Year Six-Standard Two
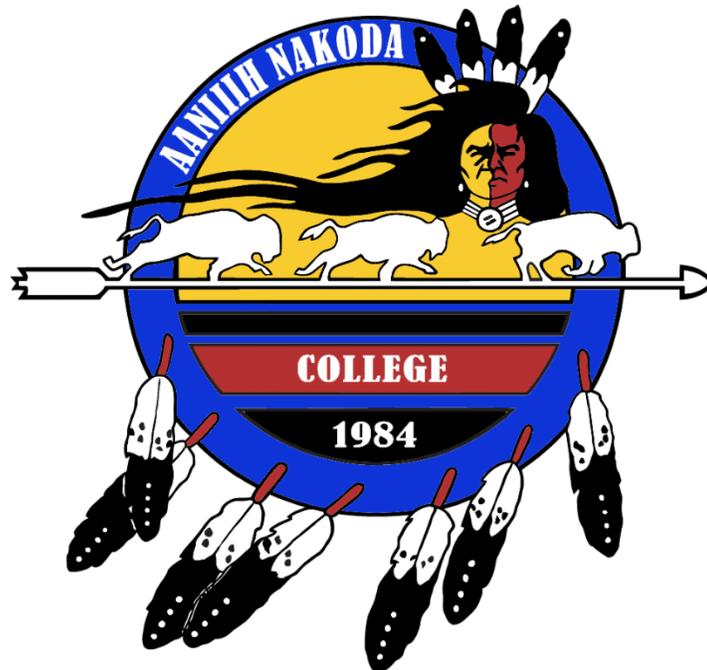# Policies, Regulations, and Financial Review
(PRFR) Report

Aaniiih Nakoda College
Harlem, Montana

February 28, 2023

Submitted to:
Northwest Commission on Colleges and Universities

Aaniiih Nakoda College Year Six, Standard Two, Policies, Regulations, and Financial Review (PRFR) Self-Study Report

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I.   Mission Fulfillment

The mission of Aaniiih Nakoda College (ANC) 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.

Within this mission, the college has identified three institutional core themes - academic quality, indigenous lifeways, and student success – and articulated the following core theme goals:

Core Theme Goal 1:   ANC will provide high quality postsecondary education opportunities.

Core Theme Goal 2:   ANC will provide educational programs and services grounded in the lifeways of the Aaniinen and Nakoda nations.

Core Theme Goal 3:   ANC will help all students succeed in achieving their academic and professional goals.

These core themes and their associated goals represent essential elements of the college's mission and, collectively, reflect the sum total of institutional mission and purpose. As such, they serve to guide the college's efforts to evaluate institutional effectiveness and mission fulfillment. For each core theme goal, the college has developed a set of measurable objectives and indicators, as well as anticipated outcomes for each indicator to serve as standards against which to measure acceptable levels of achievement. Data for each key indicator are compared with associated performance outcome targets, and these comparisons allow college personnel to evaluate the institution's actual success in achieving core theme outcomes vis-à-vis anticipated thresholds of achievement. The collective results of the college's efforts to achieve anticipated outcomes for the group of indicators associated with each core theme objective are used to assess institutional success in achieving each of those objectives. In turn, summary results for these core theme objectives are used to determine the institution's overall success in achieving core theme goals and, ultimately, fulfilling institutional mission.

Within ANC's integrated planning-assessment process, data used for evaluating institutional effectiveness and mission fulfillment are also used to measure the impact of the college's efforts to implement its strategic plan. The Aaniiih Nakoda College Strategic Plan, 2019-2023 is based on, and organized around, the college's mission, core theme goals, and core theme objectives. As such, implementation strategies are designed to achieve core theme objectives, and, as such, the success of these efforts is best measured using the performance indicators and outcomes developed for those objectives.

ANC has been using this institutional assessment framework to evaluate mission fulfillment and to guide institutional planning since 2012. Outcome data are gathered on an annual basis and compiled in annual Institutional Effectiveness Reports, which are shared with the President's Executive Team, Board of Directors, and all campus staff and faculty. Institutional Effectiveness Reports are also posted on the college website (www.ancollege.edu). Over the past ten years, ANC's institutional assessment framework has undergone two major revisions. The first of these revisions occurred in 2017, while the second revision, which is still underway, began in 2022. Major updates to the current framework include the addition of interactive data tables for disaggregated student achievement data, comparison data from peer institutions for key

enrollment and retention metrics, and qualitative data obtained through graduate exit interviews. These additions have been partially incorporated into the 2022 Institutional Effectiveness Report and will be fully included in ANC's Institutional Effectiveness Reports for 2023 and beyond.

II. Eligibility Requirements

Aaniiih Nakoda College has reviewed NWCCU's 23 Eligibility Requirements, and, on behalf of the institution, President Sean Chandler attests that the college remains compliant with each of these requirements. Narrative responses and support documents included in this self-study report provide evidence of compliance.

III. Standard Two

Standard Two: Governance, Resources, and Capacity

The institution articulates its commitment to a structure of governance that is inclusive in its planning and decision-making. Through its planning, operational activities, and allocation of resources, the institution demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.

Governance

2.A.1 *The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.*

Aaniiih Nakoda College has a functioning Board of Directors that meets on a monthly basis. It consists of six members recommended by the current board membership and confirmed by the Fort Belknap Indian Community Council. As outlined in Section 5.1 of the By-Laws, the six members represent the following constituencies:
1. River District Gros Ventre,
2. River District Assiniboine,
3. Mountain District Gros Ventre,
4. Mountain District Assiniboine,
5. At-large, non-member representative, and
6. Aaniiih Nakoda College student representative.

The Board of Directors' current membership reflects the guidelines established in the By-Laws. ANC's current board members are:
1. Rob Adams, River District Gros Ventre, Chairperson,
2. Minerva Allen, Mountain District Assiniboine, Vice-chairperson,
3. Nancy Stiffarm, Non-member representative, Secretary,
4. Johnathan Walker, River District Assiniboine,

5.   Robert Fox, Mountain District Gros Ventre, and
6.   Sage Lone Bear, ANC Student Representative.

None of these board members are employees of Aaniiih Nakoda College, nor do they have any contractual or financial interest in the institution. The College President and Comptroller serve as *ex officio* members of the board to provide advice and consultation upon request.

The authority, roles and responsibilities of Aaniiih Nakoda College's Board of Directors are clearly defined in institutional policy documents. Articles of Incorporation establish the Board of Directors' ultimate responsibility for managing, conducting, and carrying out the affairs of Aaniiih Nakoda College, Inc. The Board of Directors operates under By-Laws originally adopted on April 30, 1992 and amended September 18, 2001. Specific duties and responsibilities of the Board of Directors are described on pages 4-6 of the Aaniiih Nakoda College Board of Directors Policies and Procedures Manual. These duties and responsibilities fall under five general categories related to (1) community relations, (2) curriculum, (3) personnel, (4) finance, and (5) facilities. Examples of specific duties within these five areas include facilitating communication and understanding between the public and the institution, ensuring the development and evaluation of quality educational programs, selecting and evaluating the College President, approving recommendations of the President for employment and termination of college employees, reviewing financial reports and approving annual operating budgets, ensuring the performance of annual audits, and acting on recommendations of the President regarding physical plant development and equipment.

The Aaniiih Nakoda College Board of Directors governs the institution through its policy-making activities. All institutional policies are established and approved by the Board of Directors, and these policies are reviewed on a regular basis and revised as necessary. Section 100.02 of the Aaniiih Nakoda College Personnel Policies and Procedures Manual (p. 2) describes the college's policy review procedures, and the associated Calendar for Reviewing Policies and Procedures is used to guide this process and establish clear timelines and responsibilities.

The Aaniiih Nakoda College Board of Directors has established a number of mechanisms for ensuring and enhancing its effectiveness in carrying out its governing roles. With the assistance of the President, the Board of Directors assists all new board members in understanding board functions, policies, and procedures by providing incoming board members with a thorough orientation and by giving them copies of the Aaniiih Nakoda College Board of Directors Policies and Procedures Manual, as well as other institutional policy documents. All board members are required to sign a code of conduct form that demonstrates their understanding of, and agreement with, the board's functions, responsibilities, and policies. A copy of this form is included as Appendix B of the ANC Board of Directors Policies and Procedures Manual. As part of its self-evaluation process, board members complete a self-assessment survey that is administered on a biannual basis. Aggregate results of the self-assessment are shared with all board members and the President. In 2021 and 2022, several board members participated in off-site board training workshops to increase their knowledge of board functions and operations.

With the retirement of long-time President Carole Falcon-Chandler in 2020, the ANC Board of Directors was recently tasked with carrying out one of its most important board functions: selecting a new college president. In fulfilling this responsibility, the board effectively carried out a number of tasks, including developing the position description, organizing the recruitment process, participating in candidate interviews, and selecting and hiring a new president. By

carrying out these tasks in a timely and efficient manner, the board facilitated a smooth and successful transition for the college's chief executive and the entire institution.

ANC is not part of a multi-unit system.

2.A.2 *The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.*

The Aaniiih Nakoda College Board of Directors delegates to the President the authority to administer board-approved policies and to operate the institution. He is assisted in his administrative duties by the Dean of Academic Affairs, Dean of Students and Comptroller. ANC's Organizational Chart shows the relationship between these administrators, as well as their relationship to the various departments and units they oversee. Duties and responsibilities for ANC administrators are listed in their respective Administrator Position Descriptions.

Ms. Kristi Syvertson currently serves as ANC's Dean of Academic Affairs. Ms. Syvertson was hired as the college's permanent academic dean in 2021, after serving on an interim basis since 2020. Prior to becoming dean, she was the Business Instructor at ANC for four years. Ms. Syvertson brings a wealth of professional experience and management expertise to her position as academic dean, having worked at Hewlett Packard for 17 years as a financial analyst. She holds B.A. degrees in Mathematics and Business Administration from Carroll College in Helena, Montana, and is an active member of the Harlem/Fort Belknap community, where she serves as a volunteer Emergency Medical Technician (EMT) and owns and operates a small local business. Ms. Syvertson is a descendant of the Blackfeet Nation.

Ms. Kimberly Barrows is Aaniiih Nakoda College's Dean of Students. Ms. Barrows became the permanent Dean of Students in January 2022 after holding this position on an interim basis since her predecessor's retirement in 2021. Prior to becoming dean, she worked in the college's Student Services Department for six years, first as the Student Success Coordinator/Adult Basic Education Instructor (2016-2019) and most recently as the Registrar/Admissions Officer (2019-2021). Ms. Barrows' previous work experience also includes an internship as a school counselor with the Harlem public schools and employment as a federal program coordinator (TRiO Talent Search) for the Fort Belknap Indian Community Education Department. Ms. Barrows earned her Master's in Education and Bachelor of Science (Computer Information Systems) from Montana State University-Northern (Havre, Montana). She is a graduate of Aaniiih Nakoda College (A.S. in Computer Information Systems) and an enrolled member of the Nakoda Nation.

Ms. Debra Eve is the Aaniiih Nakoda College Comptroller, a position she has held since 2000. She has more than 30 years of experience in professional accounting, primarily in the areas of governmental and not-for-profit accounting. Prior to coming to ANC, Ms. Eve was a principal partner in a regional certified public accounting firm that specialized in auditing educational entities and tribal governments. She is a registered Certified Fraud Examiner (CFE) and has worked with the FBI in preparing cases for prosecution. She earned her B.S. in Business, with a concentration in Accounting, from the University of Montana.

Please refer to Administrator Curriculum Vitae for additional details regarding the experience and qualifications of ANC's administrative team.

All administrators play an active role in planning, implementing, and assessing the institution's educational programs and services. Along with the Manager of Information Systems, Director of Sponsored Programs, and Assistant to the President, all administrators serve on the President's Executive Team. Monthly Executive Team meetings serve as the primary forum for institutional planning, management and decision making. During these meetings, which typically occur during the first week of each month, committee members discuss a wide range of issues affecting all facets of the institution, including academic programming, student services, personnel, strategic and tactical planning, institutional effectiveness, facilities, infrastructure, financial management, grant proposal preparation, scheduling, campus events, and any other items that require administrative attention. In discussing these issues, committee members attempt to reach a consensus and offer their recommendations to the President, who retains the authority and responsibility for making a final decision. Each member of the committee is provided time during the meetings to present status reports and to raise issues of concern. This ensures that the committee addresses the most pressing issues affecting departments across campus. The President's Executive Team provides a well-established forum for administrative planning, management, evaluation, and decision making, and their monthly meetings ensure that decisions are made – and communicated – in a timely fashion.

Since 2020, two of Aaniiih Nakoda College's top administrators (President and Dean of Students) retired, and one administrator (Dean of Academic Affairs) took a new position at the college (President). As a result, ANC has had to fill vacancies in three out its four key administrative positions. While this kind of turnover in leadership can easily lead to institutional instability and uncertainty, ANC has navigated this time of transition extremely well. In each case, new administrators possess the knowledge, skills, and experience needed to successfully perform their respective duties and responsibilities. At the same time, all new hires were already employed at ANC and are very familiar with the college and the Fort Belknap community. For both deans, extended periods serving in an interim capacity also facilitated easier transitions to their new, permanent positions. These factors helped maintain continuity at the institutional and departmental levels and contributed to a smooth transition within the college's administrative team.

2.A.3   *The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.*

In carrying out its governing duties, the Aaniiih Nakoda College Board of Directors grants executive authority to the President, who, with the aid of his administrative team, oversees the fair enactment of board-adopted policies, the effective delivery of educational programs and services, and the efficient management of institutional resources. General and specific duties of the President are outlined on pages 10-11 of the Aaniiih Nakoda College Board of Directors Policies and Procedures Manual and in the President's Position Description.

Dr. Sean Chandler currently serves as President of Aaniiih Nakoda College, a position he has held since September 2020. He is a full-time employee of the college, as documented in the terms and conditions of his contract. He has no other employment obligations outside the college. Along with the Comptroller, the President is an *ex officio* member of the ANC Board of Directors. He does not serve as the board chair.

Prior to becoming President of Aaniiih Nakoda College, Dr. Chandler spent three years as ANC's Dean of Academic Affairs and 15 years as chairman of ANC's American Indian Studies Department. Since 2017, Dr. Chandler has served as director of ANC's White Clay Immersion School and has taught Aaniiih language at the school since it first opened in 2004. He also chairs the college's Institutional Review Board (IRB) and serves as director of the ANC Tribal Archives. Dr. Chandler is co-editor of *From Our Ancestors: Art of the White Clay People* (Minneapolis Institute of Arts 2013) and an outstanding artist in his own right, whose works have been featured in museums and galleries throughout the United States. In 2016, he was appointed by Governor Steve Bullock to serve on the Montana Arts Council and is currently serving his second term in that capacity. An enrolled member of the Aaniinen nation, Dr. Chandler earned his B.A. in Art and M.A. in Native American Studies from Montana State University and received his Ed.D. in Educational Leadership from the University of Montana. Please refer to President Chandler's Curriculum Vitae for additional details.

Dr. Chandler is uniquely qualified to serve as President of Aaniiih Nakoda College. His deep knowledge of his language, lifeways, and community, as well as his extensive experience as a teacher and administrator, equip him with the rare skill set needed to lead this institution and advance its mission. As a result, the executive transition under his leadership at ANC has gone extremely well, and the institution has been able to thrive despite the challenges created by the COVID-19 pandemic.

