

Aaniiih Nakoda College Strategic Plan 2019-2023

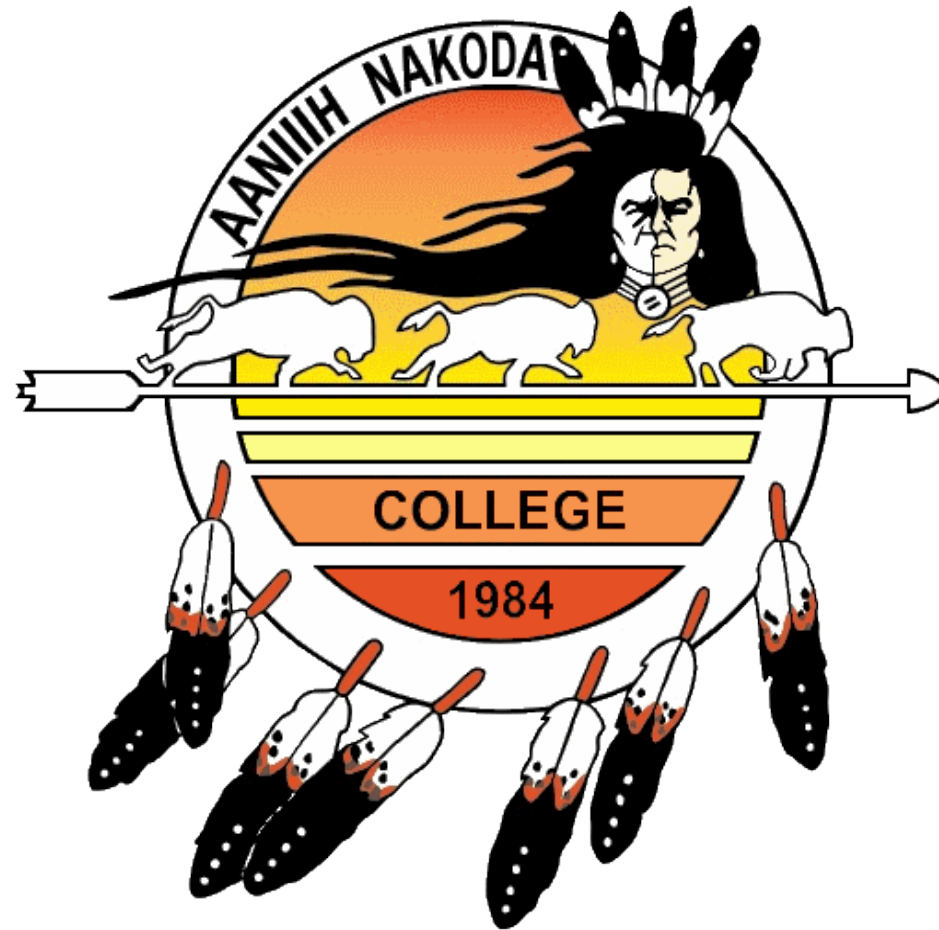


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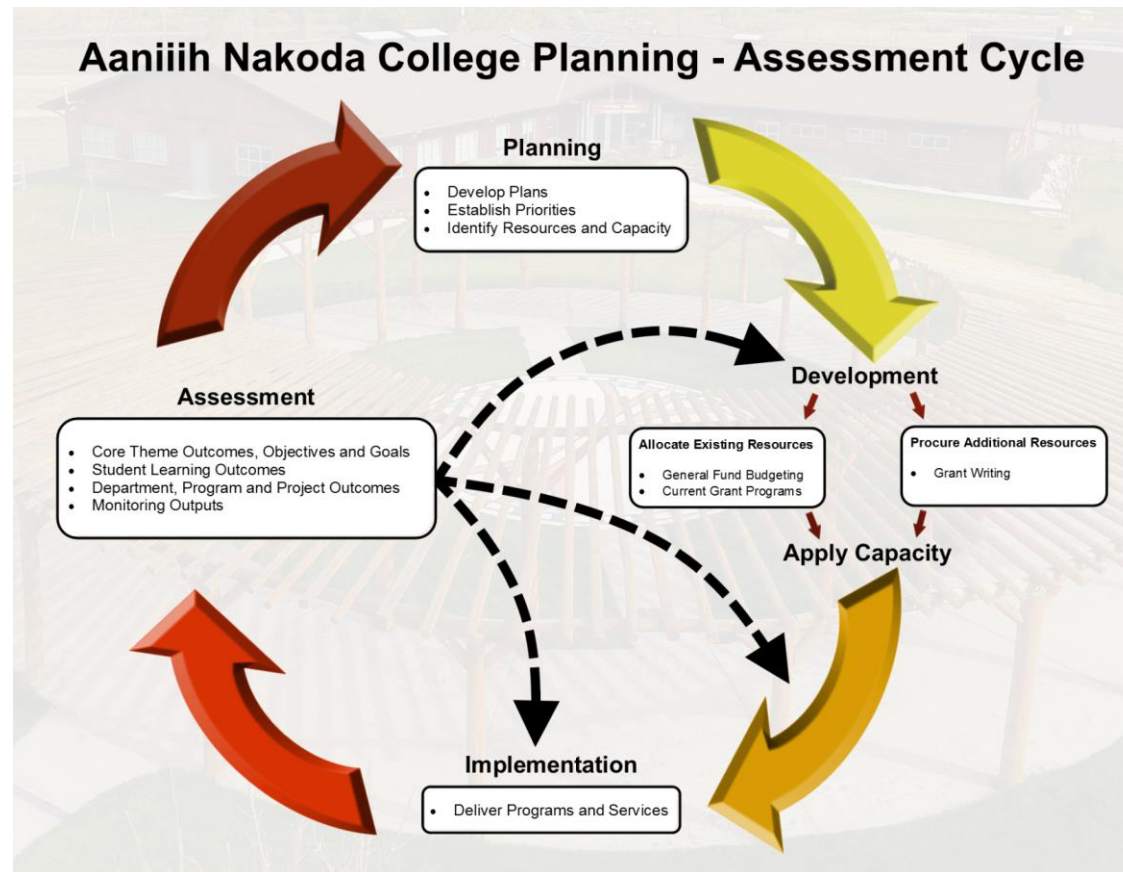
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Introduction and History

