American Association of Community Colleges
Affiliated Council

Continuous Quality Improvement Network

Annual Report

July 1, 2012 - June 30, 2013
AACC AFFILIATED COUNCIL ANNUAL REPORT

Under the guidelines established by the AACC Board of Directors, each AACC-Affiliated Council is required to submit an annual report by August 15 of each year. The report should cover the period July 1 - June 30, which is the Board approved reporting year. Please provide all information requested. Failure to submit a complete report by the due date may result in withdrawal of affiliation. Information about 2013 - 2014 activities will be posted on the AACC Web site. Reports will be made available to the Board Liaison and Staff Contact for each Council.

Reports are to be submitted electronically by August 15, 2013, to Jennifer Tinch, COAC Liaison at jtinch@aacc.nche.edu

General Information

Affiliated Council Name: Continuous Quality Improvement Network

Year for which report is submitted: **June 1, 2012 - June 30, 2013**

Person submitting report: Charlotte J. Lee

Affiliated Council position: CQIN Coordinator for Financials & Logistics

Professional title (please write out): Director, Enhanced Learning Center (University of Arkansas)

Complete Address: 9123 Moody Road

City: Fort Smith State: AR Zip: 72903

Phone: (479) 651-6611 Fax: (888) 703-7405

Email: cjlee1@cox.net

Affiliated Council website address: cqin.net

Year Affiliated Council was founded: 1991
Membership Information

1. Current number of members: 42 Individual N/A Institutional

2. Month/Year when newly elected officers assume positions: January 1, 2015

3. Length of officers’ terms: 2 Years

Please include the following:
Roster of current officers for 2012 to 2013

Laura L. Coleman, President
Chris Bustamante, President Elect
Dan Phelan, Secretary-Treasurer
Lee Rasch, Immediate Past President
Cecilia Cervantes, Member-at-Large
Elizabeth Murphy, Member-at-Large
Gayle Saunders, Member-at-Large

Roster of next year’s officers for 2013 to 2014 (if known)

Laura L. Coleman, President
Chris Bustamante, President Elect
Dan Phelan, Secretary-Treasurer
Lee Rasch, Immediate Past President
Cecilia Cervantes, Member-at-Large
Elizabeth Murphy, Member-at-Large
Gayle Saunders, Member-at-Large

2014 AACC Convention Information

A. 2014 AACC Convention meeting/forum contact:

Name of person responsible for submitting the paperwork for the meeting/forum:
Laura Coleman

Title: President

College/Institution: Bay de Noc Community College

Address: 2001 North Lincoln Road

City: Escanaba State: MI Zip: 49829

Phone: (906) 786-5802 Fax: ( )
Approved by AACC Board of Directors, April 20, 2013
Email address: colemanl@baycollege.edu

Please list the name of the person from your organization who will read and review proposals for the 2014 AACC Annual Convention.

Readers will receive materials in October

2013 Name: Laura L. Coleman
Title: President
College/Institution: Bay de Noc Community College
Address: 2001 North Lincoln Road
City: Escanaba  State: MI  Zip: 49829
Phone: (906) 786-5802  Fax:
Email address: colemanl@baycollege.edu

Future Affiliated Council Meeting Dates

AACC will post your Affiliated Council meeting dates on the AACC website Event Calendar with a link to the organization’s website. Please provide us with information on the meetings you wish posted.

Annual Meeting(s):

A. Meeting Name: Executive Committee Meeting
Dates: October 30-31, 2013
Start and End Times (if applicable): 12:00 noon – 12:00 noon
City/State: Clayton, Missouri
Hotel/Other: The St. Louis Ritz-Carlton Hotel
Theme: N/A
Description: N/A
Post on AACC Web site: ___ Yes ___X No
If yes, please provide link:
B. Meeting Name: CEO Forum and Reps Meeting

Dates: February 27-28, 2014

Start and End Times (if applicable):

City/State: Clayton, Missouri

Hotel/Other: The St. Louis Ritz-Carlton Hotel

Theme: Leadership Development for an Engaged & Accountable Workforce

Description: Planning Meeting with preliminary introduction to the 2014 Summer Institute Learning Partners, Institute Objectives, Metaquestions, Readings and program design.

Post on AACC Web site: ____ Yes ___ No

If yes, please provide link:

C. Meeting Name: 2014 Summer Institute

D. Dates: July 31-August 2, 2014

Start and End Times (if applicable): 6:00 p.m. – 2:00 p.m.

