

**Four Strategic Goals and Objectives 2023-2024 – Final Report**

**Sitting Bull College Strategic Plan 2021-2031**

Goal 1: Strengthen, develop, and implement a learning environment that portrays the Lakota, Dakota culture values and language within career and technical education and academic programs to ensure the success of SBC students through 2031.

Objectives/Action Steps What will be done	Responsibilities Who will do it	Resources Funding/Time/ People/Material	Timeline By when	Results
<p>1A:Assign programs to the annual review for each academic year, including cultural components in the classes.</p> <p>1B:Review &amp; revise curricular components of the college catalog.</p> <ul style="list-style-type: none"> <li>• Evaluate &amp; review potential new courses.</li> <li>• Evaluate &amp; review potential new programs.</li> </ul> <p>1C:Explore, evaluate, and reinforce the inclusion of Lakota/Dakota history, culture, values, and language in current academic programs.</p> <p>1D:Explore and support the development of offerings on Lakota/Dakota history, culture, values, and language and how to incorporate these into the academic environment and programs.</p>	<p>Curriculum Committee; Program Faculty</p>	<p>Funding is available in through grants for new program development.</p>	<p>Monthly meeting throughout the academic term – reporting quarterly to BOT</p>	<p><b>December 2023-May 2024</b></p> <p><b>1A:</b></p> <ul style="list-style-type: none"> <li>• Approved Social Work Program Review Report               <ul style="list-style-type: none"> <li>○ Cultural integration rated the highest ‘maintain’ for program with evidence in report</li> </ul> </li> <li>• Approved Business Administration Program Review Report               <ul style="list-style-type: none"> <li>○ Cultural integration rated ‘enhance’ for program with evidence in report</li> </ul> </li> </ul> <p><b>1B:</b></p> <ul style="list-style-type: none"> <li>• Reviewed Social Work admittance policy</li> <li>• Approved changes to Vet Assistant certificate to allow students work placements sooner in program</li> <li>• Approved division name change of <i>Division of Business &amp; Technology</i></li> <li>• Approved changes to courses in General Education Science to meet the needs of students and align with North Dakota University System for transferability               <ul style="list-style-type: none"> <li>○ CHEM 110, CHEM 115, CHEM 116, CHEM 122, BIOL 115</li> </ul> </li> <li>• Approved new courses in Information Technology, Criminal Justice, Business Administration, and Casino Management</li> </ul>

- IT 301, IT 320, IT 375, IT 400, IT 410, IT 497, CJ 110, CJ 170, CJ 315, CJ 339, CJ 406, CJ 422, CJ 455, BAD 201, BAD 202, BAD 281, BAD 282, BAD 310, BAD 497, GAM 101, GAM 104, GAM 112, GAM 114, GAM 121, GAM 122, GAM 202, GAM 205, GAM 212, GAM 214,

- Furloughed programs with no students/no faculty to teach
  - Lay Advocate/Paralegal
  - Veterinary Technology
  - Pre-Engineering
  - Lakhotiyapi/Dakhotiyapi
    - Some courses were kept for the NAS program

**1C:**

- Approved course changes/new courses in Environmental Science and Native American Studies to enhance local Lakota/Dakota environmental knowledge
  - 270 Ecology and History of Standing Rock Riverine Landscapes
  - 445 Applying Native American Culture to Natural Resource Management in the Boreal Forest and Temperate Grassland Biomes
  - 446 Applying Native American Culture to Natural Resource Management in the Temperate Forest, Tundra, and Desert Biomes

**1D:**

- Approved new courses in Business Administration, Criminal Justice, and Information Technology to reinforce

- inclusion of Lakota/Dakota history, culture, values, and language
  - o BAD 401 Tribal Enterprises
  - o CJ 354 Tribal and Contemporary Criminal Court Systems
  - o IT 410 Integrating Lakota Language into Technology

**September-May 2024**

1A.

- **Existing Program Review reports (5-year)**
  - o Environmental Science – Moved to 2024-2025(Associate, Bachelor, Master)
  - o Business -Completed (Associate, Bachelor, Master)
  - o Social Work - Completed (Bachelor)

1B.

- **New Program Reviews:**
  - o Bachelor of Science in Information Technology (developed)

1C-D.