Aaniiih Nakoda College's previous strategic plan ended in December 2018. In January 2019, the college launched the process of developing a new strategic plan. The process began with a series of brainstorming meetings held on campus, January 30-31, 2019. Participants represented all campus constituencies, including administration, staff, faculty and students. One series of brainstorming sessions was facilitated by the college's director of sponsored programs. During these sessions, the facilitator presented participants with institutional effectiveness data gathered over the past five years, invited participants to identify possible trends and issues reflected in the data, and asked them to suggest possible strategies for improving institutional outcomes related to enrollment, recruitment and retention. The other series of brainstorming sessions was facilitated by the college's Achieving the Dream (ATD) leadership coach, Dr. Constance Green. These sessions involved a smaller group of administrators, staff and faculty who were asked to reflect on the current first-year experience of students at Aaniiih Nakoda College (ANC), identify potential gaps in services, and suggest strategies for addressing these gaps and strengthening the student success pathway for ANC students. In addition to these two series of brainstorming sessions, student input was solicited throughout Spring Semester 2019 in the college's general education writing courses. Students shared their ideas through in-class writing assignments, which the instructor then passed along to the director of sponsored programs. In May 2019, a pair of follow-up planning meetings were held with the ANC Curriculum Committee (May 13, 2019) and student services administration and staff (May 21, 2019). Planning discussions with Curriculum Committee members focused on three topics: strengthening academic quality, increasing the effectiveness of efforts to ground academic program delivery in Aaniiih and Nakoda languages and lifeways, and improving student transfer and employment outcomes. In turn, student services personnel focused their discussion on reviewing ideas generated in January 2019 and identifying tasks and strategies for strengthening ANC's student success pathway. At the same that these meetings were taking place, the director of sponsored programs also solicited input from three smaller units on campus (library, information technology and physical plant) regarding strategies for improving the college's instructional support services, resources and facilities.

In June 2019, the director of sponsored programs compiled the activities and tasks suggested during the first five months of the year and organized them into a draft strategic plan. Activities and tasks were listed under one twelve institutional planning objectives, based on their potential contribution to the college's efforts to achieve that objective and its associated performance outcomes. For each activity, the director of sponsored programs assigned responsible parties, resources needed and estimated timeline for its implementation. Once this initial rough draft was completed, the director of sponsored programs distributed it among members of the President's Executive Team. On June 12 and 19, 2019, the Executive Team met to conduct a comprehensive review of the draft plan, to suggest revisions, and to establish the institution's highest planning priorities. Further review and refinement of the plan occurred during meetings held in conjunction with a follow-up visit from ANC's ATD coaches on July 22, 2019. The updated draft of the strategic plan was presented for review and revision to all board members, administrators, staff and faculty during the college's annual summer retreat (August 6, 2019). The ANC Board of Directors voted to adopt the plan on September 17, 2019.

Aaniiih Nakoda College's Strategic Plan 2019-2023 maintains the form and structure of the college's previous strategic plan (2013-2018). The mission statement, mission-based goals, and planning objectives remain the same. What has been thoroughly updated are the implementation tables that identify the specific tasks and strategies that will be employed to achieve those goals and objectives. In addition, the framework for evaluating the college's success in implementing the strategic plan in a manner that results in the achievement of institutional goals and objectives has been revised to reflect changes made to ANC's institutional effectiveness indicators and outcomes during winter 2018. By aligning the evaluation of its strategic plan's implementation with its ongoing efforts to evaluate institutional effectiveness (mission fulfillment and goal achievement), ANC is able to maximize the value of its integrated planning-assessment cycle (depicted in the illustration below) for supporting continuous institutional improvement.



Document Organization

The Aaniiih Nakoda College 2019-2023 Strategic Plan begins with a statement of the college's mission and identifies the mission's three institutional goals. In the following three sections of the plan, each mission-derived goal is examined in detail, beginning with a re-statement of the goal, a brief narrative description, and a presentation of the goal's four associated objectives. Each section then presents Strategic Planning and Evaluation sub-sections, which include an implementation table and evaluation plan for each objective. Implementation plans identify specific tasks to be completed in order to achieve each objective, as well as the responsible parties, resources needed, and timelines for carrying out these activities. Evaluation plans list the outcomes and indicators that the college will employ to assess the success of its efforts in achieving the associated objective.

