

**Four Strategic Goals and Objectives 2021-2022**

**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
1A:Assign programs to the annual review for each academic year, including cultural components in the classes.	Curriculum Committee; Program Faculty	Funding is available in through grants for new program development.	Monthly meeting throughout the academic term – reporting quarterly to BOT	<p>1A: <b>March – June 2022</b></p> <p>A.S. Practical Nursing Program Review</p> <ul style="list-style-type: none"> <li>• Nursing Program has strong enrollment and graduates are working in local communities</li> <li>• Nursing Program infuses Indigenous health and culturally relevant teaching strategies into curriculum</li> </ul> <p>A.A. &amp; B.A. Native American Studies Program Review</p> <ul style="list-style-type: none"> <li>• NAS Program is vital to SBC’s vision and mission</li> <li>• NAS Program offers a variety of courses to meet the various skill level and needs of SBC students</li> <li>• NAS Program is financially stable</li> </ul> <p>General Education Program Review</p> <ul style="list-style-type: none"> <li>• SBC gen ed courses are scaffolded to meet the skill levels of students and improve overall learning</li> <li>• SBC gen ed courses infuse culture and history into the curriculum to align with SBC vision and mission</li> <li>• SBC gen ed courses prepare students to succeed in upper division courses and meet workplace demands</li> </ul> <p><b>Note:</b> The Lakhotiyapi/Dakhotyapi Associate of Science/Certificate Program</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>did not complete the Program Review as requested.</p> <p>1B-1D:</p> <ul style="list-style-type: none"> <li>• Furloughed Business Courses BAD 203, BAD 211, BAD 212, BAD 227, BAD 228, BAD 229</li> <li>• Aligned accounting courses with North Dakota University System; ACCT 200; ACCT 201</li> <li>• Changed elective requirements for Criminal Justice to provide more opportunities for NAS courses</li> <li>• Changed Criminal Justice course descriptions CJ 201, CJ 215, CJ 220, CJ 231, CJ 232, CJ 254, CJ 330,</li> <li>• Added new courses to Criminal Justice that speak to our student population and community needs: CJ 208/308 Family Law; CJ 350 Introduction to Fish and Game; CJ 330 Criminology Theory; CJ 361 Victimology</li> <li>• Added/Deleted Information Technology degree courses CIS 185; CIS 167 to meet industry standards</li> <li>• Changes to Master of Education Course credits EED 501, EED 526; EED 530; EED 550 to prepare students to write thesis and focus on community issues within research projects</li> <li>• Changes to course descriptions for Special Education courses to include new language for Special Education teachers for licensure</li> <li>• Added two new course electives to pre-engineering ENGR 275 Digital Systems &amp; ENGR 290 Manufacturing Processes new course for pre-engineering as an elective for students participating in the PEEC summer program at NDSU/UND/UTTC</li> <li>• Made changes to ENGR 115 and replaced with ENGL 116 Introduction to Engineering &amp; ENGR 117 Computer –</li> </ul>
--	--	--	--	---

				<p>Aided Design and Drafting to focus more on a 3D printable capstone project</p> <ul style="list-style-type: none"> <li>•Change WELD 105 and WELD 153 course descriptions to match industry standards</li> <li>•Add WELD 105 Stainless/Pipe TIG Welding course to electives to give students more options and skills for career</li> <li>•Reviewed Graduate Handbook for three master programs to align admissions, policies, and procedures for uniformity.</li> <li>•Social Work program changes were reviewed by the curriculum committee. The program is not financially stable at this time. The committee approved the requested changes for two years with the agreement that the program faculty will recruit and sustain at least 10 students in the program.</li> </ul>
<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>2A. December 3<sup>rd</sup>, 2021 *Completed review of ALL Program Assessment Plans *Voted to keep existing “VISION STATEMENT” 2A-B. February 4<sup>th</sup>, 2022 *Reviewed and rated Gen. Ed. courses for results of Fall semester 2021 (except Gen. Ed. Science courses) *Approved changes to Program Outcomes for MBA 2A-B. March 4<sup>th</sup>, 2022 *Reviewed progress on Quality Assurance Project SBC adopted for HLC on “Writing Across the Curriculum” *Brainstormed on potential data that can be gathered to Assess Overall Student Achievement 2A. May 9<sup>th</sup> &amp; 10<sup>th</sup> *Completed review of all program assessments (excluding the Gen. Ed. Courses which were reviewed in Feb. 2022) 2B. February 4<sup>th</sup>, 2022</p>