2.A.4 *The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.*

Aaniiih Nakoda College's decision-making structures and processes provide for the consideration of faculty, staff, administrators, and students on matters in which they have a direct and reasonable interest. ANC faculty and staff play an active role in institutional governance through their participation in annual summer retreats and through their membership on various committees across campus. All staff, faculty, administrators, and board members attend annual retreats held each August. In recent years, segments of summer retreats have been used to review institutional policies and procedures, review institutional mission and goals, participate in strategic planning activities, review and reflect on institutional assessment data, share information on new programs and services, engage in shared reflection on institutional capacity, and participate in conversations focusing on equity, diversity, and inclusion. These activities provide faculty, staff, administrators, and board members with significant opportunities to shape institutional policies, procedures, and planning efforts in a participatory and interactive setting.

In addition, ANC provides faculty and staff with opportunities to express their views through the institution's extensive committee structure. Permanent standing committees at ANC include the Curriculum Committee, Assessment Committee, President's Executive Team, Scholarship Committee, Financial Aid Committee, Retention Committee and Student Services Committee. Several faculty and/or staff representatives serve on each of these committees, and, in most cases, committee membership is regularly changed to provide opportunities for input and participation among various campus constituencies. The college also has established a number of *ad hoc* committees, the membership of which is determined by the circumstances and issues surrounding their actions. Examples of *ad hoc* committees at ANC include self-evaluation

standards committees, strategic planning subcommittees, and search committees for various faculty and staff positions.

Students voice their views primarily through their participation in Student Senate. All students have the opportunity to join Student Senate, and student officials are elected by a vote of the entire student body. While student body representatives do not participate in summer retreats, students may be asked to sit on selected campus committees. In addition, the By-Laws state that one student shall be nominated by the Student Senate to serve on the ANC Board of Directors during the academic year. As a board member with full voting privileges, the student representative provides students with a voice during monthly meetings of the institution's governing body and is able to keep students abreast of institutional policies and initiatives in which they have a direct and reasonable interest.

Policies and procedures outlining institutional governance structures and processes are included in several documents, including the Aaniiih Nakoda College Board of Directors Policies and Procedures Manual and Aaniiih Nakoda College Personnel Policies and Procedures Manual, which are publicly available on the college website (www.ancollege.edu). In addition, minutes and agendas for all Board of Directors and Executive Team meetings are available upon request from the Office of the President.

Academic Freedom

2.B.1 *Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.*

Board-approved policies regarding academic freedom and responsibility appear in Section 524.00 of the ANC Personnel Policies and Procedures Manual, Section VIII.M of the ANC Board of Directors Policy Manual, and on page 13 of the ANC Faculty Handbook. Polices governing academic freedom and responsibility at ANC are derived from principles articulated by the American Association of University Professors. These principles entitle faculty members freedom to explore ideas in the classroom without fear of inappropriate influence, harassment or censorship. At the same time, they recognize the special obligations of educators to be accurate, appropriate, and respectful in acknowledging and considering the opinions of others.

2.B.2 *Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.*

At Aaniiih Nakoda College, policies governing academic freedom and responsibility find expression through teaching, research and scholarship grounded upon the mission and core themes of the institution. Instructors are required to integrate some aspect of Aaniiih and/or Nakoda lifeways into their classes, and this emphasis on culturally relevant teaching and learning

is reflected in identified student learning outcomes, curricula, and course syllabi. In all cases, however, faculty members retain the freedom to exercise their professional judgments in carrying out their assigned responsibilities, while, at the same time, demonstrating appropriate sensitivity when their assigned duties bring them in contact with community or cultural values.

Similarly, ANC strongly encourages research and scholarship by giving faculty the freedom to pursue their scholarly interests, providing them with numerous supporting resources, and creating an atmosphere of intellectual freedom and independence. At the same time, the ANC Faculty Research Policy (Section 527.00 of the ANC Personnel Policies and Procedures Manual, pages 21-22 of the ANC Faculty Handbook, and page 4 of the ANC Institutional Review Board Guidebook) explicitly states that "The research policy is predicated on the college mission statement. The emphasis of research is first and foremost to be driven by the relevance that it has for the Fort Belknap Indian Community." The research policy also encourages active student participation in all research activities and mandates formal approval by the ANC Institutional Review Board (IRB) to ensure the adequate protection of individual human subjects and the community at large. Whether in teaching or research, faculty and students enjoy an environment of intellectual freedom and exploration that promotes the college's core themes of academic quality, indigenous lifeways, and student success.

Policies and Procedures

The institution develops and widely publishes, including on its website, policies and procedures that are clearly stated, easily understandable, readily accessible, and administered in a fair, equitable, and timely manner.

2.C.1   *The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.*

Aaniiih Nakoda College's transfer-of-credit policy is guided by the following three considerations: (1) the educational quality of the institution from which the student transfers; (2) the comparability of the nature, content, and level of credit earned; and (3) the appropriateness and applicability of the credit earned to the student's chosen course of study at Aaniiih Nakoda College. To ensure the integrity of its educational programs, ANC only accepts transfer credits from accredited colleges and universities. An official transcript is required for evaluating transfer credits, and only courses with grades of "C" or higher are accepted. Transferred course credits are not included when computing grade point average (GPA) at ANC, and a minimum of 15 semester hours of credit must be earned at ANC prior to graduation. The Registrar/Admissions Officer and academic advisors are responsible for reviewing transcripts and evaluating the transferability of credits in terms of their comparability and appropriateness with respect to ANC's courses and programs. No evaluation of transfer credits will be made until the admissions process is complete and official copies of all transcripts have been received directly from the former colleges/universities. Policies governing the acceptance of transfer credits are presented on page seven of the Student Handbook and on pages 9-10 of the ANC Catalog.

Official transcripts from other institutions are filed in official student records. Transfer credits are entered in the Empower database program, appear on students' transcripts, and are clearly

identified in graduation applications. Copies of course descriptions and/or syllabi are requested for questionable transfer credits.

Over the years, Aaniiih Nakoda College has established several articulation agreements with programs at baccalaureate degree-granting institutions based on historical transfer patterns of ANC graduates. Currently, the college has the following six articulation agreements (with several more pending) in place with other institutions in Montana: B.S. in Business Administration at Montana State University-Northern, Bachelor's in Social Work (B.S.W.) at the University of Montana, B.S.W. at Salish Kootenai College, B.S. in Early Childhood Education at Stone Child College, B.S. in Early Childhood Education at the University of Montana-Western, and Native Language degrees with the other six tribal colleges in Montana. Aaniiih Nakoda College participates in The Montana University System Transferability Initiative sponsored by the Montana Office of the Commissioner of Higher Education to standardize the transfer of course credits throughout the Montana University System. In 2021, ANC also began participating in the "Building Montana Tribal College Transfer Pathways for Student Success" project, which is coordinated through the American Indian College Fund. The goal of this initiative is to align transfer pathways among Montana's seven tribal colleges in the fields of health care and education.

2.C.2   *The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.*

Policies and procedures concerning students' rights and responsibilities are clearly stated in the ANC Catalog and Student Handbook. Each incoming student receives copies of these two documents, and they are reviewed in detail during student orientation sessions. General assemblies are held periodically to reinforce student awareness of policies and procedures concerning these issues.

Students' rights and responsibilities are listed on page five of the Student Handbook. Policies, procedures, and guidelines for academic honesty and student integrity are published on page 18 of the Student Handbook and on pages 16-17 of the Catalog. The student code of conduct appears on pages 17-18 of the Student Handbook and on page 16 of the Catalog. Detailed procedures related to allegations of academic, personal, or sexual misconduct are outlined on pages 19-21 of the Student Handbook and on pages 17-18 of the Catalog. Institutional policies and procedures for grievances involving alleged discrimination are printed on page seven of the Catalog. The college's drug and alcohol policy is located on pages 21-22 of the Student Handbook and on pages 18-19 of the Catalog. Accommodations for persons with disabilities are addressed on page two of the Student Handbook and on pages 12-13 of the Catalog. Students with questions regarding these matters are referred to the Dean of Students. Both the Student Handbook and Catalog are posted on the college website (www.ancollege.edu).

Incidents involving students are reported immediately to the Dean of Students, who is responsible for the review and adjudication of all student conduct cases and grievances. The college maintains a process for collaboration and consultation in all cases, and the dean reviews each case to ensure that policies and procedures are followed in a fair and consistent manner.

2.C.3   *The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs*

through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.

Aaniiih Nakoda College maintains an open door admission policy that is consistent with its mission. According to this policy, which is clearly stated on page seven of the Catalog, the college allows admission to any student who holds a valid high school diploma or an official high school equivalency (i.e., HiSET or GED). In keeping with the college mission, this policy provides all residents of the Fort Belknap Indian Reservation and surrounding communities who have fulfilled their secondary education requirements with access to quality post-secondary education opportunities. No potential student who holds a high school diploma or official high school equivalency and submits a completed, acceptable admission application is ever denied admission to ANC.

As of Spring Semester 2023, ANC will continue to require all incoming students who have never attended a college or university to take the Test of Adult Basic Education (TABE) prior to admission. The college's Student Success Center Coordinator is responsible for administering the TABE and, along with the Student Support Services Program Director, for evaluating test results. These results are then shared with academic advisors, and advisors use this information to place students at the appropriate course level. Copies of test results are maintained in students' advising files, shared with the NACTEP (Native American Career and Technical Education Program) counselor, and entered in Empower. However, with the TABE no longer available, ANC will use the Accuplacer test to evaluate student prerequisite knowledge beginning fall 2023. The online examination will provide immediate results and recommendations that will help guide appropriate placement and advising of students to ensure a reasonable probability of success in their coursework.

ANC defines, publishes, and fairly administers requirements for continuation in, or termination from, its educational programs. The college maintains an appeals process, and policies for readmitting students who have been suspended or terminated are clearly defined and printed in institutional publications. These policies and procedures are published in both the ANC Catalog and Student Handbook. Specific topics related to continuation in, or termination from, educational programs include graduation requirements [page 40 (catalog)], student credit load [page 31 (catalog)], repeating courses [page 31 (catalog)], attendance [page 32 (catalog), page 15 (handbook)], midterm reports [page 32 (catalog), page 12 (handbook)], grading and grade appeals/challenges [pages 32-33 (catalog), pages 11-12 (handbook)], incompletes [page 34 (catalog), page 11 (handbook)], withdrawals [pages 34-35 (catalog), pages 9-10 (handbook)], credit transfer [page 35 (catalog), page 14 (handbook)], probation [page 33 (catalog), pages 12-13 (handbook)], and suspension [pages 33-34 (catalog), page 13 (handbook)].

The college's policy for readmitting students placed on academic suspension for the first time states that the student is automatically reinstated from suspension after sitting out one semester. If, upon returning to college, the student fails to make satisfactory academic progress (2.00 GPA), the student will not be able to return to college for one full academic year. Students earning three academic suspensions are not allowed to return to Aaniiih Nakoda College, although students may appeal this status. Policies and procedures governing academic suspension and the appeals process are described on page 34 of the ANC Catalog and on page 13

of the Student Handbook. Letters are sent to all suspended students clearly explaining the readmission requirements.

Aaniiih Nakoda College's policy governing situations in which an enrolled student's academic program is eliminated or its requirements are significantly changed appears in Section 607.00 (Academic Program Changes and Graduation) of the ANC Personnel Policies and Procedures Manual. In general, students are guaranteed the opportunity to complete their academic program as it appeared in the college catalog during the year in which they originally enrolled. The last time ANC eliminated any academic programs was in 2019, when the college combined its existing A.A.S. degree programs in Carpentry and Welding (as well as its C.A.S. program in Carpentry) to create a new A.A.S. degree program in Industrial Trades. Since that time, the college has made minor changes to program requirements in several others areas of study; however, in all cases, ANC has facilitated student completion of eliminated or modified programs by (1) continuing to offer all program requirements that students need to graduate, (2) providing independent study opportunities for students to complete required coursework, and/or (3) substituting similar courses included in the modified program for original program requirements. These efforts are carried out through the collaborative efforts of the affected students, faculty advisors, relevant department chairs, and the academic dean.

2.C.4 *The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.*

All student records are maintained in accordance with the Family Educational Rights and Privacy Act (FEPRA). According to ANC policy, "Access to student records is limited to authorized personnel only. Information may not be disclosed from these files unless permitted pursuant to 43 CFR 2.56. The student records may not be altered or destroyed except as authorized by 43 CFR 2.52. FERPA contains provisions for criminal penalties, disclosing information from student files unless properly authorized." ANC policy allows for the release of "directory-type" information to staff and faculty without prior student consent. This includes name, address, major, number of credits currently taking, diplomas or certificates, honors, and date of completion. All FERPA requests are recorded and filed in the student's permanent records. FERPA regulations are reviewed annually during student orientation and periodically during faculty meetings. A detailed FERPA statement appears on page 14 of the Catalog. FEPRA regulations also are published on page three of the ANC Student Handbook.

Official student records are entered into the Empower student database system, and paper copies are housed in fireproof, locked file cabinets located in the Registrar/Admissions Office. All final grade reports from instructors are submitted and stored in Empower. For students on probation and or suspension, paper copies of grade reports are printed and kept in fireproof cabinets. The files are only accessible to the Registrar/Admissions Officer and her assistant. Office doors are locked when the office is unoccupied, and outside doors to the building are locked and secured with an alarm system at the end of each day. There is no through traffic in the Registrar/Admissions Office.

The Empower database system contains all required permanent student information, including term of attendance, course number, title of course, grade earned, transfer credits, high school

diploma or GED/HiSET earned, placement test scores, date of birth, and indication of credit or non-credit. Access to the Empower database system requires a user ID and password. Input accessibility is only given to the Dean of Students, Registrar/Admissions Officer and her assistant. Read only access is limited to faculty and staff needing to access student data reports. The Empower database system operates on its own server, and all files are saved to an automated backup system on a daily basis. Information concerning the secure and confidential retention of student records appears on page 14 of the ANC Catalog and on page ten of the Student Handbook.

ANC's Information Technology (IT) Department operates a backup system for all critical servers on campus, including student records. Under this system, automatic backups occur on a weekly/daily basis, and they are kept about two weeks for each server. Information copied from servers housed at the IT Department in Wiyukja Wicoti/Nee yah tsah neen, which is located at the north end of campus, is stored on backup servers located in White Clay People Hall on the south end of campus. Primary and backup servers are equipped with battery backups, as well as a generator available to power the main system. This system ensures the full and immediate retrieval of student data in the immediate aftermath of system malfunction, data breach, or other type of emergency. The secure retention of student records follows institutional policies and procedures outlined in Aaniiih Nakoda College's Information Technology Policy and Procedure Handbook for Employees. Specific details concerning back-up, storage, and restoration policies are found on pages 25-27 of the handbook.

Institutional Integrity

2.D.1 *The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.*

The Aaniiih Nakoda College Catalog serves as the primary document through which the college represents itself to students and the public. The catalog contains a wide range of information about the institution, including academic calendar, general information, institutional history, mission, core themes, accreditation status, financial aid, academic policies and procedures, student conduct information, available student services, course descriptions, academic program goals and outcomes, and faculty and staff information. To ensure that this document clearly and accurately represents the current status of the institution and its academic intentions, programs and services, the catalog is revised on an annual basis. With input from faculty, staff and the Dean of Academic Affairs, the Registrar/Admissions Officer bears the primary responsibility for preparing the updated catalog. Once the annual updates are completed, the catalog is reviewed and approved by the President prior to publication.

The ANC Catalog provides a detailed account of the college's academic intentions and programs. Detailed descriptions of each degree and certificate program include program goals, learning outcomes and course requirements. Each program description includes a suggested plan of study that provides students with a roadmap for completing the program in a timely fashion. In addition, plans of study for each A.A. and A.S. degree program contain the following note: "If

placement test scores indicate refresher classes are needed, the student's program will require more than two years to complete. It is imperative that students work closely with their advisors."