The college's success in achieving each of its planning objectives will be measured using at least one indicator per objective, each of which is associated with an anticipated outcome that serves as the standard against which Aaniiih Nakoda College will evaluate its actual performance. Anticipated outcomes serve as acceptable thresholds of performance for each indicator associated with objectives and goals that are directly linked to ANC's mission statement. In this way, monitoring and evaluating the college's success in carrying out its strategic plan will, at the same time, provide a meaningful framework for assessing organizational effectiveness and, ultimately, mission fulfillment.

The college mission, goals, objectives, indicators and outcomes provide the framework for the college's integrated strategic planning and evaluation process. The goals and objectives provide clear direction for where ANC wants to go, while the indicators and outcomes offer equally clear means for evaluating the institution's success in getting there. College personnel have used this framework to develop a strategic plan to serve as a 'road map' to help ANC reach the 'destination' articulated in its institutional goals and associated objectives. At the same time, data for all indicators and outcomes will be used to assess the college's progress in implementing its strategic plan, achieving its goals and objectives, and, ultimately, fulfilling its stated mission.

Aaniiih Nakoda College Strategic Plan, 2019-2023

Mission Statement

The mission of Aaniiih Nakoda College is to provide quality postsecondary education for residents of the Fort Belknap Indian Reservation and surrounding communities. The college promotes individual and community development by maintaining and revitalizing the indigenous lifeways of the Aaniinen and Nakoda Tribes and by preparing students to succeed in an American technological society.

Institutional Goals

- Institutional Goal 1:** **Academic Quality:** ANC will provide high quality postsecondary education opportunities.
- Institutional Goal 2:** **Indigenous Lifeways:** ANC will provide educational programs and services grounded in the lifeways of the Aaniinen and Nakoda nations.
- Institutional Goal 3:** **Student Success:** ANC will help all students succeed in achieving their academic and professional goals.

The overarching mission of the college is located at the intersection where these three interrelated goals meet - in the delivery of high quality, culturally-grounded, student-centered educational programs.

Institutional Goal 1: Academic Quality

ANC will provide high quality postsecondary education opportunities.

Brief Description of Goal 1

Academic programs are designed to provide students with skills and knowledge appropriate to the level of instruction and the standards of each discipline and, in some cases, industry. Each academic program, including general education and related instruction, identifies the skills and knowledge students are expected to attain upon program completion, as well as required levels of proficiency. Quality academic programs facilitate student success in achieving identified program goals and outcomes and meeting established performance standards.

Goal 1 Objectives

- Objective 1.A: Students will demonstrate proficiency in acquiring identified skills and knowledge associated with their chosen field of study.
- Objective 1.B: Faculty will provide quality instruction.
- Objective 1.C: Academic programs and course offerings will reflect the educational needs, interests and aspirations of residents of the Fort Belknap Indian Reservation and surrounding communities.
- Objective 1.D: Instructional support services (i.e., facilities, information resources, and technology) will provide the teaching/learning resources needed to deliver quality educational programs.

Goal 1 Strategic Planning and Evaluation

Objective 1.A: Students will demonstrate proficiency in acquiring identified skills and knowledge associated with their chosen field of study.

Implementation Table

Task	Responsible Parties	Resources Needed	Timeline
Have students demonstrate knowledge and skills through presentations outside of class as part of an annual student conference/forum where community members (including high school students) are invited to attend	Academic Dean Faculty	Current faculty	May 2020
Earn accreditation for the nursing A.S. program	Nursing Director Nursing staff and faculty	Current staff and faculty	May 2020
Host an annual student research symposium where students can present results, share experiences, and demonstrate knowledge and skills associated with program learning outcomes	Academic Dean Faculty	Current faculty Existing grant funds	September 2020
Require all graduates to apply knowledge relevant to their field of study (e.g., research project, field experience, internship, coop) and include it as part of program assessment plans	Academic Dean Curriculum Committee	Current faculty	May 2021
Establish a feedback process with employers to assess student preparedness	Academic Dean Faculty	Current faculty NACTEP staff	May 2021
Explore and pilot a Credit for Prior Learning program	Academic Dean Curriculum Committee Registrar	Current faculty and staff	August 2021 & August 2023

Evaluation Plan

Indicators of Achievement	Anticipated Outcomes
Achievement of degree/certificate program learning outcomes among graduates	All graduates will score at a level of proficient or higher for their program learning outcomes.
Achievement of general education and related instruction learning outcomes among students completing the courses identified to measure those outcomes	Eighty percent of those completing the identified courses demonstrate proficiency, as indicated by a score of three or higher on the rubrics designed to measure student learning outcomes.

Objective 1.B: *Faculty will provide quality instruction.*

Implementation Table

Task	Responsible Parties	Resources Needed	Timeline
Provide faculty with professional development opportunities (e.g., graduate coursework, workshops, conferences) related pedagogy, assessment cultural integration and Native learning styles; participating faculty will share knowledge and skills gained through reports and presentations at faculty meetings	Academic Dean Faculty Sponsored Programs	Existing grant funds	September 2019
Encourage and support advanced degree attainment for interested faculty and ensure compliance with institutional payback requirements	Academic Dean President Sponsored Programs	Existing grant funds	Ongoing
Increase opportunities for interaction between students and part-time faculty	Academic Dean Adjunct Faculty	Current administration and adjunct faculty	January 2020
Include part-time instructors in faculty orientation and provide them with training opportunities to enhance their teaching skills	Academic Dean Faculty (full-time and part-time)	Current administration and faculty	January 2020
Establish system for interaction between faculty and IT staff concerning technology needs, issues and problems at least once a semester	Academic Dean IT staff	Current staff	January 2020
Provide annual Moodle orientation for all faculty, and encourage development and use of an online syllabus quiz for students to learn course requirements	Academic Dean IT staff	Current staff and faculty	January 2020
Provide faculty with technical training and curriculum design training in hybrid formats and integrating technology in higher education	Academic Dean IT staff	Current staff and faculty Existing grant funds	August 2020

