financial aid programs; loan turnaround time reduced to days
- Student records moved to real-time access secure server
- Implemented Classtracks as a scheduling tool
- Catalog and class schedules now available on Web site
- College catalog is now available on CD
- Legacy transcript records available via PeopleSoft
- Financial Aid electronic funds transfer in place
- Implemented Intranet for SWIC information (forms, documents, guidelines, employee newsletter, etc.)

What we heard on May 8, 2002

Provide appropriate funding and staffing for technologies that benefit our students and enhance learning (e.g. online registration, Smart classrooms, Web site development, online courses). †

What we have accomplished by May 8, 2004

- Increased smart classrooms at all three campuses
- Enhanced development of online courses through the purchase of WebCT server and continued funding for the Faculty Technology Center
- Hired additional IT staff dedicated to instructional Web needs
- Web site includes program offerings, faculty development, and outcomes assessment
- GCC Success Center computers and software enhanced
- 28 out of 70 available GCC instructional areas are Smart classrooms with four mobile systems for other rooms
- Replacing GCC student library computers Spring '04
- Lab enhancements in progress at SAFB
- New/upgraded Smart rooms under development for RBC
- Library Website redesign at RBC under development
- Allocated space and staff to participate in the new Illinois state Web-based initiative, COLLEGE ZONE
- Researching provision of Web-based student information services (real-time course availability, billing status, financial aid awards, transcript information, instructor contacts, etc.)
- New Intranet site provides most recent information on articulation agreements, new programs, general information
- Prospective students now have Web access to Admissions staff

* Integrated into the AQIP Action Projects

† Institutional initiative



Communications

What we heard on May 8, 2002

Utilize technology (e.g. website, e-mail, etc.) to enhance our communication with adjunct faculty, part-time staff, students and other external stakeholders. *

What we have accomplished by May 8, 2004

- Initiated Counseling Center's S-net site to communicate programmatic changes in curriculum, etc.
- S-net used to communicate developments in AQIP and Outcomes Assessment activities
- SWIC website now dominate tool in recruiting both faculty and students; has reduced print advertising expenditures
- Prospective students can access admissions staff via links and can participate in periodic chat rooms
- Adjunct faculty access to email is complete
- E-mail addresses for all employees
- GCC faculty provided with daily synopsis of the Chronicle
- Provide GCC faculty the University of Wisconsin Scout Report weekly showing new ideas, news items, innovations
- Continually update the GCC GroupWise "everyone" emails providing timely and updated campus information
- Developed monthly internal newsletter at Red Bud
- GroupWise calendar feature utilized to improve communications within RBC and Learning Resources
- Gift acceptance, alumni registration, and scholarship information now available on-line

What we heard on May 8, 2002

Institute a comprehensive new-employee orientation program for all faculty and staff that is appropriate to their specific employment responsibilities. *

What we have accomplished by May 8, 2004

- Program recommendations under development by an AQIP Action Project committee

What we heard on May 8, 2002

Implement an ongoing program of professional development for faculty and staff that emphasizes key competencies needed to serve our stakeholders—including technology and interpersonal skills. *

What we have accomplished by May 8, 2004

- Updated the Faculty Development Handbook @ 2003
- Developed an "adjunct academy" in 2003 -2004
- Funded individual adjunct faculty development opportunities
- Ongoing plan now being designed by an AQIP committee

What we heard on May 8, 2002

Continue the commitment to improve communications within and among employee groups by planning and funding College-wide opportunities for interchange. (e.g. faculty/staff development day, student outcomes assessment day). *

What we have accomplished by May 8, 2004

- All-faculty Assessment Day initiated in 2004
- Enrollment Management Committee has evolved into a cross-divisional, district-wide effort; has accomplished multiple tasks based on some 80 areas of original interest
 - The AQIP Academic Advisement committee includes faculty, administrators, and support staff, and its research efforts reach out to student workers
 - Implemented College Activities Co-Sponsored Program fund providing 18 events co-produced by college activities and both academic and non-academic departments

What we heard on May 8, 2002

Assure that all employee groups have appropriate access to information and opportunity to exchange that information. †

What we have accomplished by May 8, 2004

- Adjunct faculty access to GroupWise
- Chairs and coordinators meetings conducted through faculty development activities
- Access by the chairs/coordinators to Counseling's S-net site
- S-Net now used to transmit many key documents and communications such as union contracts, forms, and procedures
- Provide campus-wide informational emails
- Provided all employee groups campus access to computers
- Updating and providing new computers that meet the current IT standards to GCC faculty and staff (Spring '04)

What we heard on May 8, 2002

Review College processes and identify and implement strategies that will improve communications in a multi-site environment. †

What we have accomplished by May 8, 2004

- The Enrollment Management Committee developed and implemented initiatives to improve communications
- Established daily mail service to RBC and ESLCCC
- Both GCC and RBC established Information Centers

What we heard on May 8, 2002

Review marketing and information dissemination practices. Implement strategies to ensure that consistent information is communicated to our students and other stakeholders. †