In addition to the catalog, Aaniiih Nakoda College represents itself to the public and its students in a variety of ways. These include documents such as the Student Handbook, campus newsletter, Integrated Postsecondary Education Data System (IPEDS) Report, Bureau of Indian Education (BIE) Annual Report, and American Indian Measures of Success (AIMS) Report, as well as news articles, advertisements, notices, and public service announcements appearing in local, state, and national publications (e.g., *Blaine County Journal, Circle-Speaker: Aaniiih & Nakoda Environmental Newsletter, Great Falls Tribune,* and *Tribal College Journal*). Various college staff (e.g., Registrar, Dean of Students, Assistant to the President, Director of Sponsored Programs, grant-funded project directors and outreach personnel) are responsible for preparing and disseminating publications as part of, or in addition to, their regularly assigned duties; in most cases, these documents are prepared and reviewed at the departmental level prior to final approval by the President or a designated representative and/or committee. This multi-step review process prior to publication ensures the accuracy and integrity of institutional documents.

The college website (www.ancollege.edu) serves as an important forum for representing the college to the public. The website is updated continuously by the college's IT Department to provide current and accurate information concerning all aspects of the college, from library services to current course schedules. Content providers across campus send information to the ANC webmaster, who is responsible for posting information on the website. The ANC IT Committee is responsible for providing oversight for the website and its content, following the policies and procedures outlined on pages 10-11 of the Information Technology Policy and Procedure Handbook for Employees.

ANC also hosts a college Facebook page and several program-specific Facebook pages [e.g., ANC Library, KGVA, Student Support Services, NACTEP, and the ʔíítaanɔ́ɔ́nʔí Tataǵa (Buffalo) Research and Education Center]. The institution uses these pages to share information, publicize events and meetings, announce scholarship opportunities, conduct outreach, and post campus news of interest to students and community members. To ensure the accuracy and integrity of information appearing on college-sponsored Facebook pages, a four-person committee chaired by ANC's Manager of Information Systems (MIS) is responsible for reviewing and approving Facebook content prior to posting, following the policies and procedures outlined in ANC's Social Media Handbook.

In addition, the college's public radio station, KGVA, serves as an excellent resource through which the institution maintains open communication with the entire Fort Belknap Indian Reservation and surrounding communities. ANC utilizes KGVA to advertise upcoming classes and workshops, announce closure of the institution due to inclement weather, broadcast student reports and presentations, provide information about various programs and services offered at the college, deliver cultural programming, disseminate scholarship information, air live broadcasts of special events, and share information on how classroom activities benefit the community. The KGVA Station Manager is responsible for monitoring the accuracy and integrity of the station's broadcasts, and he reports directly to the President.

Regardless of the medium, ANC makes every effort to represent itself in a clear, consistent, and accurate manner.

2.D.2 *The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.*

Established and enforced policies, procedures, and codes of conduct ensure that Aaniiih Nakoda College advocates, subscribes to, and exemplifies high ethical standards in all its affairs. The Aaniiih Nakoda College Personnel Policies and Procedures Manual is the primary document that describes the ethical standards expected of the institution and its associates. Section 202.00 articulates various aspects of the college's employee conduct code. Other institutional documents that contain policies, procedures and codes related to ethical conduct include the Aaniiih Nakoda College Board of Directors Policies and Procedures Manual (Appendix B), Aaniiih Nakoda College Finance Policies and Procedures Manual (pages 22-23), Student Handbook (pages 5, 17-18), and Aaniiih Nakoda College Catalog (pages 16-17).

Numerous personnel policies address the fair treatment of faculty, administration, and staff. The ANC Personnel Policies and Procedures Manual specifies the exact processes that must occur during the recruiting, hiring, and employing of individuals by the institution. Procedures for disciplinary actions and grievances are also included. The following table identifies a number of specific policy statements and procedures that serve to ensure the fair and ethical treatment of all college personnel.

**ANC Personnel Policies and Procedures Safeguarding
the Fair and Ethical Treatment of Employees**

Policy/Procedure Number	Policy	Page
110.00	**Affirmative Action**	2
110.01	**Equal Employment Opportunity**	3
110.02	**Indian Hiring Preference**	3
117.00	**Nepotism**	9
202.00	**Employee Code of Conduct**	27
204.00	**Employee Protection (Whistleblower)**	31
201.01	**Unlawful Harassment**	27
203.00	**Work Environment Misconduct**	30
120.00	**Privacy Act Policy**	9-10
200.00	**Drug Free Workplace**	25
201.00	**Sexual Harassment**	25-26
205.00-205.02	**Authority, Grounds and Type of Disciplinary Action**	32-33
206.00	**Grievance Procedures**	33-34
524.00	**Academic Freedom and Responsibilities**	46
608.00	**Privacy Act – Information Release Policy**	49
609.00	**Crime Awareness Policy**	49

Table 2.1: Personnel Policies and Procedures Safeguarding the Fair and
Ethical Treatment of ANC Employees

The Aaniiih Nakoda College Student Handbook describes numerous policies and procedures governing the fair treatment of students at the institution. The handbook begins with a list of students' rights and responsibilities (page 5). The official student conduct code is presented on pages 17-18 and includes specific sections related to general conduct, academic honor and student integrity, disciplinary action, grievance procedures, drug and alcohol policy, sexual harassment, campus crime, and a variety of other issues. Much of this information, including the student conduct code and statement concerning academic honor and integrity, also appears on pages 16-17 of the Catalog. These policies were adopted to ensure the fair and ethical treatment of both students and employees at Aaniiih Nakoda College. Policies governing disciplinary and grievance procedures include timeframes for filings, responses, hearings, and decisions to ensure that these processes occur in a fair and timely manner.

To ensure that these institutional policies, procedures, and guidelines are fully understood and adhered to, they are thoroughly discussed with each new employee during orientation. All employees receive a copy of the ANC Personnel Policies and Procedures Manual and are required to sign and submit the employee acknowledgment form included on page 51 of the manual. Signed acknowledgment forms are kept in employee personnel files. Similarly, new governing board members receive a thorough orientation and are required to sign and submit the Board Member Code of Ethics and Conduct that appears as Appendix B of the Aaniiih Nakoda College Board Policies and Procedures Manual. All students receive copies of the Student Handbook and Catalog. Sections concerning student conduct, rights, responsibilities, recourse to appeal and grievance procedures, and related topics are reviewed and discussed during student orientation sessions held at the beginning of each semester.

2.D.3   *The institution adheres to clearly defined policies that prohibit conflict of interest on the part of members of the governing board(s), administration, faculty, and staff.*

Aaniiih Nakoda College has established several conflict of interest policies that appear in the following policy documents: ANC Personnel Policies and Procedures Manual (Section 117.00 – Nepotism; Section 202.02 – Employee Code of Conduct: Conflict of Interest), ANC Board of Directors Policies and Procedures Manual (Section III.H – Board Members; Section VIII.G – Employees; Section VIII.H – Employment of Family Members), and ANC Finance Policies and Procedures Manual (page 21). The college is committed to the strict enforcement of these policies to ensure conflicts of interest are minimal or nonexistent. Policies are periodically reviewed during annual retreats and during orientation sessions for all newly hired employees. Several campus committees, especially the Scholarship Committee and *ad hoc* search committees, also stress the importance of these policies to ensure the integrity of the committee as well as the institution. As a result of these efforts, ANC's conflict of interest policies are clearly understood and adhered to throughout the institution.

Financial Resources

2.E.1   *The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.*

The ANC Board of Directors Policies and Procedures Manual (page 5) delineates the board's financial duties and responsibilities. In general, the board is responsible for approving annual budgets, reviewing financial reports, adopting necessary financial policies, and ensuring that

annual audits are conducted. Beyond these well-defined duties, the Board of Directors gives the administration full autonomy in developing annual budgets and in managing institutional finances in accordance with board-approved financial policies.

The Aaniiih Nakoda College Finance Policies and Procedures Manual is the primary source for institutional policies regarding the oversight and management of the college's financial resources. The manual includes descriptions of the college's budget management and oversight process (pages 7-9), as well as policies governing reporting (pages 9-10), reserves (pages 18-19), investments (pages 28-30), cash management (pages 25-26), and debt management (page 26).

Aaniiih Nakoda College's Board of Directors hires an independent audit firm to conduct an external audit of the institution's finances. External audits are performed on an annual basis by an independent certified public accounting firm and conducted in accordance with generally accepted auditing standards (GAAS) and generally accepted government auditing standards (GAGAS). Annual audits typically occur within five or six months of the end of the fiscal year. The audit firm provides its own affirmation and attestation of credentials to ANC on an annual basis.

Audit procedures follow the guidelines established on page ten of the ANC Finance Policies and Procedures Manual. The President and Comptroller review audit report results with the Board of Directors at the first board meeting following publication of the report. Upon review, the board formally votes to approve and accept the report. Copies of External Auditors' Reports are kept on file in the Office of the President and made available to the public upon request. Please refer to the 2021 External Auditors' Reports for the most recent audited financial statements, including balance sheet (p. 16); tuition and fees, educational, and auxiliary revenue (p. 17); significant grants (p. 39); endowment report (p. 26); and investment revenue (p. 27).

Aaniiih Nakoda College has received unqualified opinions on external audit reports for the past 22 years, with no findings or questioned costs since 2005. Due to this consistently strong performance, ANC is considered a "low risk auditee," as defined in OMB Circular A-133.

The adequacy of the college's internal control procedures and reporting processes is well documented in External Auditors' Reports over the past 22 years. The college has established an effective reporting system that is described on pages 9-10 of the ANC Finance Policies and Procedures Manual. Monthly, quarterly, and annual financial reports provide program directors, department heads, the President and governing board with current and accurate financial information needed for the effective management of college programs and services and continuous, multi-tiered oversight of financial activities.

Aaniiih Nakoda College adheres to the cash management policies and procedures described on pages 25-26 of the ANC Finance Policies and Procedures Manual to ensure sufficient cash flow to support institutional programs and services. Forward funding of federal appropriations from the U.S. Department of Interior ensures sufficient cash flow throughout the entire fiscal year, and electronic drawdowns facilitate timely access to grant funds. For the past two decades, the college has maintained an unrestricted reserve fund available to meet short-term fluctuations in operating revenues and expenses. In accordance with its reserve fund policy (see ANC Finance Policies and Procedures Manual, pages 18-19), the college maintains a minimum balance of $300,000 in unrestricted reserves. At times during a given fiscal year, the unrestricted reserve

fund balance may temporarily drop below the $300,000 minimum; however, by the end of the fiscal year, the fund balance is always restored to an amount greater than $300,000. As of June 30, 2021, the unrestricted reserve fund balance was $1,801,533. While admittedly insufficient for covering substantial reductions in revenues over an extended period of time, the reserve fund has functioned effectively in subsidizing short-term delays in federal appropriations and periodic reductions in grant funding for key services and programs.

On several occasions, the college's endowment fund has served as an emergency source of reserve funding. In addition to providing a valuable source of funding to address issues of short-term solvency, the interest earned from future endowment fund growth will enable ANC to meet its long-term financial obligations. As of June 30, 2021, ANC's endowment fund balance was $1,546,705. The Aaniiih Nakoda College Board of Directors administers the college's endowment funds, and the Comptroller acts as the board's designated liaison in managing the endowment, following the investment management policy described on pages 28-30 of the ANC Finance Policies and Procedures Manual. The college maintains complete and accurate records concerning its endowment and complies with applicable legal requirements.

2.E.2   *Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.*

Over the past two decades of financial stability and sustained growth, Aaniiih Nakoda College has developed effective financial planning processes that ensure both the short-term financial health and the long-term financial stability of the institution. The college follows the policies, guidelines, and procedures for developing annual budgets outlined on pages 6-9 of the ANC Finance Policies and Procedures Manual. The manual includes policies and procedures regarding both restricted and unrestricted fund budgets, as well as guidelines related to budget modifications and amendments. Other sections of the Finance Policies and Procedures Manual cover reserve funds (pages 18-19), investments (pages 28-20), fundraising (page 30), cash management (pages 25-26), debt management (page 26), and cost transfers (page 14).

ANC's short-term and long-term financial planning reflect a thorough understanding of, and extensive experience working within, the unique funding situation facing most tribal colleges, including ANC. In general, ANC's unrestricted general operating budget is supported by funding from three primary sources: (1) student tuition and fees, (2) P.L. 95-471 funds received from the U.S. Department of Interior, and (3) indirect costs from grant funded programs. The following table lists general fund and total revenues during the past seven years, as well as the percentage of general fund revenues relative to total revenues:

Aaniiih Nakoda College Revenues, 2015-2021

Fiscal Year	General Fund Revenues	Total Revenues	General Fund Revenues as Percentage of Total
2015	$2,151,205	$7,601,168	28%
2016	$2,029,067	$6,437,034	32%
2017	$2,057,222	$6,885,915	30%

2018	$2,008,491	$6,356,534	32%
2019	$2,104,696	$7,241,409	29%
2020	$2,313,859	$7,811,846	30%
2021	$2,553,149	$8,676,478	30%

Table 2.2: Aaniiih Nakoda College Revenues, 2015-2021

As Table 2.2 indicates, general fund revenues typically account for approximately 30 percent of the college's total annual revenues.

The amount of P.L. 95-471 funds received each year is based upon the previous year's Indian Student Count (ISC), which is calculated using the total number of credit hours completed by Indian students during each semester. Aaniiih Nakoda College's average annual ISC is presented in the table below.

Average Annual Indian Student Count (ISC) – 2013-2022

Fiscal Year	ISC
2013	205.25
2014	197.33
2015	205.79
2016	209.43
2017	187.58
2018	191.98
2019	143.62
2020	151.60
2021	135.04
2022	114.01

Table 2.3: Average Annual Indian Student Count (ISC) – 2013-2022

The amount of funding received per ISC is determined by Congress and varies from year to year. For example, in 2022 tribal colleges and universities received $7,426 per ISC; during the previous two years, the amount per ISC was $8,772. Historical enrollment data serve as the basis for estimates of revenue generated from both tuition and fees and P.L. 95-471 funding, which together make up approximately 80-90 percent of the college's general fund revenues. The other source of general fund revenues, indirect costs recovered from grant programs, is estimated based on the grantor-approved budgets for grant projects already awarded for the coming fiscal year. Based on historical enrollment data, established revenue streams, and actual indirect cost rate projections, ANC administrators are able to create realistic and accurate annual budgets for the institution's unrestricted general operating fund. Despite recent declines in enrollment numbers and subsequent reductions in P.L. 95-471 funds and tuition revenues, ANC has been able to maintain its general fund operating budget with increased revenues from several large grant-funded projects, as well as institutional support funds made available through Higher Education Emergency Relief Funds (HEERF) legislation.

In general, the unrestricted fund operating budget originates with financial requests from the President's Executive Team, which serves as the ANC Budget Committee, as well as several

other department heads across campus (e.g., facilities, radio station, and library). Members of the committee submit funding requests for their respective departments based on input from staff at the unit level. The Comptroller then uses these requests, as well as unrestricted fund expenditures from the previous year and anticipated funding available for the following year (including anticipated restricted fund availability), to develop an initial draft budget. The draft budget is submitted to the President for review and revision, before being presented to the Board of Directors for final approval and authorization.

The Board of Directors authorizes the base unrestricted fund budget pending the release of funds provided under the Tribally Controlled Community College Assistance Act (P.L. 95-471). Once the college learns the exact amount of the appropriation and receives its funding, the President may choose to modify the base budget accordingly, and these changes are presented to the board for its review and approval.