Evaluation Plan

Indicators of Achievement	Anticipated Outcomes
Student perceptions of faculty availability	Each full-time faculty member will receive an average rating of 80 percent or higher on selected questions from course evaluations where students indicate their perceptions of faculty availability.
Student perceptions of faculty knowledge and teaching skills	Each faculty member will receive an average rating of 80 percent or higher on selected questions from course evaluations where students indicate their perceptions of faculty content knowledge and teaching skills.

Objective 1.C: *Academic programs and course offerings will reflect the educational needs, interests and aspirations of residents of the Fort Belknap Indian Reservation and surrounding communities.*

Implementation Table

Task	Responsible Parties	Resources Needed	Timeline
Collaborate with Island Mountain Development Group, Fort Belknap tribal government, Housing, local businesses, community organizations, and senior centers to identify employee/client training needs and offer courses and workshops designed to meet their professional development needs and/or educational interests	President Academic Dean Dean of Students Registrar Faculty	Current administration Additional staff Adjunct faculty	September 2019
Increase training programs in water-related topics relevant to community water resource management activities and objectives	Nic?-Mní Center staff and faculty	Existing grant funds	September 2019
Explore mutually beneficial partnerships with American Prairie Reserve, The Nature Conservancy and other local property owners/managers	President Academic Dean Faculty Sponsored Programs	Current administration, staff and faculty	January 2020

Increase student interaction with local businesses and community organizations to gain real-world experience and observe operations	Academic Dean Faculty	Current administration and faculty	August 2020
Begin offering a B.S. degree in Aaniiih Nakoda Ecology	Academic Dean Environmental Science faculty Sponsored Programs	Current and future faculty administration Existing grant funds	August 2020
Resume offering CDL courses	Academic Dean NACTEP staff	Institutional resources Tribal cost-share	June 2022
Increase the number of one-year certificate programs in fields related to criminal justice, agri-business and other areas of identified community interest	Academic Dean Curriculum Committee	Depends on programs implemented	August 2021
Expand nursing to offer more certificates – EMT, phlebotomy, health records management, coding, etc.	Nursing Director Nursing staff and faculty	Additional instructors Grant funds	August 2022
Expand CIS curriculum to include short term certification programs in cyber security, network administration, etc.	Academic Dean IT staff CIS instructor	Current faculty and staff	August 2022
Replace/update the 3D printer and laser printer and dedicate a space for its use	Academic Dean CIS instructor IT staff	Existing and future grant funds	August 2022
Establish an alumni association to promote ANC and be a liaison in the community	President Dean of Students	Current administration Staff support Institutional resources	January 2023
Explore establishing an equine/Native horse program	Academic Dean Curriculum Committee	Additional faculty Equine facilities Partnership with Tribal Farm & Ranch	August 2023

Add degree programs in criminal justice/law enforcement and agri-business	Academic Dean Curriculum Committee	Additional faculty	August 2023
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Evaluation Plan

Indicators of Achievement	Anticipated Outcomes
Average Indian Student Count (ISC) (relevance of all programs and course offerings)	Average annual Indian Student Count (ISC) is 200 or higher.
Number of full-time, degree seeking students (relevance of academic programs)	Average number of full-time, degree seeking students per semester is 107 or higher.
Number of part-time, non-degree seeking students (relevance of workshops and community education courses)	Average number of part-time, non-degree seeking students per semester is 89 or higher.

Objective 1.D: *Instructional support services (i.e., facilities, information resources, and technology) will provide the teaching/learning resources needed to deliver quality educational programs.*

Implementation Table

Task	Responsible Parties	Resources Needed	Timeline
Increase community awareness and engagement with library programs and services	Library Director	Current staff Grant funds	Ongoing
Overhaul the college web site	President IT staff Library Director	Current staff Contracted services Existing grant funds	Ongoing
Develop and implement an Information Technology strategic plan to address issues associated with the maintenance, replacement and enhancement of ANC's IT equipment	MIS IT staff Executive Team	Current staff and administration Grant funding Institutional resources	January 2020
Assess instructional space usage and hold discussions regarding classroom and laboratory space availability; use results to revise course scheduling	Academic Dean Physical Plant Manager MIS	Current administration, staff and faculty	January 2020

	Comptroller		
Provide regular/consistent access to food on campus (e.g., bookstore snacks, food carts, vending machines)	President Dean of Students Comptroller	Institutional resources	January 2020
Continue addressing deferred maintenance issues on campus in a systematic manner	Physical Plant Manager Comptroller	Current staff Grant funds Institutional resources	May 2020, May 2021, May 2022
Improve campus parking facilities for students	Physical Plant Manager Comptroller	Existing grant funds	August 2020
Address traffic control and flow issues	Physical Plant Manager	Current staff	August 2020
Develop an Intellectual Property manual	MIS Academic Dean Curriculum Committee	Current administration, staff and faculty Policy change	May 2021
Add more outdoor seating for studying and socializing	Physical Plant Manager Comptroller	Current staff Grant funds	June 2021
Contract services with food truck vendors to expand campus food options	President Dean of Students Comptroller	Institutional resources	August 2021
Build a student center that includes a cafeteria, commons area and wellness center	President Comptroller Sponsored Programs	Grant funds	December 2023

