

Four Strategic Goals and Objectives 2022-2023

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 |
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| <p>1A:Assign programs to the annual review for each academic year, including cultural components in the classes.</p> <p>1B:Review & revise curricular components of the college catalog.</p> <ul style="list-style-type: none"> • Evaluate & review potential new courses. • Evaluate & review potential new programs. <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>March 2023</p> <p>1A.</p> <ul style="list-style-type: none"> • Revised Program Review Guide to reduce page numbers on reports and help programs complete 5-year reports more effectively • Existing Program Review reports (5-year) <ul style="list-style-type: none"> ○ Approved AA General Studies and BS General Studies Program Review report ○ Approved TRADES certificate Program Review report ○ Approved AS Human Service Program Review report <p>1B.</p> <ul style="list-style-type: none"> • New Program Reviews: <ul style="list-style-type: none"> ○ Approved Associate of Applied Science in Cybersecurity & Data Privacy ○ Approved Associate of Applied Science in Casino Management • BS Criminal Justice – reduced number of credits for internship which was an obstacle for student placement and graduation • Revised Nursing course prerequisites due to student survey information • Revised and approved SBC Graduate Handbook |

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| | | | | <ul style="list-style-type: none"> • Approved revised courses and degree plan for Associate of Applied Science Veterinary Technician Program • Approved Military Credit Policy <p>November 2022 <u>Program Review Reports (Existing Programs) for 2022-2023:</u></p> <ul style="list-style-type: none"> • General Studies (A.A., B.S) • General Studies Nursing Transfer • Human Services (A.S.) • Lakhoiyapi/Dakhotiyapi (AS, Certificate) <i>not completed in 2021-2022</i> • Construction Technology Certificate Programs <ul style="list-style-type: none"> ○ CDL ○ Electrical ○ Heavy Equipment ○ Welding <p>Timeline for reports:</p> <ul style="list-style-type: none"> • Draft completed December 2023 • Send to external evaluator • Committee Reviews Spring 2023 • BOT Approval May 2023 <p>1C. Program Review Reports will include a section on inclusion of Lakota/Dakota history, culture, values, and language teachings within the program courses</p> <p>1D. Motion: Course prefix change so that Native American Literature can be offered more often for all SBC students</p> <ul style="list-style-type: none"> • NAS prefix – only NAS instructors could teach – no time in teaching schedules • ENGL prefix will allow English faculty to teach 218 Native American Literature and 318 Native American Literature to all majors each academic year – students can use as Humanities or NAS requirement. |
| <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 & staff</p> | <p>Monthly meeting throughout the academic term – reporting</p> | <p>Assessment Committee met September 16th, 2022, October 21st, 2022, & November 4th, 2022, December 2, 2022, to update Program Assessment Plans that some faculty needed to make</p> |

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| | | | <p>quarterly to BOT</p> | <p>improvements on. February 3, 2023, meeting the General Education outcomes were assessed and March 3, 2023 approved Cybersecurity Assessment Plan.</p> <p>The Committee felt that our process for program assessment was well defined and faculty understood their responsibility for yearend reporting, and instead of meeting face to face to rate the programs, that the program plans along with their one page reports would be turned in electronically, and after graduation the Committee members could rate on their own time instead of in a group meeting. Although faculty did submit the plans, they were not submitted in a timely manner, which made the rating for the Committee difficult with some members did not rate at all. As a result of this, during the first Assessment Committee meeting in August 2023, the Committee felt it was important to go back to programs reporting face to face, as it requires faculty to be timelier in the submission of their documents, but it also provides the Committee the opportunity to provide immediate feedback to faculty. Assessment results can be located on the website under About us, 2022-2023 Assessment, Assessment Report.</p> <p>Discussion has been held on programs completing a course audit of how the culture is incorporated into the program, similar to what the education department is completing for an AICF grant.</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 & staff</p> | <p>Monthly meeting throughout the academic term</p> | <p>Approved as part of Committee reporting process at Governance meetings</p> |