City/State: Clayton, Missouri

Hotel/Other: The St. Louis Ritz-Carlton Hotel

Theme: Leadership Development for an Engaged & Accountable Workforce

Description: The 2014 Summer Institute will focus on employee engagement and the development of an accountable workforce. Learning Partners include: Headwinds, LTD, Nestle Purina PetCare Company (2010 Baldrige Recipient), The Ritz-Carlton Hotel Company (two-time Baldrige recipient), and Midway USA (2009 Baldrige recipient). The Institute will also provide CEO-Executive Forums with corporate leaders, and a variety of Best Practice Sessions by corporate and CQIN members.

Post on AACC Web site: ___ X ___ Yes ____ No

If yes, please provide link: cqin.net


**Leadership Programs**

AACC is interested in partnering with the Affiliated Councils on various leadership programs. Please list the title, date, and location of leadership programs your affiliated council will host between June 2013 - June 2014.

N/A

**Publications**

Please list any and all publications by your Affiliated Council.

N/A

**Statement of Affiliated Council’s Purpose and Goals**

Please include a statement of the overall purpose and goals of this Council/Organization. The guidelines for affiliation require that a Council’s bylaws support the purposes and objectives of AACC.

The Continuous Quality Improvement Network (CQIN) is a higher education membership organization that affords CEOs of both colleges and universities as well as corporations and non-profits organizations associated with higher education significant networking and learning opportunities to foster continuous improvement and achievement of performance excellence. Member CEOs receive information on a regular basis in the form of CQIN’s newsletter, Network News, meet with one another twice each year, and have other contact opportunities through formal and informal methods.

CQIN lives and operates in accordance with its Guiding Principles:

Mission – CQIN is a member-driven organization committed to building stronger colleges through learning partnerships.

Vision – Higher education’s best resource for continuous improvement.

Values –

- We strive to be on the cutting edge.
- We are a learning organization.
- We seek to continuously improve and innovate.
- We value the pursuit and sharing of best practices.
- We are responsive to the needs of our members.
- We value engaged and active members.
The 2013 CQIN Summer Institute was opened by Dr. Peter Senge, Director of the Center of Organizational Learning, MIT Sloan School of Management and focused on the principles of Systems Thinking in achieving breakthrough change in the organization. The Learning Objectives for the 2013 Institute were:

1. Identify the characteristics and practices essential to having a culture that uses Systems Thinking as a Catalyst to Drive Breakthrough Change

2. Understand the processes, tools, and benefits of having a culture that uses Systems Thinking as a Catalyst to Drive Breakthrough Change

3. Understand a disciplined and intentional approach to having a work culture that uses Systems Thinking as a Catalyst to Drive Breakthrough Change


Primary Learning Partners included: Dr. Peter Senge, Bridgeway Partners (David Stroh & Michael Goodman), Northwestern Mutual (Kathy Clark & Craig Czerwinski) and the Creative Learning Exchange (Lees Stuntz). 

Approved by AACC Board of Directors, April 20, 2013

Affiliated Council Program Activities for the Current Year

July 1, 2012 - June 30, 2013
Please tell us about pertinent Council/Organization Activities, including annual and regional meetings, seminars and workshops; information on new and on-going publications; and any other information that may be of interest to your colleagues and the AACC. This information will be photocopied and shared with all AACC Councils, and Board and Staff Contacts.

The CQIN Summer Institutes are intensive learning experiences for member teams resulting in in-depth learning around a unique component of the quality journey. Teams learn from Learning Partners who are recognized experts in their respective fields and who have gone beyond the rhetoric to actual implementation. The Institute also allows member teams to showcase their achievements which have resulted in the team’s learning from an earlier Institute. The Institutes are focused, intensive learning opportunities which are developed in collaboration with the learning partners and member REPs over the span of several months.

Past Learning Partners have included: The Ritz-Carlton Hotel Company (two-time Baldrige recipient), Dr. Peter Senge, Director of the Center for Organizational Learning, MIT Sloan School of Management, Southwest Airlines, Lockheed Martin Corporation, Craig Hickman, Co-Author of *The Oz Principle*, Kimberly-Clark Health Care, The Disney Institute, VA Clinical Research Pharmacy Coordinating Center, Walt Disney World, Montgomery County Public Schools (2010 Baldrige Recipient), The Container Store, The City of Coral Springs, FL (2007 Baldrige Recipient), Monfort College of Business at the University of Northern Colorado (2004 Baldrige Recipient), and Poudre Valley Health System, Colorado.