Evaluation Plan

Indicators of Achievement	Anticipated Outcomes
Student perceptions of campus facilities	On facilities-related questions on the Noel-Levitz Student Satisfaction Inventory, a gap of 0.75 or lower between Importance and Satisfaction
Student perceptions of library resources and services	On library-related questions on the Noel-Levitz Student Satisfaction Inventory, a gap of 0.75 or lower between Importance and Satisfaction

Student perceptions of campus computer availability and quality	On computer-related questions on the Noel-Levitz Student Satisfaction Inventory, a gap of 0.75 or lower between Importance and Satisfaction
Faculty perceptions of campus facilities	On the annual faculty survey, faculty rate campus instructional facilities as “satisfactory” or higher (3.0 or higher).
Faculty perceptions of library resources and services	On the annual faculty survey, faculty rate library resources and services as “satisfactory” or higher (3.0 or higher).
Faculty perceptions of campus information technology resources	On the annual faculty survey, faculty rate campus information technology resources as “satisfactory” or higher (3.0 or higher).

Institutional Goal 2: Indigenous Lifeways

ANC will provide educational programs and services grounded in the lifeways of the Aaniinen and Nakoda nations.

Brief Description of Goal 2

Established by and for the Aaniiih and Nakoda people, Aaniiih Nakoda College is defined by, and grounded in, the cultures of these two nations. Cultural integrity means that the rich and enduring lifeways of the Aaniiih and Nakoda people permeate all aspects of the institution, find embodiment in the delivery of all programs and services, provide the unifying framework that integrates all college functions, and establish the unique identity of Aaniiih Nakoda College.

Goal 2 Objectives

- Objective 2.A: Students will demonstrate a general knowledge of Aaniiih or Nakoda language and lifeways.
- Objective 2.B: Campus facilities and events will physically and philosophically reflect Aaniiih and Nakoda lifeways.
- Objective 2.C: Aaniiih and Nakoda lifeways will be intertwined throughout each academic course.
- Objective 2.D: ANC will provide members of the Fort Belknap community with opportunities to participate in Aaniiih and Nakoda cultural education activities and programs.

Goal 2 Strategic Planning and Evaluation

Objective 2.A: Students will demonstrate a general knowledge of the Aaniiih or Nakoda language and lifeways.

Implementation Table

Task	Responsible Parties	Resources Needed	Timeline
Provide in-house, peer-to-peer training and support, as well as experiential learning opportunities, for faculty to strengthen efforts to incorporate Aaniiih and Nakoda language and lifeways in the classroom	Academic Dean AIS and related faculty	Current administration and faculty Existing grant funds	September 2019
Teach Aaniiih and Nakoda words and phrases at each staff meeting	President AIS and related faculty	Current, administration, staff and faculty	September 2019

Assist faculty wanting to invite elders to speak in class by developing and sharing a list of speakers and points of contact, identifying procedures and protocols, and establishing compensation guidelines	Academic Dean AIS and related faculty	Current administration and faculty	January 2020
Develop a list of links for online resources and tools (e.g., apps, quizlets, dictionaries, OPI website) available for teaching American Indian languages and lifeways, especially Aaniiih and Nakoda language and lifeways	Academic Dean	Current administration and faculty Existing and future grant funds	August 2020

Evaluation Plan

Indicators of Achievement	Anticipated Outcomes
Students demonstrate basic proficiency in speaking the Aaniiih or Nakoda language	All graduates will introduce themselves (with minimum requirements) in the Aaniiih or Nakoda language and demonstrate a basic understanding of the structure and syntax of the language.
Students demonstrate knowledge of Aaniiih and Nakoda lifeways	Using an existing rubric, 80 percent of students will score proficient or higher on an assessment dealing with Aaniiih and/or Nakoda lifeways.

Objective 2.B: *Campus facilities and events will physically and philosophically reflect Aaniiih and Nakoda lifeways.*

Implementation Table

Task	Responsible Parties	Resources Needed	Timeline
Conduct annual training on Aaniiih and Nakoda building names and room names at summer retreat and assess faculty/staff knowledge	President Academic Dean Sponsored Programs	Current administration	September 2019
Increase the use of Aaniiih and Nakoda names for building names and rooms in everyday communications (spoken and written)	President Faculty Staff	Current administration, staff and faculty	September 2019

Host more cultural events and games, like double-ball and stick games	Dean of Students Academic Dean AIS and related faculty Interested staff Student Senate	Current administration, staff and students	May 2020
Update and complete the naming of campus buildings and rooms	President Academic Dean Dean of Students	Current staff and faculty	August 2020
Host a pow wow in conjunction with Spring Fling or graduation	Dean of Students Student Senate	Current administration, staff and students Institutional resources	May 2021

Evaluation Plan

Indicators of Achievement	Anticipated Outcomes
Faculty and staff know and understand the Aaniiih and Nakoda names for campus facilities	Based on the results of assessments completed during annual faculty/staff retreats, at least 75 percent of college staff and faculty demonstrate “satisfactory” or better knowledge and understanding of Aaniiih and Nakoda names for campus facilities.
Students know and understand the Aaniiih and Nakoda names for campus facilities	Based on the results of assessments conducted in Finding Place, at least 75 percent of first-year students demonstrate “satisfactory” or better knowledge and understanding of Aaniiih and Nakoda names for campus facilities.
Participation in campus events emphasizing Aaniiih and Nakoda lifeways	At least 500 participants attend campus events that emphasize and celebrate Aaniiih and Nakoda lifeways.