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| | | | – reporting quarterly to BOT | |
| 4:Assist Curriculum, Assessment and Governance Committees with decisions and approvals as it relates to academic and technical programs. | Dean of Academics/Dean of Students/Vice President | Part of job duties for Vice President and Deans | Monthly reporting to BOT | Attend monthly meetings |
| 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 |

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 |
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| <p>1A:Develop strategies to increase student enrollment by 25 per year.</p> <p>1B:Develop strategies to increase retention and persistence rates by 2% per year.</p> <p>1C:Analyze SBC retention and persistence data annually.</p> <p>1D:Review and maintain student policies as needed for Board of Trustees approval.</p> <p>1E:Review feasibility of extra-curricular activities.</p> <p>1F:Complete alumni surveys every five years.</p> | Student Life Committee | <p>\$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.</p> <p>Part of Student Service staff job descriptions to serve on assigned committee.</p> | Monthly meeting throughout the academic term – reporting quarterly to BOT | <p>June 2023</p> <p>1A. Provided updated/additional sports equipment for the workout room Provided basketball court for outdoor activities. Initiated digital marketing to attract students.</p> <p>1B. Clubs providing more activities, such color runs, walks, runs.to increase retention. One person in charge of meals for students on Tuesday and Wednesday. Attendance/counseling for at risk students.</p> <p>1C. Revisited retention and persistence rates as needed, especially coming out an epidemic.</p> |

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| | | | | <p>1D. Revisited policies to ensure student input by inviting student government president. Streamlined Emergency Aid policies via Student Life Committee. Revised Federal Workstudy program on background checks and drug/alcohol testing. Increased Workstudy wage from \$12 an hour to \$15.</p> <p>1E. Revisited ideas for extra-curricular such as E-Sports</p> <p>1F. Completed 2021-2022.</p> |
| <p>2. Review and approve student policies and procedures, enrollment management plan, and co-curricular assessment for continued improvement of student learning.</p> | Governance Committee | Committee assignments part of job duties for faculty & staff | <p>Monthly meeting throughout the academic term – reporting quarterly to BOT.</p> | <p>Approved revisions to Federal Work-study policy, revisions to honorary degree recipient, revisions to student travel policy, and Change to Admissions policy - Accepting ACT/SAT Scores</p> <p>Approved through committee reporting process to Governance</p> <p>Approved by BOT</p> |
| <p>3A: Review and analyze co-curricular and enrollment management data which supports the continued improvement of student learning.</p> | Assessment Committee | Committee assignments part of job duties for faculty & staff | <p>Monthly meeting throughout the academic term – reporting quarterly to BOT.</p> | <p>Surveys for co-curricular activities were completed at the end of the fall 2022 and spring 2023 semesters. The enrollment management data was completed and submitted to the Assessment Committee for review. Results can be found on the College website 2022-2023 Assessment Report.</p> |
| <p>4A: Continue to increase the visibility and enhance the reputation of SBC through:</p> <ul style="list-style-type: none"> • Quarterly distribution of the newsletter • Reviewing and updating SBC social media account • Reviewing and updating SBC website • Research and implement effective marketing strategies • Attend district meetings twice a year to provide community updates on SBC | Outreach Coordinator | <p>\$75,000 in general fund student services and \$15,000 Title III F.</p> <p>Outreach Coordinator position roles and responsibilities per job description.</p> | <p>Quarterly reporting to BOT</p> | <p>Continue to update website as needed. Completed advertising for yearly preregistration and registration</p> <p>Completed three newsletters to box holders</p> <p>New website is active – sittingbull.edu</p> <p>Post information to College Facebook and website.</p> <p>Attended HS College Career Fairs</p> |