Committee discussed ways of reporting Ocheti Sakowin language, culture, values, and history lessons into Program Review

- Use a separate matrix for courses and list percentage; or
- Use the outcome curriculum map to show where culture has been infused
- Will work up samples for committee decision in January/February meeting

<p>2A:Review program assessment data which supports the continued improvement of student learning.</p> <p>2B:Review general education data which supports the continued improvement of student learning.</p>	<p>Assessment Committee; Program/ General Education Faculty</p>	<p>Committee assignments and assessment part of job duties for faculty &amp; staff</p>	<p>Monthly meeting throughout the academic term – reporting quarterly to BOT</p>	<p>February 2<sup>nd</sup>, 2024: General Education courses: ENGL 110 &amp;120, COMM 110, Math 102 &amp;103, CSCI 101, &amp; NAS 101 &amp; 103 presented their ASSESSMENT Plan results. (These reports summarize student performance from Spring 2023 and Fall 2023 semesters.</p> <p>May 6<sup>th</sup> &amp; 7<sup>th</sup>, 2024 The Faculty presented the End of Year Program Assessment Plan findings and recommendation for increasing student learning for the 2024-2025 Academic Year. The Assessment Committee rated the programs assessment reports as a group coming to a consensus rather than rating them individually. Two new programs (Bachelor of Information Technology and the Gaming Certificate) are expected to draft their respective program assessment plan which must include the program outcomes, the measurement tool (who, what, how, when) and their expectations related to each outcome.</p>
<p>3:Review and approve program review, curricular revisions, program assessment, general education assessment, and co-curricular assessment for continued improvement of student learning</p>	<p>Governance Committee</p>	<p>Committee assignments part of job duties for faculty &amp; staff</p>	<p>Monthly meeting throughout the academic term – reporting quarterly to BOT</p>	<p>Approved as part of Committee reporting process at Governance meetings</p>
<p>4:Assist Curriculum, Assessment and Governance Committees with decisions and approvals as it relates to academic and technical programs.</p>	<p>Dean of Academics/Dean of Students/Vice President</p>	<p>Part of job duties for Vice President and Deans</p>	<p>Monthly reporting to BOT</p>	<p>Attend monthly meetings</p>

5:Review and approve curriculum and assessment data and policies as it relates to programs of study, general education and co-curricular	Board of Trustees	Part of BOT role and responsibility	Quarterly approval throughout the year during strategic planning reporting through June 30 of each fiscal year.	Approve through quarterly strategic planning updates
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**Goal 2: Recruit, enroll, and support a diverse student body that portrays the Lakota, Dakota Culture values and language to foster student retention, persistence, and completion through 2031.**

Objectives/Action Steps What will be done	Responsibilities Who will do it	Resources Funding/Time/People/ Material	Timeline By when	Results
1A:Develop strategies to increase student enrollment by 25 per year. 1B:Develop strategies to increase retention and persistence rates by 2% per year. 1C:Analyze SBC retention and persistence data annually. 1D:Review and maintain student policies as needed for Board of Trustees approval. 1E:Review feasibility of extra-curricular activities. 1F:Complete alumni surveys every five years.	Student Life Committee	\$15,000 is budgeted per year from the Title III Part F grant to fund retention strategies. \$75,000 is budgeted annually in the student services general fund budget for student recruitment.  Part of Student Service staff job descriptions to serve on assigned committee.	Monthly meeting throughout the academic term – reporting quarterly to BOT	<b>June 2024</b> 1A. Clubs providing additional outreach, club rush during 50 <sup>th</sup> Anniversary celebration, with incentives. Added work study student to provide meals on Tuesday’s and Wednesdays, as well as helping cook for clubs.  1B. Providing transportation to students on campus to Bismarck, for shopping, activities, movies etc. Invited middle school students to visit the campus. Clubs provided information to local area schools for recruitment  Continue to receive input from student Government, clubs on how to attract and keep the student body engaged.  1C. Creating surveys to assist in retention and persistence efforts. Utilizing Jenzabar module. Monitor at risk students who are falling behind both in class and attendance. 1D. Continue to review student policies as the need arises.