Objective 2.C: *Aaniiih and Nakoda lifeways will be intertwined throughout each academic course.*

Implementation Table

Task	Responsible Parties	Resources Needed	Timeline
Improve coordination among faculty by sharing at faculty meetings what each instructor is doing with respect to cultural integration (especially in general education courses)	Academic Dean Faculty	Current administration and faculty	September 2019
Include one short presentation on discipline-specific cultural integration practices at each faculty meeting	Academic Dean Faculty	Current administration and faculty	January 2020
Have all instructors conduct independent research on Aaniiih and Nakoda languages and lifeways and present findings at faculty meetings	Academic Dean Faculty	Current administration and faculty	August 2021
Provide training for all instructors in Aaniiih and Nakoda languages, including key words, basic conversation skills, building names and room names	Academic Dean AIS and related faculty	Current faculty and staff	August 2021
Require all faculty and staff to audit at least one history or language class (waive tuition and fees)	President Academic Dean AIS faculty	Policy change Current administration and faculty	August 2022

Evaluation Plan

Indicators of Achievement	Anticipated Outcomes
Student perceptions of the extent to which Aaniiih and Nakoda lifeways are incorporated into each course offering	Based on responses provided on course evaluation forms, at least 75 percent of students will say their instructor “sometimes” or “frequently” incorporate information about Aaniiih and Nakoda lifeways into their classes.
Course descriptions presented in syllabi	At least 80 percent of course syllabi will provide a “substantive” (as contrasted with “superficial”) description of how the course reflects some aspect of Aaniiih and Nakoda lifeways.

Objective 2.D: *ANC will provide members of the Fort Belknap community with opportunities to participate in Aaniiih and Nakoda cultural education activities and programs.*

Implementation Table

Task	Responsible Parties	Resources Needed	Timeline
Maintain current level of funding support for the White Clay Immersion School	President Director WCIS Sponsored Programs	Current and future grant funds	Ongoing
Improve and coordinate advertisement about campus events and provide more advanced notice	Dean of Students Outreach Coordinator Library Director	Current staff	September 2019
Offer more workshops of community interest on Aaniiih and Nakoda languages and lifeways	Academic Dean AIS and related faculty	Current faculty Adjunct faculty	September 2019
Increase the use of KGVA to disseminate information about Aaniiih and Nakoda lifeways and language over the airwaves	Station Manager Academic Dean AIS and related faculty Immersion School Dir.	Current staff	January 2020
Offer more for-credit Aaniiih and Nakoda culture and art classes for community members, including beading, quillwork, basket making, bustle making, traditional singing and dancing, traditional plant use, traditional cooking and food preparation, etc.	Academic Dean Curriculum Committee AIS and related faculty	Current faculty Adjunct faculty Course materials	December 2020
Host an arts/crafts/food/business fair and/or farmers market and invite local vendors as part of American Indian Week	Dean of Students Outreach Coordinator Extension Director	Current staff	September 2022
Offer training programs at KGVA for broadcasting, public relations and media	Station Manager Academic Dean Curriculum Committee	Additional faculty Grant funds	August 2023

Evaluation Plan

Indicators of Achievement	Anticipated Outcomes
Radio station programming that features the American Indian languages and lifeways, with primary emphasis on the Aaniinen and Nakoda nations	The college radio station, KGVA, will broadcast 15 or more hours per week of programming that features American Indian languages and lifeways, with primary emphasis on the Aaniinen and Nakoda nations.
Continuing viability of the White Clay Immersion School	The immersion school will maintain a minimum enrollment of 15 students.

Institutional Goal 3: Student Success

ANC will help all students succeed in achieving their academic and professional goals.

Brief Description of Goal 3

Aaniih Nakoda College prides itself on being a student-centered institution committed to helping all students achieve their individual educational goals. The college seeks to foster student success throughout the duration of a student’s time at ANC, from admission to graduation. The college also strives to prepare students for success following graduation as they continue their postsecondary education and/or enter the workforce.

Goal 3 Objectives

- Objective 3.A: ANC will provide educational opportunities that are readily accessible to all residents of the Fort Belknap Indian Reservation and surrounding communities.
- Objective 3.B: Students will make satisfactory progress in completing their coursework and graduating in a timely manner.
- Objective 3.C: Graduates will be prepared for successful transfer and/or employment.
- Objective 3.D: ANC will provide effective support services to prospective and enrolled students in order to reduce barriers and promote success.

Goal 3 Strategic Planning and Evaluation

Objective 3.A: ANC will provide educational opportunities that are readily accessible to all residents of the Fort Belknap Indian Reservation and surrounding communities.