What we have accomplished by May 8, 2004

- Enrollment Management Committee developed reports, and process to track the efficacy of different recruiting strategies
- Public Information and Marketing Office collaborated with off-campus resources to analyze/improve the College's image
- A graphic artist position in Public Information and Marketing was redefined to help assure that visual identity and communications to students and stakeholders are more consistent
- A Enrollment Management research team developed new reports to analyze the transfer of our students, profiles of critical management information, and enrollment patterns
- Four yearly campus informational newsletters (Connections and Focus) mailed to northern and southern district stakeholders
- Assessed GCC marketing plan Spring '04
- Instituted newsletter (Campus Weekly) providing news and activities for all students, faculty and staff



Trustee Richard Roehrkas, Michelle Birk, and Julie Muertz discuss key issues



Julie Muertz and Marcia Boone develop icons for the College's vision



Part of the AQIP team working on issues in student advisement

* Integrated into the AQIP Action Projects

† Institutional initiative

Processes

Processes

What we heard on May 8, 2002

Identify opportunities to make our decision-making processes more inclusive and collaborative. †

What we have accomplished by May 8, 2004

- Student Development funding and IT priorities established by the divisional leadership, based on in-house staff discussion.
- The Enrollment Management Committee is directed by a process of subcommittee representation and team consensus
- Newly-designed Environmental Scanning process was initiated in 2003 and is open to all members of the College community
- AQIP, Faculty Development, and Outcomes Assessment committees drawn from a wide spectrum of the college community (including part-time faculty and staff)
- New College Activities co-sponsored program funding is determined by a committee of faculty, staff and students
- Monthly GCC staff meetings include all working groups
- Various AQIP committees representing college constituency groups are working on additional initiatives

What we heard on May 8, 2002

Evaluate data collection methods and propose how the various College divisions and areas can reduce duplication of efforts and improve access to information by faculty, staff, and students. †

What we have accomplished by May 8, 2004

- Electronic delivery of information
- Several new research products launched

What we heard on May 8, 2002

Review the College's effectiveness and funding in key student service processes— "registration, class cancellations, financial aid, advisement/counseling—and implement identified strategies that improve service to students. †

What we have accomplished by May 8, 2004

- The Enrollment Management Committee made significant process improvements: 100% and 10% refund dates; financial aid eligibility parameters; resources for students; visiting student status; recommendations on fee structures; use of research to document and adjust admission tactics
- AQIP Action Project is addressing academic advising
- Project Impact at RBC is addressing such initiatives; changes implemented in 2003.
- Fees eliminated for application, transcripts, and graduation
- Conducted Web cast on systems and processes improvement

What we heard on May 8, 2002

Review current procedures and business practices and recommend modifications to improve accounts payable timelines so that better payment turnaround is achieved for internal and external payees. †

What we have accomplished by May 8, 2004

- Enrollment Management Committee made recommendations; changes were implemented
- New PeopleSoft finance module will improve the internal routing processes for Accounts Payable; currently AP pays within 30 days of receipt or better if all documentation is received and is correct



Trustee Roehrkaase studying material on academic quality improvement

* Integrated into the AQIP Action Projects

† Institutional initiative

Overall Committee Membership

Overall Committee Membership

Student Academic Advising Steering Committee

Ted Lewis, Co-Chair
Clay Baitman, Co-Chair
Gail Fleming*
Janet Fontenot
Kevin Monroe*
Dan Segrist
Michelle Birk*
Martha Nelson
Ray Moddrell
Toby Brown
H.O. Brownback

Full-Time/Adjunct Part-time Employee Issues & Concerns Steering Committee

Rob Hilgenbrink, Co-Chair
Chris Leja, Co-Chair
Clay Baitman, Co-Chair
Charles Hannon
Tom Lovin
Vanessa Miller*
Paul Wreford
Lynn Blomberg
Carol Byers
Marcia Boone*
H.O. Brownback

Employee Development Steering Committee

Larry Friederich, Co-Chair
Valerie Thaxton, Co-Chair
Clay Baitman, Co-Chair
Jeane Dibble
Pat Lurtz
Bruce Sisko
Amanda Starkey*
Sherry Favre
Lynette Rienbolt
Laurie Bingel
H.O. Brownback

Outcomes Assessment Steering Committee

Clay Baitman, Chair
Julie Muertz*, Co-chair
Shay Bean
Faith Christiansen
Linda Dawkins
Jean Deitz
Keven Hansen
Jim McGowen
Joyce Ray*
Tom Zach
H.O. Brownback

Student Academic Advising Instructional Sub-Committee

Clay Baitman, Chair
Janet Fontenot, Co-Chair
Donna Baker
Shay Bean
Kathy Bernal
Jim Dunning
Gail Fleming*
Tracy Louis
Stacy Martin
Kevin Monroe*
Dan Segrist
Jessie Slaughenhaupt
Patricia Pou
H.O. Brownback

Full-Time/Adjunct Part-time Employee Issues & Concerns Instructional Sub-Committee