However, as noted in Table 2.2, general fund revenues typically account for only 30 percent of total institutional revenues. The remaining 70 percent of the college's revenues are provided by grant funding. The Director of Sponsored Programs is responsible for identifying potential sources of grant funding and facilitating the proposal development and submission process. Grant writing priorities are determined by the President's Executive Team in accordance with institutional mission, core themes, and strategic planning documents. The following table provides a general overview of the results of the college's grant writing efforts over the past ten years.

Aaniiih Nakoda College Grant Writing Activities, 2013-2022

Academic Year	Number of Applications Submitted	Number of Applications Funded	Amount of Funds Requested	Amount of Funds Awarded
2013	14	9	$10.05 million	$4.02 million
2014	13	9	$5.63 million	$2.67 million
2015	13	11	$5.89 million	$4.67 million
2016	18	15	$4.85 million	$3.82 million
2017	14	14	$5.70 million	$5.70 million
2018	14	12	$9.06 million	$8.69 million
2019	7	7	$1.44 million	$1.44 million
2020	17	16	$5.30 million	$5.00 million
2021	12	11	$9.36 million	$8.77 million
2022	8	8	$4.80 million	$4.80 million

Table 2.4: Aaniiih Nakoda College Grant Writing Activities, 2013-2022[1]

In seeking grant funding, the college submits proposals to a variety of federal agencies, as well as to state government and private foundations. The following table presents a breakdown of funds awarded by federal, state, and private entities during the past ten years.

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[1] The amount of funds received in any given year includes project totals for multi-year projects. Funds are only credited to the year in which the grant was originally awarded.

Grant Funds Provided by Federal, State and Private Entities

Academic Year	Total Amount of Funds Awarded	Federal Funds Awarded	State Funds Awarded	Private Funds Awarded
2013	$4.02 million	$4.02 million	$0	$0
2014	$2.67 million	$2.61 million	$0	$0.06 million
2015	$4.67 million	$4.57 million	$0	$0.10 million
2016	$3.82 million	$3.60 million	$0.05 million	$0.17 million
2017	$5.70 million	$5.36 million	$0.03 million	$0.34 million
2018	$8.69 million	$8.50 million	$0.05 million	$0.14 million
2019	$1.44 million	$1.34 million	$0	$0.10 million
2020	$5.00 million	$4.56 million	$0.05 million	$0.39 million
2021	$8.77 million	$8.51 million	$0	$0.26 million
2022	$4.80 million	$4.67 million	$0	$0.13 million

Table 2.5: Amount of Grant Funds Awarded by Federal, State and Private Entities, 2013-2022

As the preceding table illustrates, the great majority of the college's grant funds come from the federal government. Among federal agencies, Department of Education, Department of Agriculture (USDA), National Science Foundation (NSF), and Department of Health and Human Services (HHS) are the primary funders. Aaniiih Nakoda College carefully monitors federal funding opportunities and is constantly looking for grant programs that can support the college's educational programs and services and help facilitate the achievement of institutional mission and core themes. Annual schedules of expenditures for selected federal awards are included in External Auditors' Reports.

Although they contribute far less than federal programs, grant funds from private foundations also make up a significant portion of the college's restricted fund revenues. Over the past ten years, ANC has received approximately $1.7 million from private foundations, including the NoVo Foundation, Theodore and Vivian Johnson Foundation, Northwest Area Foundation, and American Indian College Fund. These private funds have been instrumental in supporting immersion school operations, providing direct student support, offering professional development opportunities for staff and faculty, supporting curriculum development, and expanding research capacity. They also provide a source of non-federal matching funds that can be used to leverage additional federal dollars.

In general, the state of Montana does not provide any grant funding to ANC. Small awards (between $30,000 and $50,000) have supported a collaborative apprenticeship project with the Fort Belknap Tribal Health Department, as well as biennial funding to support HiSET instruction and testing. ANC is hopeful that funding opportunities with the state will increase in the future; however, given the limits of the state budget, it is unlikely that state funding will ever become a major source of grant revenues for the college.

Well-defined proposal development and review processes ensure that all externally funded projects support the mission, core themes and strategic planning priorities of the institution. Proposals are submitted through the Sponsored Programs Office and require the signature of the

President, who serves as ANC's authorized organizational representative (AOR). As part of this internal review process, the Comptroller reviews and approves proposed project budgets. If funded, grantor-approved budgets guide the expenditure of project funds in accordance with applicable government regulations, funder restrictions, terms and conditions of specific grant award agreements, and institutional policies.

The President, Comptroller, and Director of Sponsored Programs meet regularly to review the status of currently funded grant projects and pending applications. During these meetings, they also review and update projections of anticipated funding opportunities for the coming year. Together, this information is used to develop coordinated and strategic plans for pursuing, acquiring and using grant funds in a manner that advances the institution's mission and core themes and supports its educational programs and services.

ANC recognizes the inherent uncertainty related to its heavy reliance on grant funds to achieve these purposes. However, through years of experience and intimate knowledge of its unique funding situation (including zero tax base, zero alumni support, zero tribal funding, and miniscule state funding), ANC administrators have developed an effective financial planning and budget framework that draws from the college's unrestricted general fund budget and its restricted fund program budgets to provide the financial resources needed to achieve its mission, core themes and identified planning priorities, as evidenced by the past 22 years of short-term and long-term financial stability and institutional growth.

Like other colleges and universities, ANC faces considerable risk of loss from a number of sources, including damage to and loss of property and contents, employee torts, professional liability (i.e., errors and omissions), environmental damage, workers' compensation, and medical insurance costs of employees. As such, the college employs a variety of methods to provide insurance for these risks. For example, commercial insurance policies that transfer all risk of loss except for relatively small deductible amounts are purchased for property and content damage, as well as for professional liabilities. Coverage limits and the deductibles in the commercial policies have stayed relatively constant for the last several years, while settled claims resulting from these risks have not exceeded commercial insurance coverage for the past three years. Other ways the college seeks to minimize the risk of loss and damages to property and contents include the installation of security cameras and alarm systems across campus, as well as a wide range of cybersecurity systems and measures implemented through the college's Information Technology (IT) Department.

In addition, ANC has established clear investment management policies to minimize risk of loss for its investment holdings. These policies, which are outlined on pages 28-30 of the ANC Finance Policies and Procedures Manual, establish investment principles and provide guidelines for evaluating investment decisions. They also describe types of allowable and unallowable investments, as well as internal review and monitoring procedures for investment portfolios. In general, ANC's investment policies call for diversified investment options with different risk and return characteristics, thereby providing reasonable assurance that investments in any single security or class of securities will not have a significant negative impact on the college's overall investment assets.

2.E.3 *Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.*

Aaniiih Nakoda College's accounting system follows generally accepted accounting principles. The college adheres to pronouncements of the Governmental Accounting Standards Board (GASB) when presenting financial statements for its audit. ANC's management and use of federal funds follow guidelines set forth in 2 CFR, Part 220, which includes circulars A-21 (Cost Principles), A-110 (Administrative Requirements), and A-133 (Audit Requirements). Detailed policies, guidelines, and procedures governing ANC's accounting and financial management system are clearly outlined on pages 1-6 of the ANC Finance Policies and Procedures Manual. The college's adherence to these principles is clearly attested to in the auditors' opinion presented in External Auditors' Reports, which reads: "In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and each major fund of Aaniiih Nakoda College Inc. as of and for the year ended June 30, 2021, and the respective changes in financial position for the year then ended in accordance with U.S. generally accepted accounting principles." Aaniiih Nakoda College has not had any qualifications with respect to this issue for the past 22 years.

Human Resources

2.F.1 *Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.*

Employee contracts outline the terms and conditions of employment for each employee, including beginning and end dates for the first year of employment, amount of compensation, and position title. All employees receive an initial contract for their first year of employment; faculty receive annual contracts during subsequent years, as well. Contracts for employment are issued no later than October 1. If employees are hired after October 1, they are issued a contract within the first 30 days of work or within 15 days of their probationary period. The original contract is filed in the Business Manager's office. A copy is given to the employee, and another copy is placed in the employee's personnel file.

Position descriptions list specific work assignments, duties, responsibilities, supervisor assignments, and desired qualifications for each employee. Employees receive detailed position descriptions at the time of hire. Copies are maintained in employees' personnel files and used by supervisors to inform the performance evaluation process.

General policies and procedures regarding conditions of employment, employee rights and responsibilities, evaluation, retention, promotion and termination are described in the Aaniiih Nakoda College Personnel Policies and Procedures Manual. Specifically, Sections 110.03-110.08 describe hiring procedures for various classifications of employees, including subsections addressing issues related to lateral transfers, promotions, and transition periods. Sections 130.00-140.00 cover conditions of employment, including but not limited to, professional development, performance evaluations, and resignations. Sections 205.00-205.02 address policies and procedures governing disciplinary action, including probation, suspension, and termination. All employees receive a copy of the policies and procedures manual, and additional copies are

available from the President's Assistant. An employee acknowledgement form appears on page 51 of the manual. All employees are required to sign this form, and signed copies are kept in their personnel files.

The Aaniiih Nakoda College Faculty Handbook includes additional information describing terms of employment for full-time and part-time instructors. This includes a general position description for all full-time faculty, a list of faculty functions and responsibilities, a detailed account of the annual faculty performance evaluation process, and other information related to the specific duties and responsibilities of faculty members. As stated in the Faculty Handbook, "The primary job of instructors is to teach" (page10), although full-time faculty are also expected to serve on college committees, serve as academic advisors, perform assessment activities, and review and, as necessary, revise curriculum. Scholarship, service, and artistic creation that support and enhance the performance of these activities are encouraged by the institution but are not considered core faculty duties and responsibilities; as such, ANC does not have a specific policy directly addressing these faculty activities. All instructors receive a copy of the Faculty Handbook upon hire, and additional copies are available in the Dean of Academic Affairs' office. The Faculty Handbook was most recently updated in 2020-2021 and is currently being revised.

2.F.2   *The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.*

Aaniiih Nakoda College's policies and practices provide outstanding professional development opportunities for the college's faculty, staff, and administrators. Professional development policies are stated in Section 134.00 of the ANC Personnel Policies and Procedures Manual. In general, employees may receive up to six hours of educational leave per week to pursue degree attainment or specialized training that will enhance their current job performance. Employees seeking financial support from the college to attend a workshop or pursue an academic degree must receive approval from the President. In cases where employees enroll in degree-granting academic programs, they must sign a Professional Development Service Agreement that outlines future commitments to the institution and terms and conditions of a payback agreement.

Among the 49 full-time employees currently working at the college, 19 (39%) have received financial support from the institution to pursue an academic degree at the bachelor's, master's, doctoral, or post-graduate level. This includes five instructors, 13 staff members, and one administrator. Collectively, this institutional support has contributed to the attainment of three bachelor's degrees, nine master's degrees, and one doctorate among current college employees.

Funds to support staff and faculty professional development opportunities come from a variety of private and federal funding sources. Whenever possible, the institution seeks to include a professional development component in its grant programs. Current grant programs providing financial support for advanced degree attainment among ANC staff and faculty include the *Obdaya Opta Tate Kin Kah'boke* Initiative (American Indian College Fund), U.S. Department of Education Title III grants, and National Science Foundation Tribal Colleges and Universities Program (TCUP) grants.

2.F.3   *Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.*

During Fall Semester 2022, Aaniiih Nakoda College had a total student enrollment of 143 students (total headcount). This student body is served by 49 full-time employees, three part-time staff, and twelve adjunct instructors. From administrators to classified staff, the college employs a sufficient number of personnel to support, maintain, and deliver high quality educational programs and services.

All employees must possess the required qualifications, knowledge, skills, and experience listed in their job descriptions. Complete job announcements for unfilled positions are posted on the college website, and notices of position vacancies are publicized in a variety of locations, including but not limited to tribal personnel office, state and local newspapers, tribal colleges nationwide, Montana University System, and Montana Office of Public Instruction. Specific hiring procedures for all levels of employment (president, administrators, full-time faculty, part-time faculty, program coordinators and support staff) are clearly outlined in Sections 110.03-110.07 of the Aaniiih Nakoda College Personnel Policies and Procedures Manual.

Job descriptions for all staff are maintained in employees' personnel files. They are reviewed by employees and their supervisors during performance evaluations. Job descriptions are revised and updated on an as-needed basis to ensure that they continue to accurately reflect the duties, responsibilities, qualifications, and lines of authority associated with each position. As stated in Section 132.00 of the ANC Personnel Policies and Procedures Manual, all position descriptions must contain the following: position title and classification, general statement of duties, specific area of duties, supervision received, supervision extended, and qualifications required.

As of Spring Semester 2023, ANC employs 14 full-time and twelve part-time instructors, for a student-to-faculty ratio of approximately 6:1. Among full-time instructors, one holds a doctorate degree, ten hold master's degrees, and three hold bachelor's degrees. All teach in their respective areas of academic training and expertise, and they possess the discipline-specific backgrounds required to oversee and administer the college's one bachelor of science degree program, 13 associate degree programs, three one-year certificate programs, and associated short-term career and technical training programs. Please see Faculty Resumes for details.

In addition to their teaching responsibilities, instructors are responsible for advising students in their area(s) of instruction, developing and implementing academic program assessment plans in their area(s) of instruction, identifying and measuring program-specific and general education/related instruction student learning outcomes, and assuring the quality, integrity and continuity of the college's academic program through their participation on the ANC Curriculum Committee. In addition, three full-time instructors are categorized as research faculty; their job duties include a mixture of teaching (reduced credit load) and research activities, as spelled out in their individual position descriptions. Several other full-time instructors perform additional duties related to program administration, grants management, and student counseling.

Part-time instructors at ANC also possess the skills, knowledge and experience needed to provide quality instruction in the classes they teach. Among part-time instructors, two hold doctorate degrees, four hold master's degrees, four hold bachelor's degrees, and two hold Class 7 certifications to teach the Aaniiih and Nakoda languages.

In keeping with its history, mission, core themes, programs, and community characteristics, ANC makes every effort to employ instructors who possess the background, knowledge and

community ties needed to effectively integrate Aaniiih and Nakoda lifeways into their course and program offerings. Furthermore, it is the stated policy of the institution to "employ as many members of the Aaniinen and Nakoda Tribes as possible as well as other American Indians" (ANC Personnel Policies and Procedures Manual, page 2). As such, ANC actively recruits and seeks to hire American Indian faculty members who can provide rigorous and culturally grounded instruction in their field of expertise. Currently, 43 percent of the college's full-time instructors are American Indian, and 50 percent of all instructors are American Indian.

All faculty fall under the supervision of the Dean of Academic Affairs, as indicated in the ANC Organizational Chart.

2.F.4   *Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.*

All newly hired administrators and staff are evaluated at the conclusion of their probationary period (three months for all new hires and promotions, one month for lateral transfers) and annually thereafter. The only exception is the President, who is evaluated at the end of each contract period, the duration of which is determined by the Board of Directors. The President evaluates all administrators, as well as the Assistant to the President, Manager of Information Systems, Sponsored Programs Director and any other employee who reports directly to the President. All other personnel are evaluated by their immediate supervisor.

Supervisors employ a standardized Staff Evaluation Instrument when conducting annual performance evaluations. Supervisors assess employees' performance in terms of the employees' success in carrying out the duties and responsibilities listed in their job descriptions, as well as general standards for employee performance and conduct. All performance evaluations include a professional development plan that the supervisor and employee use to promote professional growth, address deficiencies in performance, and/or enhance future job performance. The supervisor and employee meet to discuss the results of the written performance evaluation, which is then signed by both parties (unless the employee chooses not to) and placed in the employee's personnel file.