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| 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 |
| 6A: Provide Student Life Committee with student concerns. 6B: Oversee current and new student clubs. | Student Government | 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. | Monthly meetings through the academic year | Student Government hold monthly meetings. President of Student Government is a member of Student Life and Governance Committee and attends monthly meetings. Fall 2022 active Student Clubs include: Two Spirit, Culture, American Indian Business Leaders, American Indians in Science, Education, Fitness, Geek, and DIY. |
| 7A: Reviews and approves retention, persistence, and completion data presented at the beginning of each semester and during quarterly and yearend committee reporting | 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. | February 2023 and September 2022 reviewed all college statistics for the spring and fall semesters. |

Goal 3: Create and implement culturally appropriate plans to ensure the integrity and stability of the college through 2031.

| Objectives/Action Steps What will be done | Responsibilities Who will do it | Resources Funding/Time/People/ Material | Timeline By when | Results |
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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. 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>November 2022</p> <ul style="list-style-type: none"> Monthly Employee Birthday Party hosted on November 18th <p>December 2022</p> <ul style="list-style-type: none"> Monthly Employee Birthday Party hosted on December 2nd. Hosted Christmas New Moon on December 9th at Prairie Knights Casino. Continued with our Cultural event as Helene Circle Eagle and Michael Moore spoke about Waníkiya Thúnpi Anpétu na Ómakha Théča kiη Hená ηη Wóglakapi kte: Christmas & New Years Past <p>January 2023</p> <ul style="list-style-type: none"> Monthly Employee Birthday Party hosted on January 20th. <p>February 2023</p> <ul style="list-style-type: none"> Monthly Employee Birthday Party hosted on February 17th. <p>March 2023</p> <ul style="list-style-type: none"> New Moon scheduled for March 3rd Monthly Employee Birthday Potluck scheduled for March 24th. |
| <p>2A: Continue to review and revise SBC Policies and Procedures as the need arises, with a complete review of all policies every five years.</p> | <p>Governance Committee</p> | <p>Committee assignments part of job duties for faculty & staff</p> | <p>Monthly meeting throughout the academic term – reporting quarterly to BOT</p> | <p>Committee continues to work on review of the current employee's policies and procedures throughout the year. The technology policies were combined with the personnel policies and procedures, and the fund raising policies were combined with the financial policies. All policies were reviewed by the Governance Committee for final approval at the BOT summer retreat in July.</p> |
| <p>3A: Develop and implement a Fund Raising Plan.</p> | <p>President</p> | <p>Funding as part of President's budget to hire a consultant to</p> | <p>Monthly reporting to the BOT</p> | <p>Fund raising policies were combined with the financial policies.</p> |

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| | | assist with fund raising. | | |
| 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. | March 2022 Reviewed other College's efforts June 2022 Individuals completed the data, analysis, and recommendations for next year on the enrollment management plan in May 2022. The Vice President submitted the completed plan to the Assessment Committee in May 2022. |
| 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. March 2023 – Audit completed and presented to the BOT for approval at February meeting. Monthly reporting to BOT completed. |
| 6A: Develop and implement a comprehensive communications plan to enable more effective communication. 6B:Develop and implement a Facilities Plan. | Administration Vice President; Facilities Director | 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 Facilities Plan developed and approved by Governance and BOT, May 2022. Implemented | Continue working on draft to present to Governance. |

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| <p>6C:Develop and implement a Professional Development Plan.</p> | <p>Administration; Human Resources Director</p> | | <p>and maintained upon approval.</p> <p>Professional Development Plan developed and approved by BOT, August 2022. Implemented and maintained upon approval.</p> | <p>March 2023 Approved by BOT December 2022</p> <p>November 2022 Draft will be presented to Governance on November 29, 2022 -</p> |
| <p>6D:Develop and implement a Succession Plan.</p> | <p>Administration</p> | | <p>Succession Plan developed and approved by BOT, February 2022. Implemented and maintained upon approval.</p> | <p>March 2022 Completed and approve by BOT</p> |
| <p>7. Reviews and approves policies & procedures, annual budget, and fund raising, enrollment management, communication, facilities, professional development and succession plans.</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>Personnel Policies and Procedures approved: 12/1/22 Revised Administrative Leave Policy 3/3/23 New Policy College President Vacancy Announcement, Application, Screening, and Interviewing Process's 3/3/23 President's Evaluation Process 3/3/23 New Policy on Staff Positions Policy 3/3/23 Add definition of on-line faculty to Faculty Positions Policy 4/13/23 Revised President's Evaluation Policy 4/13/23 Added Donated Sick Leave Policy 6/1/23 Revised Holiday Policy</p> <p>Approved a new Faculty Assembly Constitution and revisions to the Faculty Handbook</p> |