Clay Baitman, Chair
Paul Wreford, Co-Chair
Wayne Ault
Craig Gallup
Charles Hannon
Karen Jobe
Tom Lovin
Vanessa Miller*
Tracey Nieder
Lee Smith
Paula Wade
H.O. Brownback

Employee Development Instructional Sub-Committee

Clay Baitman, Chair
Bruce Sisko, Co-Chair
Jennifer Bone
Elaine Burrus
Bernadine Chapman
Jean Deitz
Jeane Dibble
Doug Eskra
Pat Lurtz
Amanda Starkey*
Sarah Ward

AQIP Steering Committee

Clay Baitman
Michelle Birk
H.O. Brownback
Kevin Monroe
Amanda Starkey
Gail Fleming
Sue Taylor
Vanessa Miller
Julie Muertz
Marcia Boone
Joyce Ray

Student Academic Advising Non-Instructional Sub-Committee

Ted Lewis, Chair
Kathy Albers
Michelle Birk*
Sylvia Anshus
Kelly Atkins
Toby Brown
Barbara Hunter
Ray Moddrell
Donna Moody
Martha Nelson
Jennifer Sutter
Debbie Alford
Wendy Holder
H.O. Brownback

* Indicates AQIP Champion (A committee member who has received special training in issues analyses and quality improvement methods from the NCA Higher Learning Commission)

Full-Time/Adjunct Part-time Employee Issues & Concerns Non-Instructional Sub-Committee

Robert Hilgenbrink, Co-Chair
Christine Leja, Co-Chair
Dave Chaffee
Jeffrey McCoy
Carol Byers
Johnny Lanctot
Lynn Blomberg
Linda Bugner
Mike Reed
Christie Mercer
Marcia Boone*
H.O. Brownback

Employee Development Non-Instructional Sub-Committee

Valerie Thaxton, Chair
Bonnie McArthur
Sherry Favre
Lynette Rienbolt
Sue Taylor*
Marsha Garner
Pam Higgins
Laurie Bingel
Chris Boemecke
H.O. Brownback

Strategic Planning Council

Clay Baitman
Michelle Birk
H.O. Brownback
Larry Friederich
Elmer Kirchoff
Jim Maher
Nick Mance
Vanessa Miller
David Paeth
Richard Roehrkasse
Sue Taylor
Paul Wreford

Overall Committee Membership Statistics:

Full-time Faculty: 31
Adjunct Faculty: 5
Administrators: 29
Trustees: 2
Full-time Staff: 8
Part-time Staff: 7
Community Member : 1

* Indicates AQIP Champion (A committee member who has received special training in issues analyses and quality improvement methods from the NCA Higher Learning Commission)



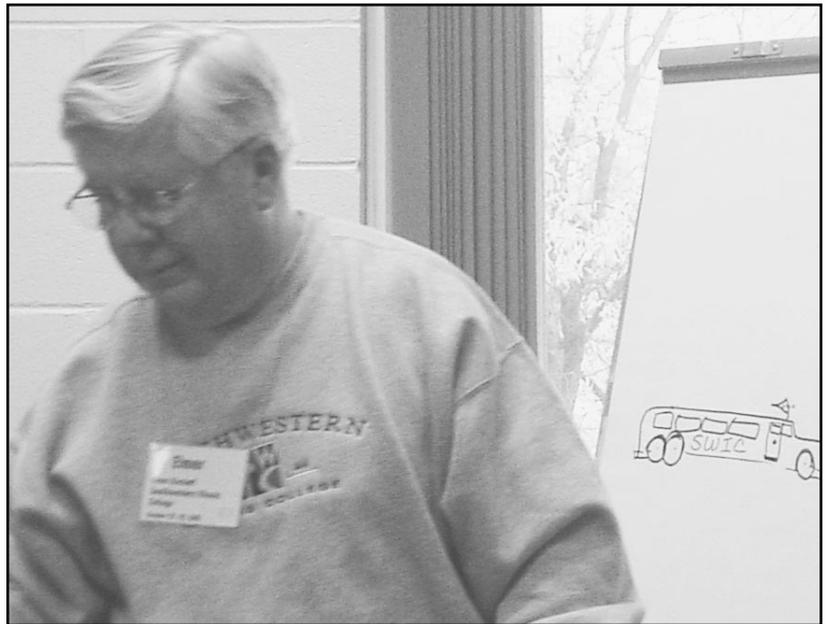
Faculty and staff from at the Adjunct Faculty Appreciation event



Faculty and staff from at the Adjunct Faculty Appreciation event



Chuck Gulash and other faculty at work during the Faculty Assessment Day



President Kirchoff leading the SWIC team at the Strategy Forum



Vice President Ted Lewis and part of the Academic Advising Non-Instructional Subcommittee



Dottie Bowers and colleagues reviewing materials during the Faculty Assessment Day.



Julie Muertz addresses peer colleges at the Chicago Forum



May 8, 2002



Check us out at www.snet/aqip/!