Implementation Table

Task	Responsible Parties	Resources Needed	Timeline
Tap into social capital of faculty/staff to increase visibility and enhance recruitment; develop personal outreach plans with all staff and faculty	All staff and faculty	Current staff and faculty	September 2019
Engage with guidance counselors, teachers and administrators at local elementary and high schools to discuss opportunities at ANC, develop coordinated outreach plans, expand dual credit/dual enrollment course offerings, and explore options for AP and credit recovery courses	Dean of Students Academic Dean Outreach Coordinator	Current staff and faculty	September 2019
Expanded advertising efforts using multiple media, including KGVA (e.g., faculty interviews) and social media	Dean of Students Outreach Coordinator KGVA Station Manager Faculty Library Director Bookstore Manager NACTEP Director	Current administration and staff Institutional resources	September 2019
Increase the number of courses offered in the evening for tribal employees	Academic Dean Faculty	Adjunct instructors Current faculty	August 2020
Expand the use of hybrid courses and pilot at least one online class	Academic Dean Curriculum Committee IT Staff	Current staff and faculty Funds for training and implementation	August 2020
Conduct an outreach and recruiting bus tour to outlying schools and follow-up with on-campus visits	Dean of Students Academic Dean Outreach Coordinator	Current administration, staff and faculty Institutional resources	September 2022
Establish satellite campuses/classrooms in Hays and Lodgepole equipped with computers and two-way interactive videoconferencing capabilities	President Executive Team	Dedicated facilities in Hays and Lodgepole Institutional resources Grant funds	August 2023

Evaluation Plan

Indicators of Achievement	Anticipated Outcomes
Participation in dual enrollment and dual credit course offerings among local high school students	At least 25 students from local high schools will complete dual enrollment or dual credit classes.
Enrollment rates among local high school graduates	At least 60 percent of high school graduates from the three reservation-serving high schools will enroll at ANC during the fall semester following their graduation.
Attainment of HiSET certification	At least 6 students who receive HiSET instruction will earn HiSET certification each year.

Objective 3.B: *Students will make satisfactory progress in completing their coursework and graduating in a timely manner.*

Implementation Table

Task	Responsible Parties	Resources Needed	Timeline
Provide student emergency aid program for transportation assistance, gas cards, etc.	Office of the President Dean of Students Comptroller	Institutional resources Other grant funds Private donations	September 2019
Hire a retention coordinator	President Dean of Students Sponsored Programs	Grant funds	June 2020
Offer pre-college summer experiences (jump-start camps, academies, etc.) for incoming students to build core academic skills and content knowledge	Outreach Coordinator Academic Dean Faculty	Current faculty Grant funds	Ongoing
Offer a summer academy for junior high and/or early high school students	Outreach Coordinator	Current staff and faculty Grant funds	July 2020

Implement early notification system for at-risk students and develop “success plans” no later than the 5 th week of the semester	Dean of Students Success Center Coordinator Faculty advisers	Current staff and faculty Additional staff (retention coordinator)	January 2021
Reach out to students on academic probation and suspension lists and work with them to create “success plans”	Dean of Students Outreach Coordinator Faculty advisers	Current staff Additional staff (retention coordinator)	January 2021
Review, and as needed, revise current first-term course offerings in writing and math to ensure student success	Academic Dean Curriculum Committee	Current administration and faculty	May 2021
Compile and maintain lists of “stopped out” students who have completed 30, 45 and 60 credits; reach out to these students and send them a list of what they need to do to graduate	Dean of Students Registrar Outreach Coordinator	Current staff Additional staff (retention coordinator)	June 2021
Put on a Fall Fling/campus BBQ to welcome new students to campus	Dean of Students Outreach Coordinator Student Senate	Current staff Institutional resources Grant funds	September 2021

Evaluation Plan

Indicators of Achievement	Anticipated Outcomes
Course completion for students in first term writing and math courses (WRIT 101 and MA 096)	Course completion rates for students in first term writing and math courses (WRIT 101 and MA 096) will exceed 45 percent.
Course completion (all courses)	At least 55 percent of students will complete their courses with a grade of “C” or better.
Annual student retention	The annual fall-to-fall retention rate among first-time, full-time students (IPEDS cohort) will exceed 49 percent.
Graduation rates	The percentage of the incoming full-time student cohort that graduate within two, three or four years will equal or exceed that of other tribal colleges.
Graduation numbers	At least 30 degrees and certificates will be awarded annually.

Objective 3.C: *Graduates will be prepared for successful transfer and/or employment.*

Implementation Table

Task	Responsible Parties	Resources Needed	Timeline
Expand internship, apprenticeship and on-the-job training opportunities with local employers	Academic Dean Faculty Relevant project directors	Current faculty and staff Existing grant funds Additional grant funds	September 2019
Formalize transfer student tracking efforts, including regular use of the National Student Data Clearinghouse	Registrar Sponsored Programs Outreach Coordinator	Current staff Graduate database National Student Clearinghouse	June 2020
Expand career counseling services	Dean of Students NACTEP staff Sponsored Programs	Current staff Grant funds	August 2020
Offer a for-credit graduate seminar to help graduates prepare for successful transfer and/or employment; includes presentations from recent graduates recounting their experiences	Academic Dean Dean of Students Registrar Faculty	Current staff and faculty	January 2021
Increase the number of campus visits offered for prospective transfer students	Dean of Students NACTEP staff Sponsored Programs	Current and future staff Grant funds	February 2021

Evaluation Plan

Indicators of Achievement	Anticipated Outcomes
Graduates transfer to an academic institution to continue their postsecondary education	At least 25 percent of ANC graduates will continue their education at the postsecondary level.
Graduates completing their transfer program	At least 50 percent of transferring graduates will complete their transfer program and earn a credential within five years.