Faculty performance evaluations follow the processes outlined on pages 19-21 of the ANC Faculty Handbook. In general, the process begins with the development of an individualized Performance/Professional Enhancement Plan for each full-time instructor and includes the following six elements: (1) individual goals, objectives, and activities; (2) peer observation and review; (3) Dean of Academic Affairs class observation; (4) self-evaluation; (5) student class evaluations; and (6) end of review period performance evaluation session. All new instructors are evaluated during their first year, and all returning instructors are evaluated once every three years.

The results of the final evaluation session are summarized in a performance evaluation document that specifies whether the instructor has exceeded expectations, met expectations, or failed to meet expectations. Areas of improvement identified during the performance evaluation session

are included as part of the instructor's individual goals, objectives, and activities for the following review period. Instructors are asked to sign the final performance evaluation document to indicate their agreement. If instructors disagree with the evaluation findings, they must acknowledge, in writing, their disagreement and are given the opportunity to submit a rebuttal. The final evaluation document and rebuttal (if applicable) are placed in the instructor's personnel file in the President's Office, and a copy is retained by the Dean of Academic Affairs. Appendix A of the <u>ANC Faculty Handbook</u> contains samples of several forms used in this process. The Student Course Evaluation form is presented in Appendix F.

The faculty evaluation process outlined above provides an effective means of assessing faculty performance in a regular, systematic, and substantive way. Peer evaluations ensure that the process is carried out in a collegial manner. Feedback from supervisor, peer, student and self-evaluations ensure that multiple indices are used to assess faculty performance, with heavy emphasis placed on teaching effectiveness. The Dean of Academic Affairs reviews student course evaluations at the end of each semester to help identify any issues that need to be addressed prior to the end of the academic year. The dean retains all primary evaluation data, and the President may request to view this information at any time. The evaluation process provides multiple avenues for identifying areas of improvement, and annual professional enhancement plans contain the goals, objectives and activities that will lead to the desired improvements and result in greater instructional effectiveness.

The Dean of Academic Affairs evaluates part-time instructors on a course-by-course basis at the end of each semester. Student course evaluations serve as the primary tool for evaluating part-time instructor performance, with in-class observations being used as needed.

Student Support Resources

2.G.1   *Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.*

Through its Student Services Department, Aaniiih Nakoda College offers students a suite of programs and services that supports the mission and core themes of the institution and creates a campus environment that fosters learning and success for all students. Student programs and services are grounded upon an educational philosophy that reflects the abiding relevance of Aaniiih and Nakoda lifeways and promotes the values of equity, diversity, inclusion, and respect. Programs and services are provided in a manner that is sensitive to student and community needs, while encouraging lifelong, inter-generational learning and strong family involvement.

The goals of ANC's Student Services Department are to provide students with cordial and efficient services in admissions, registration, financial aid, tutoring, and personal and academic counseling. The department seeks to provide students with opportunities for enhancing their leadership skills and abilities through participation in co-curricular activities, student organizations, and student government. Student services personnel are also responsible for spearheading recruitment and retention efforts, administering the veterans' benefits program, offering student leadership programs, and sponsoring awards banquets and student recognition ceremonies.

The department operates under the supervision of the Dean of Students and includes twelve full-time staff positions, one of which is currently vacant. In addition to the Dean of Students, Financial Aid Officer, Registrar/Admissions Officer, and Institutional Research Assistant, the department also includes the Native American Career and Technical Education Program (NACTEP) project and Student Support Services (SSS) project, which are both funded by grants from the U.S. Department of Education. The NACTEP project has been in continuous operation at ANC since 2001 and employs a director, counselor, and administrative assistant. The SSS project was launched in 2020 and employs a director, advisor, Student Success Center Coordinator, and project assistant. The Student Services Department also employs a Student Success Navigator, with funding support from the U.S Department of Education's Title III program. Although not a member of the Student Services Department, Dr. Carey Patrick Wertz, ANC's Human Services and Chemical Dependency Counseling Instructor, offers one-on-one personal and academic counseling as a Licensed Clinical Professional Counselor (LCPC).

Aaniiih Nakoda College's student services programs are staffed by qualified individuals whose academic preparation and professional experience are appropriate to their assignments. Three staff members hold master's degrees, five hold bachelor's degrees, and two hold associate degrees. In addition to his Ph.D. in Social Foundations of Education, Dr. Patrick Wertz has an M.Ed. in Counselor Education and is a Licensed Clinical Professional Counselor (LCPC). Student Services Department Resumes reflect staff qualifications and experiences. Student Services Department Position Descriptions clearly define staff duties and responsibilities.

Aaniiih Nakoda College's student programs complement instructional programs by providing a wide range of support services. The Registrar/Admissions Office provides admissions and registration assistance, maintains student records, monitors academic standing, and prepares transcripts. The Registrar/Admissions Officer and her assistant (Institutional Research Assistant) also bear primary responsibility for disseminating current and accurate student data to departments across campus, as well as to external stakeholders such as the Fort Belknap Tribal Higher Education Department, American Indian Higher Education Consortium (AIHEC), and government agencies. The Registrar/Admissions Officer and her assistant use the institutional management software and database, Empower, to store all permanent student records (including term of attendance, course number, title of course, grade earned, transfer credits, high school diploma or GED/HiSET earned, placement test scores, date of birth, and indication of credit or non-credit), generate data reports, maintain student files and prepare transcripts. Empower is also used by faculty members to record student attendance and submit midterm and final grade reports.

The Financial Aid Office is staffed by the Financial Aid Officer. She administers all student aid programs and manages the college's scholarship program, which is funded primarily through the American Indian College Fund (AICF). The Scholarship Committee meets at least twice per semester to select recipients of AICF scholarship awards. During student orientation programs, the Financial Aid Officer meets with new students to review financial aid policies, procedures and opportunities. If students are experiencing problems or do not understand the financial aid process, the Financial Aid Officer will provide further information as needed.

The Student Services Department also operates ANC's NACTEP project, which is an integrated career and technical education program that combines challenging and relevant training programs in Health Careers, Computer Technology, Natural Resources, Building Trades, and Business with a continuum of support services. These services include academic advising and career counseling, classroom directed field experiences, summer employment opportunities, job placement services, transfer assistance, and direct financial support in the form of stipends, tuition and fees, books and supplies, transportation, and child care. In 2021-22, ANC's NACTEP project supported 40 trainees, 83% of whom successfully completed the program year, as measured in terms of continuing enrollment, transfer, employment, or military service.

Over the past two years, ANC has dramatically strengthened its efforts to reduce equity gaps in achievement, especially among low-income, first-generation, and students with disabilities, through the implementation of its Student Support Services (SSS) project. This federally funded TRiO program is an integral part of ANC's efforts to retain, graduate, and transfer eligible students. Services include supplemental instruction, intrusive academic advising, peer and professional tutoring, holistic counseling, financial literacy education, assistance completing financial aid applications, career pathways exploration, transfer assistance, and cultural enrichment. In offering these services to eligible participants, the project seeks to increase students' chances of persisting in their academic programs, graduating from ANC, and transferring to a baccalaureate degree-granting institution. In its first full year of operation (2021-22), ANC's SSS project served 118 eligible students.

Under the supervision of the college's SSS project, ANC's Student Services Department also operates a Student Success Center and employs a full-time Student Success Navigator. The Student Success Center provides a place for students to study, access computers, and receive tutoring assistance. The Success Center Coordinator provides professional tutoring services and coordinates tutoring services across campus, including peer tutoring services available through grant-funded programs. He also provides HiSET instruction at the Success Center, as well as at the John Capture Community Center in Hays. The Student Success Navigator chairs the campus Retention Committee and is responsible for coordinating the college's early alert system, developing and implementing intervention strategies, and spearheading initiatives aimed at increasing degree completion among current students on academic probation and former students who have "stopped out" with at least 50 percent of the requirements for a degree or certificate.

Since 2017, ANC has participated in Project Success, initially with Great Lakes Higher Education Guaranty Association and, more recently, with Ascendium. ANC's Student Services Department has been responsible for coordinating several key elements of this initiative that have directly supported ANC's student success and equity agendas, including the paid internship program, online financial literacy training, emergency aid, and customized coaching with Achieving the Dream. Through the college's participation in the Achieving the Dream Network, ANC has been working to strengthen and integrate student success pathways and build data literacy across campus, with a focus on advancing equity through the identification and reduction of achievement gaps among distinct student populations. In fall 2022, ANC was awarded a three-year grant through Achieving the Dream's Serving Native American Students with Holistic Student Support (SNASHSS) initiative that will support the development and implementation of a holistic student support re-design action plan. The action plan will strengthen the college's

ability to provide integrated student support systems for all students, while further advancing its efforts to promote equity and inclusion.

ANC provides a variety of counseling services – academic, career, and personal - through its NACTEP and SSS projects, as well as through the services of Dr. Patrick Wertz. The NACTEP counselor meets with students to explain academic requirements and institutional rules and regulations, to help them identify their educational and occupational goals, and to assist them in registering for classes. She also monitors student progress and ensures that students are taking the required courses needed to complete their degree programs. Through individual counseling sessions, the SSS advisor ascertains the needs of each student and provides assistance for overcoming any barriers that may impede student success. As a LCPC, Dr. Patrick Wertz is able to provide professional personal and mental health counseling to students on campus. Staff and faculty also provide career education through annual career fairs and through career exploration activities using the Montana Career Information System (MCIS) as part of the required first-year seminar, "Finding Place".

Students at ANC are given opportunities to enhance their leadership abilities through participation in student organizations and student government. Active student organizations at ANC include Student Senate, American Indian Business Leaders (AIBL), Phi Theta Kappa, Red Lodge Society, American Indian Science & Engineering Society (AISES), and Archery Club. Staff or faculty serve as advisors for each organization, and all are accountable to the Student Senate. Student Senate also sponsors events such as the annual Spring Fling, and representatives serve on the Board of Directors and various committees across campus. Through their participation in these activities, students gain valuable experiences that encourage the development of both teamwork and leadership skills.

Nakoda Hall is the home of Aaniiih Nakoda College's Student Services Department. This 3,545 square-foot facility includes the Dean of Student's Office, the Registrar/Admissions Office, Financial Aid Office, Student Support Services project offices, and the Student Success Center. It also houses the USDA-funded ANC Extension Office. All offices provide adequate space to serve students and accommodate department staff, while the Registrar/Admissions Office and Financial Aid Office also contain sufficient space for housing locked, fireproof file cabinets needed for the safe and secure maintenance of student files. The Student Success Center contains six computer workstations available for student use and provides a place where students can study, receive tutoring, and hold meetings. Success Center computers are equipped with Tutor.com, Aztec, and other software used for developmental skills and HiSET instruction and tutoring. The NACTEP office is located in Tataga Kni – a 13,630 square-foot workforce training center that includes three classrooms, an Allied Health Simulation Laboratory (Sim Lab), a computer laboratory, and a shop for welding instruction. All student services offices seek to create an atmosphere that is student-friendly, inviting, and helpful, while providing all students with the support they need to achieve their educational and personal goals.

2.G.2   *The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes,*

required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.

The Aaniiih Nakoda College Catalog is published annually. Paper copies are available at no cost to prospective and enrolled students, and an electronic copy is posted on the college website (www.ancollege.edu). Additional copies are available upon request in Nakoda Hall.

The Registrar/Admissions Officer, with assistance from the Dean of Students and the Dean of Academic Affairs, bears the primary responsibility for preparing the college catalog. The Curriculum Committee is responsible for reviewing the academic portion of the catalog to ensure its accuracy with respect to course descriptions and program requirements.

The following table lists each of the items required for compliance under Substandard Element 2.G.2, as well as the specific page numbers where that information appears in ANC's current catalog.

Location of Required Information in ANC Catalog

Item Required for Compliance	ANC Catalog
Institutional mission	Page 1
Entrance requirements and procedures	Pages 7-8, & 15-16
Grading policy	Pages 32-33
Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion	Pages 36-89
Names, titles, degrees held, and conferring institutions for administrators and full-time faculty	Pages 91-92
Rules, regulations for conduct, rights, and responsibilities	Pages 8 & 16-21
Tuition, fees, and other program costs	Page 3
Refund policies and procedures for students who withdraw from enrollment	Pages 25
Opportunities and requirements for financial aid	Pages 21-27
Academic calendar	Inside front cover

Table 2.6: Location of Required Information in ANC Catalog

2.G.3 *Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment or advancement in the occupation or profession shall be included in such materials.*

The Aaniiih Nakoda College Catalog includes the following information for all degree and certificate programs offered at the institution: program name, degree or certificate conferred,

program goals, program learning outcomes, program requirements, and suggested plan of study. Additional information regarding potential employment and transfer opportunities may also be included. For degree and certificate programs that prepare students for employment in fields that require state and/or national licensure, accurate information about requisite training and eligibility is also provided. Examples of such programs at ANC include the A.A. degree program in Chemical Dependency Counseling (Licensed Addictions Counselor), the A.S. degree program in Nursing (Registered Nurse), and the one-year certificate in Welding (American Welding Society certification). Information about state and/or national licensure and certification requirements for these programs is included on pages 46, 54-55, and 59 of the ANC Catalog.

In addition, the college offers several short-term training programs (less than one year) that lead to state and/or national certification. These include Certified Nurse Aide (CNA), Hazardous Waste Operations & Emergency Response (HazWOPER) certification, and Registered or Certified Phlebotomy Technician. Information concerning licensure requirements and eligibility for these training programs and credentials are presented on page 61 of the ANC Catalog. ANC offers these short-term training programs intermittently on an as-needed basis.

2.G.4 *The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.*

Aaniiih Nakoda College provides an effective and accountable program of financial aid governed by the policies and procedures described in the ANC Catalog (pages 21-27) and ANC Student Handbook (pages 27-36). The program provides financial aid information and assistance through individual consultations, as well as training sessions conducted each semester as part of student orientation activities. The Financial Aid Office is located in Nakoda Hall and employs a full-time Financial Aid Officer, as well as an occasional work study student. The office is open Monday through Friday, from 8:00 a.m. to 12:00 p.m., and from 1:00 p.m. to 5:00 p.m.

Financial Aid Office staff assist students in preparing their Free Application for Federal Student Aid (FAFSA) forms, which are then submitted online at www.fafsa.ed.gov. The Financial Aid Office submits requests and reports to the Common Originator Disbursement (COD) site using EDConnect. Electronic submission speeds up the application process and gives students a better analysis of their eligibility regarding Pell Grants, Federal Supplemental Educational Opportunity Grants (FSEOG), and federal work study. Additional forms of financial aid available at Aaniiih Nakoda College include tuition waivers for senior citizens, dual enrollment and dual credit students, high school graduates, and ANC students with academic honors; scholarships from the American Indian College Fund, State of Montana, tribal entities, and other donors; and grant assistance and stipends provided through grant-funded projects such as NACTEP. Since spring 2020, ANC has also provided students with significant financial support for COVID-19-related hardships using Higher Education Emergency Relief Funds (HEERF) provided by the U.S. Department of Education. In providing financial aid assistance, the Financial Aid Officer makes every effort to be sensitive to the financial circumstances of individual students and to give due consideration to the socioeconomic conditions existing on the Fort Belknap Indian Reservation.

Student financial aid files are kept in a secure and locked cabinet, and after 3-5 years they are transferred to the student services storage area. The Financial Aid Officer is responsible for entering student financial aid data into the Empower database system throughout the academic year. Individual student budgets are kept on spreadsheets to provide a concise and up-to-date picture of each student's financial aid status.

All federal and state financial aid reports, as well as scholarship reports submitted to private donors and organizations, are submitted electronically, and hardcopies are kept in the Financial Aid Office for further documentation. Each fall, the Financial Aid Officer submits an annual Fiscal Operations Report and Application to Participate (FISAP) report to the U.S. Department of Education accounting for all Title IV funds received by the college during the previous year.