				1E. Continue to involve student population on ideas, plans for extra curricular activities. Clubs are visiting areas to help with recruitment. 1F. Completed 2021-2022
2. Review and approve student policies and procedures, enrollment management plan, and co-curricular assessment for continued improvement of student learning.	Governance Committee	Committee assignments part of job duties for faculty & staff	Monthly meeting throughout the academic term – reporting quarterly to BOT.	Revised financial aid policies moving from an attendance based to nonattendance base. Revised SAP policy from lifetime to ten years from 2024-2025. Revised probation and suspension, and readmission policies for undergraduate students. Revised student travel policy.
3A: Review and analyze co-curricular and enrollment management data which supports the continued improvement of student learning.	Assessment Committee	Committee assignments part of job duties for faculty & staff	Monthly meeting throughout the academic term – reporting quarterly to BOT.	Data for the Co-curricular and Enrollment Management Data are still being collected. This data requires many staff members to contribute data necessary for the completion of these important reports. The Assessment committee is planning on reviewing at the first Assessment committee meeting in the fall of 2024.
4A: Continue to increase the visibility and enhance the reputation of SBC through: <ul style="list-style-type: none"> <li>Quarterly distribution of the newsletter</li> <li>Reviewing and updating SBC social media account</li> <li>Reviewing and updating SBC website</li> <li>Research and implement effective marketing strategies</li> <li>Attend district meetings twice a year to provide community updates on SBC</li> </ul>	Outreach Coordinator	\$75,000 in general fund student services and \$15,000 Title III F. Outreach Coordinator position roles and responsibilities per job description.	Quarterly reporting to BOT	Continue to update website as needed. Completed advertising for yearly preregistration and registration. Completed three newsletters to box holders. New website is active – sittingbull.edu. Post information to College Facebook and website. Completed newspaper and radio advertisements. Attended HS College Career Fairs. Setup booth at Fun in the Sun – SBC recruitment day.
5A: Assist Student Life, Assessment and Governance Committees with decisions and approvals as it relates to student support/life.	Dean of Students/Vice President	Part of job duties for Vice President and Dean	Monthly reporting to BOT	Attended monthly meetings

<p>6A:Provide Student Life Committee with student concerns.</p> <p>6B:Oversee current and new student clubs.</p>	<p>Student Government</p>	<p>Student Government is provided the student activities fees yearly to provide activities for students and to assist other clubs with activities. All students that enroll are members of Student Government and have a voice in the type of activities in which student fees are allocated to.</p>	<p>Monthly meetings through the academic year</p>	<p>Student Government hold monthly meetings. President of Student Government is a member of Student Life and Governance Committee and attends monthly meetings.</p> <p>Fall 2023 active Student Clubs include: Two Spirt, Culture, American Indian Business Leaders, American Indians in Science, Education, Fitness, Geek, Anime, and DIY.</p> <p>Spring 2024 active Student Clubs include: Two Spirt, Culture, American Indian Business Leaders, American Indians in Science, Fitness, Geek, and DIY.</p> <p>Advisors have been holding informational sessions for the upcoming AIHEC student conference.</p>
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<p>7A.Reviews and approves retention, persistence, and completion data presented at the beginning of each semester and during quarterly and yearend committee reporting</p>	<p>Board of Trustees</p>	<p>Part of BOT role and responsibility</p>	<p>Quarterly approval throughout the year during strategic planning reporting through June 30 of each fiscal year.</p>	<p><b>September 2023 and February 2024</b> reviewed all college statistics for the spring and fall semesters.</p>
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**Goal 3: Create and implement culturally appropriate plans to ensure the integrity and stability of the college through 2031.**