**Affiliated Council Program Activities for Next Year**  
**July 1, 2013 - June 30, 2014**

Please tell us about pertinent future Council/Organization Activities, including annual and regional meetings, seminars and workshops; information on new and on-going publications; and any other information that may be of interest to your colleagues and the AACC. This information will be photocopied and shared with all AACC Councils, and Board and Staff Contacts.

The 2014 Summer Institute will focus on employee engagement and the development of an accountable workforce. Learning Partners include:

- Headwinds, LTD,
- Nestle Purina PetCare Company (2010 Baldrige Recipient),
- The Ritz-Carlton Hotel Company (two-time Baldrige recipient), and
- Midway USA (2009 Baldrige recipient).

The Institute will also provide CEO-Executive Forums with corporate leaders, and a variety of Best Practice Sessions by corporate and CQIN members.

Learning objectives and program specifics will be developed over the next several months and made available on the CQIN Website ([www.cqin.net](http://www.cqin.net)) shortly after the CQIN CEO Forum and Rep Meeting concludes on February 28, 2014.

**Additional Supporting Materials**

Please complete your report by also remitting electronically with your report:
Approved by AACC Board of Directors, April 20, 2013

- A copy of your audit report with the balance sheet for the period July 1, 2012 – June 30, 2013
- Your Affiliated Council’s constitution and by-laws, if there have been changes.
- Any and all other supporting materials that you wish to send (brochures, publications, etc.)

All materials are due to AACC by **August 15, 2013**.

Jennifer Tinch  
Affiliated Council Annual Report American Association of Community Colleges One Dupont Circle, NW Suite 410 Washington, DC 20036
Continuous Quality Improvement Network (CQIN)
By-Laws
Revised July 28, 2012

This Association is not organized for profit and no part of the net earnings will be used to the benefit of any private shareholder or individual. As such, the Association has been granted a Federal Tax Exempt Status under section 501 (c) (6) of the Internal Revenue Code.

ARTICLE I
Name
The name of the Association shall be "Continuous Quality Improvement Network.” CQIN may also be used as the name of the Association.

ARTICLE II
Purpose
The purpose of this Association shall be to assist member CEOs with active organizational transformation. This Association shall also develop strategies to enhance active institutional learning for faculty, staff, and trustees. Some examples of this assistance include the following.

1. Sharing innovative ideas and initiatives.
2. Sharing materials, successes, challenges, and failures.
3. Conducting workshops, seminars, and institutes on topics related to the purposes of the Association.
4. Linking with groups outside education for mutual exchange of ideas and practices.
5. Affiliating with groups and/or other educational associations for mutual exchange of ideas and practices. As an organization, CQIN will support the purposes and objectives of the educational group or association with which it affiliates. Affiliation will not alter or affect CQIN’s sole responsibility for all financial encumbrances or obligations it incurs as an association.
6. Seeking funding for innovative projects.
7. Publishing institutional best practices in higher education.
ARTICLE III

Memberships

A. Types of Members

Member institutions will be assigned to one of three classifications on an annual basis.

1. Higher Education Institution
   a. The CEO of an accredited two-year community/technical college or four-year college/university actively engaged in organizational transformation who is interested in participating in the Association's CEO activities is eligible to be a member of the Association. In a multi-college system or district, the CEO of the system/district may be a member if the system/district office or one of the campuses is engaged in organizational transformation. In addition, the heads of each of the campuses are eligible to be members.

2. Corporations associated with higher education.
   a. The CEO of a corporation actively engaged in organizational transformation and who is interested in participating in the Association's CEO activities is eligible to be a member of the Association.

3. Non-Profit Organizations
   a. The CEO of a non-profit corporation actively engaged in organizational transformation and who is interested in participating in the Association's CEO activities is eligible to be a member of the Association.

B. New members are selected by a two-thirds vote of the Executive Committee or via a mail/electronic ballot, based on a written application for membership that includes evidence of being engaged in organizational transformation. The written application shall include information related to the following.