Information regarding the categories of financial assistance available at Aaniiih Nakoda College is published on pages 22-24 of the ANC Catalog and on pages 29-31 of the ANC Student Handbook. These include Pell Grants, Federal Work Study (FWS), Federal Supplemental Educational Opportunity Grant (FSEOG), tuition waivers, scholarships, and veterans' programs. This information is reviewed each semester during student orientation. In addition, the financial aid application includes information concerning available scholarships and waivers, and signs announcing scholarship competitions are posted on bulletin boards in Nakoda Hall, White Clay People Hall, Wakpa Juk'an Wasnokya Tibi, and Tataga Kni.

Aaniiih Nakoda College receives a significant amount of funding to support student scholarship programs. The American Indian College Fund (AICF) provides the majority of funds (approximately $144,178 in 2021-2022), while the Johnson Foundation is the next largest provider of scholarships. Johnson Foundation Scholarships are awarded to qualifying students enrolled in ANC's business program. Other sources of scholarships include tribal entities, tribal higher education programs, individual donors, and private foundations.

Students receiving AICF scholarships are selected by the ANC Scholarship Committee based upon donor requirements and institutional selection criteria. Other scholarships are strictly need-based and awarded through the Financial Aid Office based on students' unmet need. The Financial Aid Officer chairs the Scholarship Committee, whose members may include, but are not limited to, one Business Office representative, one faculty representative, one Student Services Department representative, and one at-large staff member. The committee meets twice a semester to evaluate student applications and to distribute scholarship funds based on merit and financial need.

Since the outbreak of the COVID-19 pandemic, ANC has also used a significant amount of HEERF money – both student and institutional funds – to provide direct student aid. In general, COVID-19 funds have been distributed under two categories: (1) hardship support and (2) attendance incentives. To receive hardship support, students must submit an application at the beginning of the semester documenting exceptional need resulting from the pandemic. Applications are submitted to the Financial Aid Office and reviewed by a committee of student services staff and faculty. Eligible students receive monthly payments throughout the semester covering costs associated with Internet fees, data usage, food, child care, transportation, and utilities. Award amounts vary based on enrollment status (full-time, three-quarter-time, half-

time), as well as number of dependents (child care) and driving distance from campus. Attendance incentives of $200 are awarded every two weeks for students who attend 90 percent or more of their classes during that two-week period. Over the course of a semester, full-time students who maintain 90 percent attendance can receive a total of $1,600 per semester. An additional $1,000 is awarded to students who maintain a 100 percent attendance record for the entire semester. As with hardship awards, the size of attendance awards is determined by enrollment status. Since spring 2020, ANC has distributed $495,794 in COVID-19 relief funds as direct student aid.

2.G.5   *Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.*

Students receiving Pell and FSEOG grants receive information regarding repayment obligations in several ways. The college's Return of Title IV Funds Policy and associated regulations appear on pages 24-25 of the ANC Catalog and on pages 32-33 of the ANC Student Handbook. This information is reviewed at student orientation sessions each semester. Finance office staff review repayment obligations with students during registration, and these obligations are stated on registration forms signed by students. The Financial Aid Officer sends letters to all students who have repayment obligations and/or who are no longer eligible to receive federal financial aid.

Students participating in the college's Indian Education Professional Development (IEPD) project receive stipends, and they are required to sign payback agreements consistent with U.S. Department of Education regulations. The project director is required to report participant status to the Department of Education, and any students failing to fulfill program requirements are subject to collection efforts and penalties imposed by the department.

Aaniiih Nakoda College does not have a federal student loan program.

2.G.6   *The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.*

Aaniiih Nakoda College provides a systematic and effective program of academic advisement that helps students achieve their academic and career goals. The advisement program's goals, policies, procedures, and responsibilities are defined and published in several institutional documents, including the ANC Personnel Policies and Procedures Manual (Section 602.00), ANC Faculty Handbook (page 18-19), ANC College Catalog (page 31) and ANC Student Handbook (page 8).

Students are assigned a faculty advisor when they declare a major at the beginning of the registration process. New students meet with their advisors during orientation week to discuss their academic and career goals and to develop a class schedule for the upcoming semester. Advisor recommendations are based upon student interests, as well as on a review of placement

test results and transcript information. Copies of documents are placed in student advising files for future reference and recorded in the Empower database system.

Academic advising for returning students occurs primarily during pre-registration periods held during the previous semester and during orientation week at the beginning of each semester. Throughout the academic term, faculty submit attendance records and mid-term grade reports in Empower. Faculty advisors also meet with advisees on an informal basis throughout the academic year to discuss students' academic progress and career plans.

Full-time faculty members serve a dual role as both instructors and academic advisors. Through this system, faculty advisors maintain consistent and frequent interaction with advisees both in and out of the classroom. In most cases, faculty advisors are the only members of their respective departments, and they will teach most, if not all, the classes (except general education classes) offered in a given academic program. As such, advisors and advisees typically interact several times per week, and advisors have direct, first-hand knowledge when students are struggling with assignments, missing class, and/or needing additional support. Furthermore, faculty are only assigned advisees in their field of instruction, so they possess in-depth knowledge of their program curriculum and graduation requirements, making them well prepared to fulfill their advising responsibilities. Most ANC faculty possess professional work experience in their area of expertise, so they can offer valuable career guidance that helps advisees shape their long-term career goals and develop academic and professional pathways toward achieving those goals.

The Dean of Academic Affairs is responsible for providing faculty with training and supervision in carrying out their advising duties. Academic advising policies and procedures are reviewed with all full-time instructors during faculty orientation sessions held at the beginning of each academic year. Funds to support advising-related professional development for faculty are available through the college's Title III, Part A, project, which is funded by the US Department of Education.

Faculty advisors are expected to maintain updated advising files for each advisee. These files contain a clear and accurate record of advisees' academic history, as well as guidance information pertaining to their chosen field of study. At a minimum, advising files contain the following documents: program sheets listing graduation requirements for the student's chosen course of study, advising forms, declaration of major form, placement exam scores, and academic advising reports. Advisors are also encouraged to use other advising tools available to ANC faculty, including Academic Advising Reports and the Advising Questionnaire. These documents can be found as Appendices G and H, respectively, in the ANC Faculty Handbook. Advising Reports document the purpose, duration, outcomes and other relevant features of each student advising session, while Advising Questionnaires are used to gather student feedback and perceptions regarding academic advising services. Documents included in advising files are reviewed each semester during the advising session and used to monitor student progress and guide course selection for the coming term.

During the past several years, ANC faculty have developed an Academic Advising Policy (Draft) that outlines advising practices and provides a framework for evaluating the quality and

effectiveness of the college's academic advising program. The advising policy establishes student-centered performance outcomes focused on increasing student-faculty interaction, as well as the achievement of key student success indicators related to grade point average, two-year graduation rates, and annual retention rates. Other sources of evaluation data include results from Advising Reports, Advising Questionnaires, and advising-related questions on the Noel Levitz College Student Inventory. Together with the Academic Dean, faculty will review advising evaluation data on an annual basis. Through the use of these multiple data points, faculty will be able to better evaluate the effectiveness of their advising efforts and to make changes that will result in the continuous improvement of these services and greater academic success among ANC students.

2.G.7 *The institution maintains an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.*

ANC is able to verify the identity of students enrolled in distance education courses by assigning students secure usernames and passwords that are required to access the college's Moodle site. Usernames and passwords are issued when students register for classes, and without a username and password, a student cannot participate in the course. All Moodle users are responsible for maintaining the security of their unique username and password and are cautioned not to share this information with anyone else. In 2022, the college began using a multi-factor authentication system for student user accounts to strengthen cybersecurity and verify user identity. Under this system, a student is only granted access to the Moodle site after presenting two pieces of evidence (factors) for authentication. These factors include knowledge, possession or inherence unique to the user; that is, something only the user knows, has or is.

The great majority (+95%) of distance education offerings at ANC include synchronous class meetings held via two-way, interactive videoconferencing (Zoom) and include in-person interaction between students and faculty as part of hybrid course offerings. As such, instructors have regular, face-to-face interaction with students and can visually verify the identity of students. Frequent contact with students via email and telephone are additional practices that help faculty confirm the identity of students attending their classes.

From fall 2020 to spring 2022, ANC's Nursing Education Program used Respondus Monitor software for online test proctoring. The webcam feature was used to observe students taking timed tests from home at a scheduled time. Test questions were scrambled to create unique exams for each student. With the resumption of in-person instruction and test-taking for all nursing classes, the program is no longer using the Respondus Monitor software.

Students enrolled in distance education courses at ANC are expected to abide by all applicable institutional policies, including those related to academic honor, student integrity, and plagiarism. These policies are presented in the ANC Catalog and Student Handbook, both of which are posted on the college website. In addition, syllabi for all classes reference these policies and describe specific enforcement practices for each course and instructor. These

policies and practices are intended to prevent academic dishonesty and to ensure that students receiving credit are the same individuals as those who are attending classes and doing the work.

None of ANC's practices for verifying the identity of individuals participating in at-distance and hybrid course offerings infringe on student privacy, nor do they compromise the safety and security of student records. All student records, regardless of instructional modality, are maintained in accordance with the Family Educational Rights and Privacy Act (FEPRA), and ANC policy only allows for the release of "directory-type" information to staff and faculty without prior student consent. Access to the college's student records system, Empower, is password protected, and input accessibility is limited to the Dean of Students, Registrar/Admissions Officer, and her assistant. The Empower database system operates on its own server, and all files are saved to an automated backup system on a daily basis. ANC's network system has a firewall in place along with strict, password-protected controls over access to the main systems. ANC's efforts to protect student privacy are communicated to students through the Catalog and Student Handbook. Both documents outline FERPA regulations and, along with other institutional policy manuals that address topics of privacy and security, are available to students on the college website.

ANC does not charge students any fees associated with its identity verification practices.

Library and Information Resources

2.H.1   *Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.*

The primary information resource and service centers at ANC are the Aaniiih Nakoda College Library and Aaniiih Nakoda College Aaniiih Nakoda Archives. Together, these information centers provide access to holdings and collections that support the effective delivery of high-quality academic programs, promote the maintenance and revitalization of Aaniiih and Nakoda lifeways, and facilitate the intellectual, cultural, and technological development of ANC students.

Aaniiih Nakoda College Library

The COVID-19 pandemic proved to be especially challenging for the Aaniiih Nakoda College Library. In March 2020, the library was forced to close its doors to both students and community members alike. Despite closing the physical facility, the Library Director and her assistant were able to provide limited services through the library website, Facebook page, email correspondence, text messages, Zoom meetings, and telephone consultations. However, in fall 2021, the Library Director retired, and her position has remained vacant ever since. In the interim, the library staff was reduced to one part-time assistant, and access has been limited to ANC students, faculty, and staff by appointment only. At the time of this writing, the college has extended an offer of hire to a qualified candidate for the position of Library Director, who has responded with a qualified acceptance pending the outcome of a medical procedure.

When fully staffed, the ANC Library employs one full-time director and one part-time paraprofessional Library Assistant. Typically, the library is open year-round from 8:00 a.m. to 5:00 p.m., Monday through Friday, except for one or two evenings each week during the

academic semester when it stays open to 7:00 p.m. (depending on the availability of staff). On weekends prior to midterm exams and final exams, the library is open from 12:00 p.m. to 4:00 p.m.

The Aaniiih Nakoda College Library was established in 1984 to support the educational mission of Aaniiih Nakoda College and to serve as an information resource center for the entire Fort Belknap community. The current library or "Book Lodge" [Ah sit sit tsah ta neen (Aaniiih), Yawa Tibi (Nakoda)] facility opened in 2008 and is located in Wiyukja Wicoti/Nee yah tsah neen. Occupying an area of 2,850 square feet, it provides ANC students and community members with access to a comfortable, quiet setting for studying, doing research, and working on computers. In addition to the main library area, which contains stacks, study carrels, computer work stations, typewriter, copy machine and circulation desk, the library houses a multipurpose room that can accommodate up to 30 people for meetings and instructional programs. The ANC Library contains 12,785 holdings, including 1,700 reference books, 340 videos, 26 journal titles, and six newspapers (local, state, regional and national). The library also maintains subscriptions to twelve online databases, including Ebscohost and Ethnic NewsWatch. These databases provide students, staff, and faculty with access to articles from thousands of academic journals and reference materials and are available to students wherever they have internet access. Patrons also have access to additional information resources through the library's interlibrary loan service. The library has 15 computers, a networked printer, two typewriters, photocopier, and scanner available for student use. All library records are maintained on a computerized catalog and circulation system.

The library's core collection has been planned and developed to support all academic programs offered at the institution. Library holdings are organized according to the Dewey Decimal System. The following list presents the general Dewey classification number(s) associated with each of ANC's educational programs, as well as associated databases and periodicals.

Aaniiih Nakoda Ecology/Environmental Science - 58X, 59X. Databases: Academic Search Complete, Environment Complete and GreenFile
Periodicals: *Montana: The Magazine of Western History*, *Montana Outdoors*

Allied Health/Health Science/Nursing - 61X. Databases: Academic Search Complete, CINAHL Complete
Periodicals: *Scientific American*

American Indian Studies/Aaniiih Nakoda Language/Tribal Management - The library's Native American collection is categorized according to Dewey Decimal System numbers for specific subject areas (i.e., religion, history, costume, etc.). Databases: Ethnic NewsWatch, Academic Search Complete
Periodicals: *American Indian Quarterly*, *Tribal College Journal*

Business - 33X, 36X, 65X. Databases: Academic Search Complete and Regional Business News Plus
Periodicals: *Consumer Reports*, *Montana Business Quarterly*

Computer Information Systems – 00X. Databases: Academic Search Complete
Periodicals: none

Early Childhood Education/Education- 37X. Databases: Academic Search Complete and ERIC
Periodicals: *Highlights for Children*, *Parents*

Human Services/ Chemical Dependency Counseling – 15X, 36X. Databases: Academic Search Complete and CINAHL Complete
Periodicals: *Psychology Today*

Industrial Trades – 694. Databases: Academic Search Complete
Periodicals: none

Liberal Arts - Various Dewey Decimal numbers. Various databases, including Academic Search Complete and Ethnic NewsWatch
Periodicals: none

Welding – 671-672. Databases: Academic Search Complete
Periodicals: none

The Aaniiih Nakoda College Library has entered into collaborative arrangements with other libraries in Montana through its participation in the Montana Shared Catalog and the statewide interlibrary loan consortium. More than 180 libraries in Montana participate in the shared catalog, which provides online cataloging and circulation services. The Montana Interlibrary Sharing Protocol serves as the guidance document for the free, in-state interlibrary loan network that includes more than 250 libraries in Montana, including the ANC Library. Through these arrangements, the ANC Library is able to expand its reach and provide access to information resources that complement and enhance the library's own core collection, while guaranteeing the quality, adequacy, and security of resources and services offered to ANC students, staff, and faculty.

The Aaniiih Nakoda College Library Collection Management Policy guides the selection, acquisition, and maintenance of library materials in accordance with identified collection development goals and guidelines, thereby ensuring that library holdings remain sufficiently current, broad and deep to support the college's academic offerings.

ANC uses several data sources and feedback from key campus constituencies to guide planning efforts for library collections, programs, and services. The library periodically conducts patron surveys to gather information regarding user perceptions and satisfaction, as well as to solicit suggestions for improving library services. Library patron usage data (visitation numbers, computer usage, database usage and circulation statistics) provide a comprehensive picture of how students and community members use the library and its resources. The Library Director is responsible for using this information to guide decision making regarding staffing, operations, programming, and acquisitions.