<p>Objectives/Action Steps What will be done</p>	<p>Responsibilities Who will do it</p>	<p>Resources Funding/Time/People/ Material</p>	<p>Timeline By when</p>	<p>Results</p>
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<p>1A: Assist with the implementation of Staff development plan.</p> <p>1B: Identify areas of need within Standing Rock in order to organize an activity which will promote the spirit of generosity.</p> <p>1C: Host all New Moon events to include an underlying set of values with an emphasis on generosity to promote team-building achievement amongst all faculty and staff members.</p> <p>1D: Assist other programs by utilizing the New Moons and other events as the venue to ensure training and awareness is achieved, and/or assists with the scheduling and event planning of the training.</p> <p>1E: Assist other programs when there is a gap in event planning to ensure event success.</p>	<p>Activities Committee</p>	<p>Funding for New Moon Activities is included in the President's budget yearly.</p> <p>Funding for Professional is provided in the Title III Part F along with other grant programs yearly.</p>	<p>Monthly meeting throughout the academic term – reporting quarterly to BOT</p>	<p>December 2023:</p> <ul style="list-style-type: none"> <li>Hosted Christmas New Moon event for SBC employees. Honored outgoing President Laurel Vermillion. Played a team building game and fun game.</li> <li>Monthly employee birthday party hosted on December 8<sup>th</sup>.</li> </ul> <p>January 2024</p> <ul style="list-style-type: none"> <li>Monthly employee birthday party hosted on January 19<sup>th</sup>.</li> <li>Helped clean up after the SBC President inauguration.</li> </ul> <p>February 2024</p> <ul style="list-style-type: none"> <li>Monthly Activities meeting on 2<sup>nd</sup>.</li> <li>Monthly employee birthday party hosted on February 16<sup>th</sup>.</li> <li>Hosted Winter Soup Contest New Moon. Employees bring their favorite soup, bread or dessert and they are judged in the correct categories for a chance at a prize. It is a great activity for employees to interact with each other.</li> </ul> <p>March 2024</p> <ul style="list-style-type: none"> <li>Monthly employee birthday party hosted on March 8<sup>th</sup>.</li> </ul> <p>April 2024</p> <ul style="list-style-type: none"> <li>Monthly employee birthday party hosted on April 12<sup>th</sup></li> </ul> <p>May 2024</p> <ul style="list-style-type: none"> <li>Monthly Activities meeting on May 3<sup>rd</sup>.</li> <li>Hosted Employee Appreciation on May 8<sup>th</sup> at Prairie Knights Casino. Service awards were handed out to 7 employees for 5 years of service, 5 employees for 10 years of service, 2 employees for 15 years of service, and 1 employee</li> </ul>
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				<p>for 20 years of service. Faculty and Staff of the Year were given out. To end the day everyone enjoyed a Cornhole Tournament.</p> <ul style="list-style-type: none"> <li>• Helped clean up after SBC Graduation on May 9<sup>th</sup>.</li> <li>• Monthly employee birthday party hosted on May 10<sup>th</sup>.</li> </ul>
2A:Continue to review and revise SBC Policies and Procedures as the need arises, with a complete review of all policies every five years.	Governance Committee	Committee assignments part of job duties for faculty & staff	Monthly meeting throughout the academic term – reporting quarterly to BOT	Committee continues to work on review of the current employee’s policies and procedures throughout the year.
3A:Develop and implement a Fund Raising Plan.	President	Funding as part of President’s budget to hire a consultant to assist with fund raising.	Monthly reporting to the BOT	Fund raising policies were combined with the financial policies in spring 2023.
4A.Continue to implement, review, and revise the Enrollment Management Plan as the need arises.	Dean of Students/Vice President	Part of job duties for Vice President and Dean of Students	Quarterly approval throughout the year during strategic planning reporting through June 30 of each fiscal year.	The Vice President, Dean of Student Services, Registrar and Student Life Committee Chair attended a Strategic Enrollment Management Conference in Seattle, WA in November. Recruitment and retention strategies were the topics for the conference. The group did meet with a consultant to discuss the College’s enrollment management plan. One item that came out of the meeting was a noticeable lack of faculty involvement in the plan.
5A.Develop and monitor a yearly budget, with consideration of five year projections.  5B:Oversee the yearly Audit.	Vice President	Funding is budgeted yearly in the general fund Business Office for completion of the annual audit.	Monthly reporting of the general fund budget to the BOT	BOT receives monthly general fund revenue and expenditure reports, along with updates on all bank accounts. Quarterly, the BOT receives grant financial reports.

				Work for the audit was completed and approved at the January 2024 meeting.
6A: Develop and implement a comprehensive communications plan to enable more effective communication.	Administration	Part of job duties for President, Vice President, Deans, and designated staff	Communication Plan developed and approved by Governance and BOT, May 2022. Implemented and maintained upon approval	
6B:Develop and implement a Facilities Plan.	Vice President; Facilities Director		Facilities Plan developed and approved by Governance and BOT, May 2022. Implemented and maintained upon approval.	Continue working on draft to present to Governance.
6C:Develop and implement a Professional Development Plan.	Administration; Human Resources Director		Professional Development Plan developed and approved by BOT, August 2022. Implemented and maintained upon approval.	<b>March 2023</b> Approved by BOT December 2022
6D:Develop and implement a Succession Plan.	Administration		Succession Plan developed and approved by BOT, February 2022. Implemented	<b>March 2022</b> Completed and approve by BOT

			and maintained upon approval.	
7. Reviews and approves policies & procedures, annual budget, and fund raising, enrollment management, communication, facilities, professional development and succession plans.	Board of Trustees	Part of BOT role and responsibility	Quarterly approval throughout the year during strategic planning reporting through June 30 of each fiscal year.	Approved revisions to the financial aid policies moving from an attendance based to nonattendance base and SAP policy from lifetime to ten years from 2024-2025. Approved new policy on the Use of Animals for the Vet Tech program. Approved revision to Academic Probation and Suspension Policy and revision to Re-Admission Policy Approved revisions to spiritual leave policy Approved revisions to time and attendance policy for transit workers and faculty Approved revisions to increase in staff and faculty housing rates Approved revisions to student travel policy Approved new Whistle Blower policy Approved revisions to the graduation requirements