| | | | | The Governance Committee combined the technology policies with the personnel policies and procedures and the fund raising policies with the financial management policies. Ready for BOT approval at July BOT retreat. |
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| 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 |
| <p>1A: Make recommendations for all research projects at SBC.</p> <p>1B: Develop a list of areas in which there is a need for research on the Standing Rock Nation.</p> | Research Committee | Committee assignments part of job duties for faculty & staff | Monthly meeting throughout the academic term – reporting quarterly to BOT | <p>Objective 1A: This objective has been put on hold. The Research Committee agreed that this objective should be put on hold until the other objectives are addressed and met.</p> <p>Objective 1B: First, a research topics list that will benefit the Standing Rock Sioux Tribe is still ongoing. Jodi Thunder Hawk Mongoh is/has been working on updating the reference list of all past and current research publications and research presentations conducted by faculty, staff, and students in electronic form, which will only include studies or peer-reviewed articles. If the study or presentation is not available, it will not be listed on the reference list. Any research studies or peer-reviewed articles in hard copy form will be transferred electronically to PDF format.</p> <p>Second, the research questionnaire that was available a year ago back in April is now finalized. The research summary of results was also shared with the Research Committee. The findings will be available through the library as a resource for anyone wishing to conduct research. The research questionnaire includes areas of research that faculty, staff, students, and the SRST community members feel should be researched. If permission is given by the</p> |

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| | | | | list of all current and past research studies and projects that will be accessible in the SBC Library. Since this past spring two master's thesis studies were approved and shared with Jodi. Besides that, no new studies or presentations have been shared with Jodi Thunder hawk Mongoh. Please see Objective 1B. The research list will only include poster presentations, research studies, and peer-reviewed articles that are accessible. If they are not accessible, they will not be put on the research list. She has requested that staff and faculty submit any research they have conducted to her, as well as research studies conducted by SBC students. She has not received much. She is not only updating the research list, but she is also working on transferring everything to PDF format. This is an ongoing project. |
| <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> | Institutional Review Board | <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>Purchased Cayuse \$5,000 per year as a research data base</p> | <p>Monthly meeting throughout the academic term – reporting quarterly to BOT.</p> | <p>Objective 2A: Completed IACUC partnership with NDSU to cover animal research at SBC and SRST. SBC is represented on the IACUC committee by Dr. Mongoh. Records pertaining to SBC and SRST will be accessed to NDSU's NOVOLUTION system</p> <p>The IRB process and procedures were updated on CAYUSE system and meetings can also be recorded and stored in the system for record keeping.</p> <p>Objective 2B: Records are being maintained by the CAYUSE and NOVOLUTION systems and all research information reviewed by the IRB and IACUC are accessible and maintained in the system.</p> |
| 3.Maintain and hold program Advisory Committee with community and tribal agencies participation as required for CTE and other accrediting purposes. | Faculty and Staff | Funding for food for the CTE advisory committees is budgeted in the general fund Academics department. | Hold a minimum of two meetings per year, one in the fall and one in the spring. | <p>Fall 2022 programs held meetings, others are planning to hold their meeting in December.</p> <p>Spring 2023 programs several programs held a combined meeting, other held individual meetings.</p> |

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| 4.Continue to approve new and revised policies that relate to research. | 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. | March 2023, November 2022 reviewed updates |
| Partners – Standing Rock Sioux Tribe | | | | |