Faculty members shape library planning and development through consultation with library staff to ensure that resources and services address ever-changing student and faculty needs. The

Library Director typically meets with the entire faculty at the beginning of each semester and holds informal meetings with individual instructors throughout the academic year. During these meetings, they discuss available library services, plan library and information literacy instruction, identify new acquisitions, and formulate relevant library assignments that enhance course content. The Library Director is a member of the ANC Curriculum Committee, which provides him/her/they with opportunities to maintain regular contact will all full-time faculty and to solicit ongoing input into the planning of library and information resources.

One of the library's primary objectives is to help ANC students develop "information literacy," which the library defines as follows:

> *An information literate person can internalize information, integrate it as knowledge, and return it to the world as wisdom. Through collaboration between members of the college community (staff, faculty and students), Aaniiih Nakoda College will provide the student an integrated approach to information literacy. This will be accomplished by providing the tools needed so that the student will be able to recognize an information need, access and utilize appropriate resources, evaluate resources, then synthesize and communicate the information in a coherent, effective and ethical manner.*

In order to achieve this objective, library staff work with ANC faculty to facilitate students' achievement of the college's embedded general education goal for Information Literacy. Based on the library's information literacy objective, this general education goal states that, "ANC students will recognize an information need, access and evaluate appropriate resources, then utilize the information in a coherent, effective, and ethical manner."

To facilitate the achievement of this general education goal, library staff offer formal library instruction to individual classes and work with faculty to plan effective research assignments using library and information resources that help students acquire the skills and knowledge they need to achieve the information literacy goal's four specific learning outcomes. In general, library instruction sessions provide training in how to find books in the library using the online catalog, how to select a database and find relevant information, how to evaluate online resources, and how to access and use print resources. Class research assignments require students to put these skills and knowledge into practice, thereby demonstrating their proficiency in achieving four distinct learning outcomes related to recognizing, accessing, evaluating, and utilizing information resources regardless of subject matter.

The Library Director is responsible for coordinating an integrated planning and evaluation process in which evaluation efforts provide the data used to inform ongoing planning for collections, programs, and services. Primary sources of evaluation data typically include patron survey results, collection data, and patron usage data. Secondary sources of data that are used to indirectly inform the evaluation and planning of library resources and services include results from relevant questions included on the Noel-Levitz Student Satisfaction Inventory and Student Course Evaluations (see Questions D.5 and D.6). The Library Director reviews these data to evaluate the quality of library resources, programs and services; the adequacy of library resources, programs and services for meeting the needs of ANC students, faculty and community; and the utilization of library resources, programs, and services among key

constituencies. Through this evaluation and planning process, library personnel are able to assess the library's success in achieving its goals and meeting the needs of its patrons, while identifying new strategies for continuously improving the quality, relevance, and accessibility of library resources, programs and services.

Unfortunately, due to the extended vacancy in the Library Director position, ANC's regular library services have been greatly reduced during the past 15 months, and its well-established collection development, planning and evaluation processes have been placed on hold. The current library assistant has done an outstanding job providing basic access and core library services to ANC students, faculty, and staff; however, with just one part-time paraprofessional, the ANC Library has been severely limited in its ability to offer its usual full range of services. As mentioned at the beginning of this section, ANC currently has a standing offer to hire a new Library Director, and the college is hopeful that the candidate will accept the offer and assume the responsibilities of this position as soon as possible.

Aaniiih Nakoda College Aaniiih Nakoda Archives

As stated in the Aaniiih Nakoda College Aaniiih Nakoda Archives Policy, "The mission of the Aaniiih Nakoda College Aaniiih Nakoda Archives is to "protect, preserve and acquire historical and create original materials relating to the Aaniinen (Gros Ventre) and Nakoda (Assiniboine) Nations of the Fort Belknap Indian Reservation. These actions of the Archives help provide contemporary and future generations with the opportunity to access the history and culture of the Aaniinen and Nakoda People." In general, archive procedures and protocols seek to balance the archives' dual mission of protecting and preserving valuable items for future generations, while, at the same time, providing access to students, staff, faculty, and community members interested in viewing archive holdings. While many holdings in the Aaniiih Nakoda Archives are accessible to anyone interested in viewing them, the archives also contain numerous restricted materials that contain ceremonial or spiritual content or private family histories that can be accessed only with permission from the Archive Director and/or ANC Institutional Review Board. In all cases, archive policies and practices seek to ensure the maintenance of intellectual property rights, while discouraging the exploitation of the Aaniinen and Nakoda people.

The ANC Aaniiih Nakoda Archives serve as a repository for photograph collections, family histories, audio recordings, film recordings, historical documents, tribal artifacts, and numerous other items. The archives are housed in the Ekib-Tsah-ah-Tsik Cultural Center and cover an area of 1,257 square feet, which includes a repository and viewing room. In addition to hundreds of archival items, the facility contains one computer workstation, printer, digital cameras and camcorders, QTVR equipment, projectors (slide, film, and digital), surveillance equipment, film editing and animation software, recording and lighting equipment, and microfilm viewer. Dr. Sean Chandler, President of Aaniiih Nakoda College, serves as the Archives Director.

Archival materials are arranged and catalogued using Past Perfect Archival Software. Digital copies of archival material are stored on computers in the director's office. Hard copies of photographs and documents are stored in acid free boxes and arranged inside the humidity-controlled archive room. The archive room also contains fireproof safes for storing artifacts.

This room is locked with a security code, and the entire Ekib-Tsah-ah-Tsik Cultural Center is secured with an alarm system and surveillance cameras.

Photographic collections consist of over 400 digital photos depicting Aaniiih and Nakoda ancestors in portraits, ceremonies, and dance. The majority of old audio files contain interviews of ancestors speaking and singing the Aaniiih and Nakoda languages. Specific collections within the archive include:

- Digital copies of historical photographs of Aaniiih and Nakoda ancestors from the late 1800s to early 1900s;
- Digital audio recordings of Aaniiih and Nakoda ancestors from the early 1900s to 1950s;
- *Harlem News* newspapers, 1920-1950, containing historical information about the Fort Belknap Tribes;
- Bureau of Indian Affairs (BIA) photos of tribal members photographed by their homes in the 1920s to show "advances" under the Fort Belknap Land Allotment;
- Digital and VHS video of Aaniiih and Nakoda elders and ancestors from the 1950s to present day;
- Audio cassette and reel-to-reel tapes of Aaniiih and Nakoda elders and ancestors from the 1950s to present day;
- Aaniiih and Nakoda tribal artifacts from late 1800s to early 1900s;
- Digital photos and video of current day ceremonies;
- Microfilm and other documents relating to the history and lifeways of the Fort Belknap Indian Reservation and its Tribes; and
- Eight millimeter films, circa 1968-1971, depicting rodeos, family gatherings and Indian dances from the Fort Belknap area.

The ANC Aaniiih Nakoda Archives offer students and community members outstanding opportunities to research documents, photographs, and other materials pertaining to the history and lifeways of the Aaniinen and Nakoda Tribes. All ANC students and community members are encouraged and welcomed to visit the archive. Individuals wishing to view archive holdings must contact the Archives Director to make an appointment. During archive visits, patrons can view requested materials in the Wuhutaanathaak Reading Room, which is located adjacent to the archive repository room. The reading room is typically open Tuesday through Friday, from 1 pm to 5 pm, or by special appointment. Archive users are given basic instructions in the use of Past Perfect software in order to locate materials of interest. Once located, the Archives Director will retrieve the requested materials from the archive repository room. The director also provides instruction on using the microfilm reader upon request. Some archival materials may be marked as restricted because they have been deemed culturally sensitive, meaning that they may be of religious or ceremonial significance too powerful to be viewed by the general public. Examples of such materials include photographs or film footage from pipe ceremonies and sun dances.

The ANC Aaniiih Nakoda Archives directly support the achievement of the college's core theme goal of "providing educational programs and services grounded in the lifeways of the Aaniiih and Nakoda Tribes." The archives' core collection supports instruction in the college's general education curriculum (which requires six credits of American Indian Studies coursework) and American Indian Studies and Aaniiih Nakoda Language degree programs. It also provides

faculty with valuable resources for supporting efforts to integrate cultural content in course offerings and degree programs across the curriculum.

The Archives Director is primarily responsible for planning the acquisition of new archive materials. In selecting and acquiring archival materials, the director conducts research into the location and availability of Fort Belknap materials at other institutions across the country. Materials also are sought within the local community and surrounding areas. Considerations guiding the acquisition and presentation of materials include their educational and cultural value in preserving, maintaining, and revitalizing Aaniiih and Nakoda lifeways, languages, and traditions, as well as cost and availability of funds. Equipment purchases are based upon the equipment's capabilities to best preserve, restore and promote Aaniiih and Nakoda lifeways utilizing today's technology.

Physical and Technology Infrastructure

2.I.1 *Consistent with its mission, the institution creates and maintains physical facilities that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.*

Physical Facilities

The Aaniiih Nakoda College campus reflects the institution's unique mission and creates a teaching and learning environment that facilitates the achievement of institutional goals related to academic quality, indigenous lifeways, and student success. Over the past two decades, the college has initiated a planned and orderly process for expanding and upgrading its physical facilities, and these efforts have shaped the face of ANC's current campus. Campus facilities and associated equipment holdings meet the needs of the college's educational programs and services and provide students, staff and faculty with an accessible, safe and secure setting for teaching and learning. The following table provides a general overview of current campus facilities.

Aaniiih Nakoda College Campus Facilities

Building Name	Year Built (Expanded)	Square Footage	Type(s) of Use
Nakoda Hall	1991	3,545	Student Services, Student Support Services Project, Student Success Center, USDA Extension Program
White Clay People Hall	1993 (2008)	6,400	Administrative Offices, Classrooms, Conference Room
Wakpa Juk'an Wasnokya Tibi	1996 (1999)	14,710	Classrooms, Laboratories, Commons Area, Bookstore, Faculty Offices
KGVA Radio Station	1998	1,600	Radio Station
Ekib-Tsah-ah-Tsik	2005 (2013)	9,668	White Clay Immersion School, Classrooms, Archive, Round Room, Meeting Room

Maintenance Shop & Storage	2006	3,600	Storage, Physical Plant Department
Greenhouse	2006	2,400	USDA Extension Program
Wiyukja Wicoti/Nee yah tsah neen	2008	8,908	Information Technology Department, Library, Classrooms, Faculty Offices
Tataga Kni	2013	13,630	Classrooms, Computer Laboratory, Simulation Laboratory, Welding Shop, Faculty Offices, NACTEP Project, Nursing Education Program
Carpentry Building	2015	3,600	Carpentry Program
TOTAL		68,061	

Table 2.7: Aaniiih Nakoda College Facilities

The ANC Campus Map shows the locations of these facilities.

Instructional facilities are sufficient in quality and quantity for the delivery of high quality education programs. ANC's current classroom and laboratory spaces meet the teaching and learning needs of the college's 26 instructors (14 full-time) and approximately 150 students. Collectively, the campus buildings contain 13 classrooms, five science laboratories, three computer laboratories, a health care simulation laboratory, a welding shop, carpentry shop, and a greenhouse available for instructional purposes. The majority of ANC's classrooms can accommodate 12-25 students, except for one larger classroom with auditorium-style seating that can accommodate up to 40 students. The main biology/chemistry lab (Suk Pe) is set up for 16 students, and the newly renovated Tasina Waka lab can accommodate up to twelve students; two smaller teaching labs can accommodate eight students apiece. A small research lab has capacity for up to four students. The computer lab in Tataga Kni contains 25 work stations, and computer labs in Wiyukja Wicoti/Nee yah tsah neen contain a total of 30 work stations. Given the small size of ANC's student body and low average course enrollments, these classroom and laboratory facilities are, in most cases, large enough to meet the needs of students and faculty. Occasionally, however, high enrollment classes may be split into two sections due to limited seating availability. ANC is currently in the preliminary stages of planning for construction of a new student wellness and success center that will increase campus capacity and provide additional space for instruction in art, health and wellness, and Aaniiih and Nakoda lifeways.

Classrooms and laboratories are well-equipped to meet the teaching and learning needs of the college's instructors and students. Classrooms are equipped with up-to-date instructional technologies, including Smart Boards, portable projector systems, and Owl cameras. Science laboratories are similarly well-equipped and include a wide range of equipment and materials to support classroom instruction, laboratory exercises, field-based learning, and faculty-student research. Other equipment items that support field-based science instruction and research include an automated weather station, GPS units, four-wheel drive vehicles, all-terrain vehicles, tractors, and boat. ANC's extensive equipment holdings for laboratory and field-based instruction reflect an educational philosophy that emphasizes active, inquiry-based learning.

A skilled and experienced physical plant staff maintains, manages and operates all campus facilities to ensure their continuing quality, security, safety, and accessibility. The four-person staff currently includes the facilities manager and three custodians; ANC is currently advertising to fill vacancies for a maintenance technician and custodian. The Aaniiih Nakoda College Physical Plant Policy Manual describes the policies and procedures governing the maintenance, management, and operation of campus facilities and equipment. Specific sections of the manual outline policies and procedures related to procurement, property management, inventory, control (including check-out/check-in and rental), security, maintenance, replacement, disposal, and vehicle use. New equipment is inventoried at the Business Office before being released to the particular program/department responsible for its maintenance, use and safekeeping. All equipment records are entered into the college's procurement and inventory database and reviewed annually. Business Office staff verify the location of inventoried property across campus on an annual basis.

Campus facilities and major equipment items are inventoried, cleaned, and maintained following pre-established maintenance schedules, with standardized maintenance logs kept for furnaces, air conditioners, vehicles, and water distillation systems. When minor maintenance needs arise, the college employs a work order system that enables physical plant staff to address these needs in a prompt and orderly fashion. The Facilities Manager brings major maintenance issues to the Executive Team to determine the appropriate course of action. Typically, immediate concerns are addressed with funding from the college's unrestricted physical plant budget; for long-term maintenance issues, the college seeks external funding available through grants from USDA-Rural Development (Tribal Colleges Initiative) and U.S. Department of Education (Title III – American Indian Controlled Colleges and Universities Program). Over the past five years, ANC has used funds from these sources to renovate instructional spaces and laboratories, re-paint interior walls, replace carpets, pave parking lots and upgrade hardscapes, add security lights and cameras, upgrade equipment at KGVA, and complete several other deferred maintenance projects. Short-term plans for deferred maintenance projects include updating aging HVAC systems and furnaces and replacing gutters and siding on older campus buildings. External grant funds from USDA-Rural Development have already been secured to fund these projects.

Regular and frequent maintenance ensures that all campus facilities are functioning properly and safely. In addition, physical plant personnel have prepared maps of all campus buildings that indicate the locations of key safety features, including electrical panels, fire extinguishers, fire alarms, fire exits, first aid kits, defibrillators, and gas and water shut off valves. All buildings on campus are equipped with alarm systems, security lights and surveillance cameras.

ANC constructs and maintains all campus facilities with due regard for health and safety and for access by individuals with special needs. Except for the greenhouse (which was purchased as a kit and erected according to designer specifications), all campus facilities constructed since 2000 have been built using construction plans prepared by professional architecture/engineering firms. These plans have adhered to the highest standards for building materials and practices, and they have been carried out by professional building contractors in full compliance with existing codes and regulations. Campus facilities constructed during the past two decades have been designed to comply with Section 504 of the Rehabilitation Act of 1973 (24 CFR, Part 8.21) and the

Americans with Disabilities Act of 1990 (42 U.S.C. 1202 *et seq.*); wherever possible, older buildings have been renovated to improve access for the physically disabled.