**Goal 4: Collaborate and partner with communities, districts, and other entities, with a focus on Standing Rock, to provide oversight for the development and implementation of culturally appropriate research projects through 2031.**

Objectives/Action Steps What will be done	Responsibilities Who will do it	Resources Funding/Time/ People/Material	Timeline By when	Results
1A: Make recommendations for all research projects at SBC.	Research Committee	Committee assignments part of job duties for faculty & staff	Monthly meeting throughout the academic term – reporting quarterly to BOT	Objective 1A: This objective is currently being addressed. The purpose of this objective is to have a record of all research being conducted at the College and to provide input on any proposed research that students, faculty, and staff are conducting or plan to conduct. It was previously decided by the committee to put this objective on hold until all other objectives have been addressed. All other objectives as of late last spring have been addressed. Travis Frank will begin working on creating a research proposal form that all students, faculty, and staff who plan to conduct research must fill out via My SBC when they login. The committee will then review the

1B: Develop a list of areas in which there is a need for research on the Standing Rock Nation.

1C: Review and approve policies as it relates to research within SBC.

research proposals each month and provide input/suggestions but will not make decisions. Decisions will be left up to the IRB Committee. Individuals may submit their research proposals simultaneously to the Research Committee and IRB. Travis Frank had some questions at the November 17th meeting about how to best address Objective 1, and his questions were all addressed by Koreen Ressler.

Objective 1B:

First, A research topics questionnaire was created after surveying students, faculty, staff, and other community members. The SBC Librarian has this list on file for anyone who intends to conduct research and should be used as a resource to determine research topics that have been identified.

Second, the research studies/projects list is still ongoing. The SBC Librarian has a list on the SBC Library webpage that outlines all past and current research that has been conducted by SBC faculty, staff, and students. She will continue to update this list.

Third, Travis Frank will create a research proposal form that will be reviewed by the Research Committee in January for review and approval. It will then be placed in My SBC that will be accessible once students, faculty, and staff login to their accounts. Any student, faculty member, or staff member who intends to conduct research will need to access the form in their My SBC account, complete the form, and submit it to the Research Committee for review and input by the committee. If they plan on conducting a study that involves human subjects or animals, they will also need to go through the SBC/SRST Institutional Review Board (IRB) for review and approval.

Objective 1C:

The Research Committee will continue to create, review, update, and approve MOUs and

<p>1D: Maintain database of all research conducted at SBC.</p>				<p>other policies, such as the data ownership of research (co-ownership) policy, as they relate to research at SBC.</p> <p>Objective 1D: The SBC Librarian will continue to collect and store in a central location all previous and current research studies and projects. This includes a list of all current and past research studies and projects that will be accessible in the SBC Library. If permission is given by a researcher/author and the actual study is provided to the SBC Librarian, the actual study will be available as Open Access on the SBC Library webpage. If permission is not provided, the research study will only be accessible via the SBC Shared Folder. The research list that provides the listing of all past and current research studies and projects that have been conducted by SBC staff, faculty, and students will be uploaded on the SBC Library webpage as well.</p>
<p>2A:Review policies and procedures for the current IRB process, in addition to other research protocol such as animals etc.</p> <p>2B:Maintain a database of all research conducted on Standing Rock.</p>	<p>Institutional Review Board</p>	<p>Chair of committee is an extra contract through the College, some faculty members serve as part of their job responsibility and other members are volunteers from Tribal entities or the community.</p>	<p>Monthly meeting throughout the academic term – reporting quarterly to BOT.</p>	<p>IRB committee implement the software program Cayuse for tracking of IRB proposals.</p> <p>Purchased Cayuse \$5,000 per year as a research data base</p>
<p>3.Maintain and hold program Advisory Committee with community and tribal agencies participation as required for CTE and other accrediting purposes.</p>	<p>Faculty and Staff</p>	<p>Funding for food for the CTE advisory committees is budgeted in the general fund Academics department.</p>	<p>Hold a minimum of two meetings per year, one in the fall and one in the spring.</p>	<p><b>Fall 2023 programs</b> held meetings, others are planning to hold their meeting in December.</p>
<p>4.Continue to approve new and revised policies that relate to research.</p>	<p>Board of Trustees</p>	<p>Part of BOT role and responsibility</p>	<p>Quarterly approval throughout the</p>	<p>None</p>

			year during strategic planning reporting through June 30 of each fiscal year.	
Partners – Standing Rock Sioux Tribe				