1. An explanation as to the reasons why the organization desires to become a member of CQIN.

2. An explanation of initiatives underway to implement continuous quality improvement principles and achieve performance excellence.

C. Non-payment of dues will result in automatic removal from membership.
D. An Annual Institutional Fee for members will be established by the majority of the members present at a regular meeting or via mail/electronic ballot. Prompt payment of dues and assessments is required to become or remain a member.

E. The membership in this Association shall extend from July 1 to June 30 of the following year regardless of the time when dues are paid.

F. In the event a CEO leaves his/her position to accept another CEO position, he/she will remain a member of the Association, provided all dues are paid by the new institution/corporation.

G. In the event a CEO leaves his/her position, the institution from which he/she leaves will remain in an active status until the new CEO re-affirms his/her commitment to the Association. This commitment shall be made by letter or verbally to the President or Executive Director of CQIN and payment of applicable membership dues.

ARTICLE IV

CQIN Institutional Representatives

A. Each member CEO will designate one individual as a partner for organizational learning, known as the CQIN Institutional Representative (Rep). The Rep will be responsible for facilitating the events, programs, and activities that will enhance the Association and member’s institution.

Some examples of these activities include the following.

1. Share information on trends affecting higher education.
2. Share developmental strategies on environmental scanning, training, planning, and process management.
4. Support each other's learning through networking, study sessions, conference attendance, etc.
5. Stimulate and provide a forum for "out-of-the-box" thinking.
6. Cooperate in grant seeking activities.
7. Assist in developing materials for publication by CQIN.
ARTICLE V

Election of Officers

A. Officers
   1. The Officers of the Association will include the President, President Elect, Secretary-Treasurer, and Immediate Past President.
   2. Changes to the number and type of Officers shall be modified by a two-thirds vote of the members present at a regular meeting or via mail/electronic ballot.

B. Executive Committee
   1. The Executive Committee will consist of the President, President Elect, Secretary-Treasurer, and Immediate Past President and three At-Large Members.

C. Terms of Office
   1. Officers and At-Large Members of the Executive Committee are elected to a two-year term.

D. Process of Nomination
   1. The Executive Committee shall appoint a Nominating Committee.
   2. The Nominating Committee shall present to the members nominations for each position of the Association that fall vacant at that time. Members may make additional nominations in open meetings or by mail.

E. Method of Election
   1. The election will be conducted at the summer CEO meeting.
   2. In the event of a vacancy in any office of the Association, other than the expiration of a term, the office will be filled by Executive Committee appointment until the prescribed procedure shall be followed to elect a member for the un-expired term.

ARTICLE VI

Duties of Officers and Executive Committee

A. The Executive Committee will review the duties and responsibilities of the Officers of the Association annually for accuracy.
B. Any change in the Officers of the Association will be recommended to the full Association for review and two-thirds approval by the members present at a regular CEO Meeting or via mail/electronic ballot.

C. The Executive Committee shall constitute the administrative body of the Association and shall direct its policies as expressed in the By-Laws.

D. It shall be the duty of the Executive Committee to provide for the safekeeping and proper investing of all funds of the Association.

E. The Executive Committee may appoint volunteer and/or paid staff positions for the Association as needed to accomplish the goals of the Association. Examples of such staff positions include:
   1. Executive Director
   2. Coordinator for Finance & Administration
   3. Coordinator for the Summer Institute
   4. Website Coordinator

ARTICLE VII

Committees

A. Committees may be formed as deemed necessary by the Executive Committee.

B. Committee members shall be appointed by the President subject to the approval of the Executive Committee.

ARTICLE VIII

Meetings

A. There will be one regular CEO meeting annually, which will include a business meeting and a learning/sharing session.
   1. Attendance by the CEO is expected and absences must be reported to the Association President if the CEO is to be excused.

B. There will be an annual summer institute. The purpose of this institute will be to provide the Association with an in-depth examination of concepts related to organizational transformation and continuous learning for teams of administrators, faculty and staff.
C. There may be one regular meeting of the Institutional Representatives each year, as determined by the Institutional Representatives.

ARTICLE IX

Amendments

A. The By-Laws may be amended as follows.

1. All proposed amendments must be presented to the members at least 30 days prior to the meeting at which action on the proposed amendment is to be taken.

2. These By-Laws may be revised or amended by a two-thirds vote of the members present at a regular CEO Meeting or via mail/electronic ballot.