In general, Aaniiih Nakoda College uses very few hazardous materials. Hazardous chemicals used in science laboratories are stored in designated hazardous materials storage cabinets, along with their Material Safety Data Sheets (MSDS). When hazardous materials are used for chemistry and biology experiments, instructors follow guidelines for safe usage outlined in MSDS and in laboratory manuals. ANC's Hazardous Waste Policy and Science Laboratory Safety Manual guides the procurement, storage, use and disposal of hazardous materials across campus.

Aaniiih Nakoda College's Campus Master Plan for campus development is consistent with the institution's mission and goals. The plan establishes capital construction priorities and provides guidance and direction for the institution's strategic planning efforts. Plans for acquiring and allocating financial resources to fund capital construction projects are appropriate for ANC's financial situation, consistent with the institution's financial policies and practices, and carried out in a strategic manner.

The current Campus Master Plan was developed in 2006, with assistance from Civic Design, Inc., a licensed architecture/engineering firm from Great Falls, Montana, and designed to guide and direct campus growth for the next 20 years. Through a participatory planning process that included board members, faculty, staff and students, the plan created a comprehensive vision for ANC's campus and identified the institution's highest short-term and long-term construction priorities. Concurrent with these efforts, ANC worked with landscape design faculty at Montana State University-Bozeman to develop a comprehensive campus landscape design plan for ANC. This plan is based on the Campus Master Plan and addresses numerous campus design elements, including plant materials, walkways, parking lots, signage, and outdoor gathering places.

To date, the college has made significant progress in addressing a number of short-term construction priorities and carrying out key elements of the Campus Master Plan. Specifically, the college has constructed a new technology center (Wiyukja Wicoti/Nee yah tsah neen) and library (Ah sit sit tsah tah neen/Yawa Tibi), completed a Business Office addition to White Clay People Hall, built Tataga Kni (career and technical education facility), added two immersion school classrooms to Ekib-Tsah-ah-Tsik, built a carpentry shop, and created recreational facilities on campus (immersion school playground and outdoor basketball courts). In addition, the college has completed the first two phases of the campus landscaping plan, which includes a central arbor, native plant materials, sprinkler systems, sidewalks, parking lots and signage.
New instructional facilities have enabled the college to expand and strengthen its academic programs and to provide students with improved access to the educational resources they need to succeed. New immersion school classrooms enhance ANC's ability to maintain and revitalize Aaniiih language and lifeways, and landscaping features and new facilities across campus contain numerous cultural elements that promote the cultural integrity and vitality of the Aaniinen and Nakoda nations.

Throughout the campus planning process, ANC administrators review the Campus Master Plan and update capital construction priorities to address the needs of the college's evolving

educational programs and to respond to ever-changing student and community interests. Currently, the college's highest ranking capital construction priority is the construction of a student wellness and success center, as identified in the ANC Strategic Plan, 2019-2023. This building, which is in the preliminary planning stages, will house a number of facilities, programs, and services that will promote student wellness and foster student success. These include a one-stop student services center (including personal, academic and career counseling), a large area to conduct Aaniiih and Nakoda cultural activities, and spaces for yoga, meditation, art therapy, and other wellness programs. Specific facilities, programs, and services included in the building design have been identified based on the mental health crisis (and associated student success challenges) precipitated by the COVID-19 pandemic, and ANC will use HEERF money made available through both the CARES (Coronavirus Aid, Relief, and Economic Security) Act and ARPA (American Rescue Plan Act) to pay for the majority of construction costs. The facility will be constructed on the northwest corner of campus and combine multiple elements of two different construction priorities identified in the original 2006 Campus Master Plan (a student center and a fine arts/event center).

Aaniiih Nakoda College exercises extraordinary care in acquiring and allocating financial resources used to implement its Campus Master Plan and to address its identified capital construction priorities. Back in the mid-1990s, Aaniiih Nakoda College took out several loans to offset the cost of construction projects, and, without sufficient revenues to establish a manageable debt repayment plan, this practice resulted in an unserviceable institutional debt load that placed the future of the entire institution in jeopardy. Fortunately, with the generous assistance of the American Indian College Fund and conservative financial management practices, Aaniiih Nakoda College was able to eliminate its debt in 2002 and has remained debt free ever since. Since that time, it has been the practice of the current college administration and Board of Directors to maintain the college's debt free status and to refrain from incurring any new debt to pay for major construction and renovation projects. As such, all building projects completed within the past two decades have been funded exclusively through grants from federal agencies and private funding sources. In recent years, the limited availability of federal grant programs to support capital construction projects has prevented ANC from undertaking any large-scale building projects; instead, smaller awards from the U.S. Department of Education (Title III) and USDA-Rural Development have been used to cover the costs of smaller renovations and deferred maintenance projects.

When ANC has the opportunity to apply for construction grant funding, proposal development efforts are integrated with facilities planning and strategic planning processes to ensure that funding proposals reflect institutional planning priorities. All grant applications for construction projects are prepared by the Director of Sponsored Programs, who also is responsible for coordinating strategic planning efforts in cooperation with other members of the President's Executive Team. As funding opportunities for construction projects become available, Executive Team members review campus planning priorities, discuss possible options, and identify a preferred course of action. The Director of Sponsored Programs then prepares the funding application accordingly, often with the assistance of professional personnel from local architecture/engineering firms. Through this process, ANC acquires and allocates construction capital in a manner that supports the achievement of institutional mission and goals without jeopardizing its hard-earned fiscal stability.

Technology Infrastructure

Aaniiih Nakoda College offers a wide array of computing, networking, and telecommunications resources and services to students, faculty, and staff. These resources and services support teaching, learning, research, and institutional management in accordance with institutional mission and goals.

ANC currently owns and operates more than 500 network associated technology devices. This includes workstations, desktops, laptops, printers, servers, tablets, LCD displays, Smart Boards, wireless access/bridges, copiers, scanners, and network secured system. The college operates and maintains three computer laboratories and two portable laptop laboratories. The distribution of computer workstations, laptops, and tablets is presented in the following table.

Distribution of Computer Resources at Aaniiih Nakoda College

Location	Computing Resource
Computer Laboratory, Wakpa Juk'an Wasnokya Tibi	21 Workstations
Computer Laboratory/Cisco Training Center, Wiyukja Wicoti/Nee yah tsah neen	15 Workstations 15 Hardware Workstations
Portable Mathematics Laboratory	20 Laptops
Portable Science Laboratory	20 Laptops
Title III Portable Laboratory	20 Laptops
Student Success Center, Nakoda Hall	6 Workstations
Library Computers, Ah sit sit tsah tah neen/Yawa Tibi	15 Workstations
Computer Laboratory, Returning Buffalo	25 Laptops
Faculty and Staff Offices	5 IPADs 33 Laptops 76 Workstations

Table 2.8: Distribution of Computer Resources at Aaniiih Nakoda College

ANC's network associated devices and three-node cluster network are equipped with the software needed to perform their required educational and/or administrative functions, and all computers on campus have antivirus protection and are maintained regularly. The cluster network is housed in Wiyukja Wicoti/Nee yah tsah neen, and a backup cluster is located in White Clay People Hall on the opposite end of campus.

Faculty and staff have access to up-to-date computers that are connected to the local network and networked printers. Printers include two black and white laser printers, 21 color laser printers, and three plotters. The network system includes nine managed switches and twelve unmanaged switches, one main core switch, firewall, and one main router, along with five switches that are available for classroom instruction in computer technology courses. Single mode fiber optic 2GB connections exist for all campus buildings.

ANC's Information Technology Department is responsible for planning the procurement of information technology resources (including all hardware and software), maintaining and

operating the campus network and ensuring its security and reliability, providing desktop support for all technology users on campus, and providing troubleshooting and technical assistance for all aspects of campus technology systems. The IT Department is housed in Wiyukja Wicoti/Nee yah tsah neen and employs three full-time staff: a director (Manager of Information Systems), a Network/E-learning Specialist, and a Desktop Computer Technician. Depending on the availability of funding, the department may also employ part-time student interns.

ANC's IT personnel provide oversight and technical support for the college's institutional management applications for student records and financial management. The college uses Empower software to manage a robust student information and records system that supports a wide range of academic management needs, from initial contact through alumni status. Current system modules used by the college include student records, financial aid, student billing, admissions, and degree audit. The college's Empower system also operates an external server that students and faculty can access through a web portal. Faculty have security-controlled access to certain student records used for advising students and recording attendance. The web portal also allows students to register online, access grades and attendance records, and perform other inquiries, all under strict security controls. The ANC Business Office uses Micro Information Products (MIP) from Abila to operate its financial management and accounting system. Business Office personnel use the system's fund accounting application to manage budgets and produce accurate and up-to-date financial reports.

Technology infrastructure planning occurs at both the institutional level and departmental level and provides campus constituents with multiple opportunities to shape the development of information resources and services. At the institutional level, board members, administrators, faculty, and staff provide input through the college's participatory strategic planning process. For example, the ANC Strategic Plan, 2019-2023 identifies a number of specific implementation strategies directly related to strengthening information technology resources and services. The Manager of Information Systems is identified as the person responsible for leading these efforts, and he works with IT staff to ensure their effective implementation. At the departmental level, ANC's Information Technology Policy and Procedure Handbook for Employees and Aaniiih Nakoda College Policy Standards for Information Technology: A Handbook for Students describe policies and procedures governing the planning, purchase and use of technology across campus. Both documents are posted on the college website and are in the process of being updated. In addition, frequent and regular consultation with faculty and staff ensures that information technology resources and services address current student and faculty needs. All IT-related equipment and software purchases must be approved by the MIS to ensure that the new technology is compatible with the college's network system.

ANC's current Cyberinfrastructure Plan was originally developed in 2015 and has been revised on an annual basis. Created to guide the development of the college's technological infrastructure, this document outlines plans for the future growth and sustainable operation of ANC's network infrastructure in a manner that addresses the needs of students, staff and faculty across campus. Specific sections of the plan outline phases of growth and address issues related to scientific research capacity, data storage, IPv6 compatibility, performance monitoring and security. In 2022, ANC, in conjunction with consultants from the American Indian Higher Education Consortium (AIHEC), completed a comprehensive cybersecurity assessment and launched a campus-wide cyberinfrastructure planning process for the purposed of creating a new

campus cyberinfrastructure plan. Guided by the work of three working groups, the cyberinfrastructure planning process is designed to gather information and ideas from campus and community constituents through surveys and focus group discussions. Data gathered through these processes will then be shared with AIHEC consultants, who will work with ANC leadership to draft the final cyberinfrastructure plan. The college's Manager of Information Systems serves as the point person for coordinating this process, and the final plan is scheduled for completion in 2023.

The IT Department follows established procurement procedures when purchasing computers and other technological equipment. These procedures are outlined in the <u>Information Technology Policy and Procedure Handbook for Employees</u>. IT Department staff are responsible for assessing equipment needs and conducting research to identify appropriate equipment requirements that provide the most cost-effective way to meet end users' needs in a timely manner. The great majority of the college's IT equipment and computers are purchased with restricted grant funds. As such, the nature of these IT acquisitions is identified through the college's strategic proposal development process, determined by funder-approved budgets, and regulated by the terms and conditions of specific grant award agreements. All computers and related technology equipment are inventoried and entered into a database system, and they are maintained and updated in accordance with an established maintenance and replacement plan. According to this plan, desktop computers are scheduled for replacement every three to five years, and servers are scheduled for replacement every five to seven years. All printers are replaced every three years or as needed. Copy machines and fax machines are replaced every five to seven years. Recently, the college upgraded the network infrastructure from multi-mode fiber to single-mode fiber, which resulted in faster speed and higher performance between buildings and the main network system. Future plans call for upgrading the fiber to all buildings to be able to handle up to 10GB speed or higher. Additional updates include the conversion of all network switches to manageable switches.

When the COVID-19 pandemic forced Aaniiih Nakoda College to close its campus and move to virtual instruction, the college's IT Department played a key role in facilitating that transition. Initially, the department used HEERF funds and other sources of emergency aid to provide all ANC students with free laptops and internet access. More recently, ANC provides students with funds to cover these costs through monthly hardship assistance awards, as well as through a low-cost laptop purchase program at the campus bookstore. The IT Department also helped faculty make the rapid transition to at-distance instruction by ensuring that all instructors had home computers and Internet access and by providing training and support for faculty using Moodle and Zoom to teach their classes.

Without the critical support and assistance of the college's IT Department, ANC would simply have been unable to continue offering its academic courses and programs or maintain and operate a virtual campus during the pandemic. However, because of their efforts, ANC was able to dramatically strengthen its at-distance instructional capacity and is now approved by NWCCU to offer all academic programs (except for Industrial Trades and Welding) either at-distance or in person.

IV. Moving Forward

Over the past three years, Aaniiih Nakoda College, like all other colleges and universities, has been faced with enormous changes and challenges brought on by the COVID-19 pandemic, and the social, emotional, physical, and economic hardships created by the pandemic continue to affect the college's students, faculty, and staff, as well as the larger Fort Belknap community. At ANC, these challenges and hardships continue to manifest themselves in terms of significant staffing vacancies and reduced student enrollment. At the same time, and for a variety of reasons (primarily retirement), the past three years have also brought about tremendous changes in institutional leadership at college, including the President, Dean of Academic Affairs, Dean of Students, Registrar/Admissions Officer, Financial Aid Officer, Library Director, Facilities Manager, and KGVA Radio Station Manager. After two decades of long-term stability in campus leadership, this level of rapid change is unprecedented at ANC.

Fortunately, in almost all cases, vacancies in these key leadership positions have been filled by qualified candidates from within the institution. As new leaders have risen up within the ranks at ANC, they have brought with them institutional and community knowledge that has allowed the college to weather this time of transition without major disruption to its educational programs and services. Not only has ANC maintained its existing programs and services and continued to offer high-quality educational opportunities to its students, but the college also has, despite the challenges and changes of the past three years, been able to move forward in important new ways. For example, during this time ANC began offering two new degree programs [an A.A. in Aaniiih Nakoda Language and a B.S. (the college's first) in Aaniiih Nakoda Ecology], launched two multimillion-dollar environmental science research and education centers, created a new web site, and established a Student Support Services program.

As ANC looks toward the preparation of its Year Seven, Evaluation of Institutional Effectiveness Report, the college plans to continue moving forward with several key initiatives that will be launched and/or completed in 2023. Foremost among those initiatives will be planning and designing a new student wellness and success center, which will be the first major campus construction project undertaken at ANC since 2013. In addition, the college has been revising its existing framework for assessing institutional effectiveness and mission fulfillment, and the new framework will be completed and fully implemented in 2023. In conjunction with this effort, the college will also be embarking on a new round of strategic planning activities with the goal of having a new five-year strategic plan in place by early 2024.

Elsewhere on campus, ANC's Nursing Education Program will host a site visit in fall 2023 as part of the process for receiving its professional accreditation through the Accreditation Commission for Education in Nursing (ACEN). The Information Technology Department will complete the college's new Cyberinfrastructure Plan and continue their work upgrading the campus fiber backbone and network switches. The college's White Clay Immersion School will, for the first time, offer instruction in both the Aaniiih and Nakoda languages, and ANC administrators will explore the feasibility of the college establishing its own buffalo herd. In all cases, these projects and initiatives are intended to strengthen and/or expand the college's existing educational programs and services; enhance student learning and achievement; support the achievement of institutional goals related to academic quality, indigenous lifeways, and

student success; and enable Aaniiih Nakoda College to more effectively fulfill its stated mission, now and in the future.

V.   Addendums

Aaniiih Nakoda College does not have any prior recommendations. External Auditors' Reports contain audited financial statements and can be accessed via hyperlinks in this report.