Non-transferring graduates find employment within one year of graduation	The percent of non-transferring graduates who find employment within one year of graduation will equal or exceed the percent employed on the Fort Belknap Indian Reservation.
Long-term employment success for graduates	At least 75 percent of all graduates are employed five years after graduation.

Objective 3.D: *ANC will provide effective support services to prospective and enrolled students in order to reduce barriers and promote success.*

Implementation Table

Task	Responsible Parties	Resources Needed	Timeline
Improve coordination and delivery of campus tutoring programs and services	Dean of Students Outreach Coordinator Academic Dean Faculty NACTEP staff	Current administration, faculty and staff	September 2019
Improve online access to the college application for admission, as well as special applications for nursing, teacher training, NACTEP, etc.	Registrar IT staff Library Director	Current staff	November 2019
Develop and distribute (widely and frequently) a financial aid information sheet and/or pamphlet	Financial Aid Director	Current staff	January 2020
Create, maintain and distribute a list of student internships currently available at the college; highlight internship opportunities during assemblies, post listings on website and on bulletin boards	Dean of Students Outreach Coordinator Relevant project directors	Current administration and staff	March 2020
Apply for, and receive a Student Support Services grant from US Dept. of Education	Sponsored Programs Dean of Students	Current administration and staff	June 2020
Review and revise the current student orientation process and include a “FA 101” mini workshop and distribute a community resource booklet	Dean of Students Academic Dean	Current administration	July 2020

Provide professional counseling services and improve coordination with local mental health services and other community supports	President Dean of Students Human Services instructor Sponsored Programs	Current administration, faculty and staff Grant funds	August 2020
Create, maintain and distribute a list of resources available to help students pay for college (e.g., Pell, NACTEP, waivers, scholarships, emergency aid)	Dean of Students Financial Aid Director	Current administration and staff	August 2020
Develop and make available a list describing available resources and accommodations for students with disabilities	Dean of Students Outreach Coordinator Physical Plant Manager	Current administration and staff Future SSSP staff	August 2020
Develop a fillable online application that can be emailed to the registrar	Registrar IT staff Library Director	Current staff	June 2021
Add an optional, voluntary question on the admission application concerning learning disabilities and need for accommodations (FERPA compliant)	Dean of Students Registrar	Current administration and staff	June 2021

Evaluation Plan

Indicators of Achievement	Anticipated Outcomes
Student perceptions concerning the registration and admissions processes	On questions concerning registration and admissions included in the Noel-Levitz Student Satisfaction Inventory, a gap of 0.75 or lower between Importance and Satisfaction
Student perceptions concerning the financial aid process	On questions concerning financial aid included in the Noel-Levitz Student Satisfaction Inventory, a gap of 0.75 or lower between Importance and Satisfaction
Student perceptions concerning the accessibility and usefulness of tutoring	On questions concerning tutoring included in the Noel-Levitz Student Satisfaction Inventory, a gap of 0.75 or lower between Importance and Satisfaction

Use of tutoring services	At least 75 students attend formal tutoring sessions with ANC tutors.
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Conclusion

Review and evaluation of the college's strategic plan will occur on an annual basis. Each year, the Director of Sponsored Programs will coordinate the process of gathering outcome data for each indicator of achievement identified in the strategic plan. Data collection activities will take place throughout the summer months and involve a number of staff and faculty members across campus, including, but not limited to, the academic dean, dean of students, registrar/institutional research coordinator, institutional research assistant, library director, immersion school director, KGVA station manager, AIS Department chair, manager of information systems, Student Success Center coordinator, and Assessment Committee chair. By distributing data collection efforts across campus, the plan's evaluation process reduces the burden on any one individual and allows the college to carry out this process in a timely manner. Once all outcome data have been gathered, the Director of Sponsored Programs will compile it in the college's annual Institutional Effectiveness Report and present it to the President's Executive Team in the fall.

Executive Team members use the outcome data provided in the annual Institutional Effectiveness Report to evaluate the college's success in achieving institutional goals and objectives identified in the strategic plan. At the same time, Executive Team members also will conduct an informal, formative review of the institution's progress in carrying out each of the plan's identified tasks and strategies. Executive Team members identified as "Responsible Parties" for each task will be asked to give brief updates on implementation efforts for that activity during the past year. Through this combination of formal outcome assessment and informal process evaluation, ANC's leadership will gain an accurate and complete picture of the college's progress in implementing strategic planning initiatives, as well as the impact of those initiatives on achieving the college's identified planning goals and objectives. Executive Team members will use the results of this evaluation process to guide decision making and inform resource allocation and capacity application throughout the institution. In addition, annual reviews will provide the opportunity for college personnel to modify existing strategies, indicators and outcomes on a regular basis, thereby insuring that the plan remains a living document and that identified indicators and outcomes continue to serve as the most appropriate and meaningful measures of the institution's effectiveness in achieving its institutional planning goals and objectives.

As mentioned in the introduction, ANC's strategic plan is based on, and organized around, the college's mission, mission-based goals, and associated objectives. As such, implementation strategies are designed to achieve planning objectives, and the success of those implementation efforts are best measured using the performance indicators and outcomes developed to assess institutional effectiveness in achieving those objectives. In order to obtain a comprehensive picture of the college's efforts to implement its strategic plan and the impacts of those efforts on achieving identified objectives, readers are encouraged to read the institution's strategic plan within the context of its institutional assessment framework, as presented in annual Institution Effectiveness Reports.