				*Reviewed the program assessment results for the fall 2021 semester (except Gen. Science Ed. Courses) 2B.May 9 <sup>th</sup> , 2022 * Reviewed assessment results for “Writing Goal” for Quality Assurance Plan.
3:Review and approve program review, curricular revisions, program assessment, general education assessment, 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	<b>March 2022</b> – No approvals at this time <b>June 2022</b> – No approvals at this time
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	<b>March 2022</b> – Attend monthly meetings <b>June 2022</b> – 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.	<b>March 2022</b> – Reviewed updates <b>June 2022</b> – Reviewed updates
<b>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.</b>				
Objectives/Action Steps What will be done	Responsibilities Who will do it	Resources Funding/Time/People/ Material	Timeline By when	Results

<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>	<p>Student Life Committee</p>	<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>	<p>Monthly meeting throughout the academic term – reporting quarterly to BOT</p>	<p><b>March 2022</b></p> <p>1A. Provided one-time suspension forgiveness to increase enrollment. Accommodated students via online events/meetings</p> <p>1B. Clubs providing more activities.to increase retention and persistence. Attendance/counseling for at risk students.</p> <p>1D. Revisited policies to ensure student input by inviting student government president</p> <p>1E. Dean of Students completed alumni survey and sent to job centers</p> <p><b>April- June 2022</b></p> <p>1A. Club outreach to students during diversity week.</p> <p>1B. Provided activities during family fun day, color run to increase student participation and retention by inviting families on campus.</p> <p>1D. Updated bulletin for the 2022-2024 academic year with Student Government input.</p> <p>1E. Ideas for extra curricular activities was discussed to meet student expectations for degree programs.</p> <p>1F. Dean of students compiling and analyzing surveys.</p>
<p>2.Review and approve student policies and procedures, enrollment management plan, 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><b>March – 2022</b> Updates</p> <p>Approved Institutional to also be Co-Curricular Outcomes</p> <p>Approved revisions to Diversity statement to include Equity &amp; Inclusion</p> <p><b>June – 2022</b> No updates</p>
<p>3A: Review and analyze co-curricular and enrollment management data which supports the continued improvement of student learning.</p>	<p>Assessment Committee</p>	<p>Committee assignments part of</p>	<p>Monthly meeting throughout the academic term –</p>	<p>1A. <b>December 3, 2021</b></p> <p>*Reviewed Student Enrollment Management data as related to Co-</p>

		job duties for faculty & staff	reporting quarterly to BOT.	curricular Outcomes (adopted Institutional Outcomes as Co-curricular Outcomes) <b>February 4, 2022</b> *Discussed which clubs are tracking data for Co-curricular Outcomes <b>March 4, 2022</b> *Discussed Leadership training for Club Officers <b>May 9<sup>th</sup> &amp; 10<sup>th</sup></b> *Completed review of Enrollment Management plan and co-curricular outcomes.
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 an 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	<b>March 2022</b> Two programs of the month have been highlighted on social media – Nursing & Pre-engineering Continue to work on new website updates TikTok video was completed for local high schools. <b>June 2022</b> Continued working on updating new website Attended HS College Career Fairs Completed advertising for pre-registration for the fall & summer registration Completed quarterly newsletter
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	<b>March 2022</b> – Attend monthly meetings <b>June 2022</b> – 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	<b>March 2022</b> Student Government hold monthly meetings. President of Student Government is a member of Student Life and Governance Committee and attends monthly meetings.  Student Government approved the DIY Club by-laws.

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.	<b>March 2022</b> reviewed updates <b>June 2022</b> reviewed updates
--	-------------------	-------------------------------------	---	---

**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
<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>	Activities Committee	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.	Monthly meeting throughout the academic term – reporting quarterly to BOT	<p><b>March 2022</b> Cancelled: Christmas New Moon Meeting at Prairie Knights Casino on January 21<sup>st</sup> at 10:00 am. Triple 7 Buffet is on the menu for lunch. \$25.00 gift cards given out for a gift to all permanent employees. Door prizes drawn for throughout the day.</p> <p>Assisted with assembling COVID baskets for students and staff.</p> <p><b>April-June 2022</b> Researched need for Cultural Sensitivity training for employees.</p> <p>Employee Appreciation held at the Prairie Knights Casino in May 2022. Door prizes were given and a meal was served.</p> <p>Assisted set up and tear down of graduation May 2022</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.	Governance Committee	Committee assignments part of job duties for faculty & staff	Monthly meeting throughout the academic term – reporting quarterly to BOT	<p><b>March 2022</b> Revision to Salary Loan, Annual/Personnel leave policies Revision to salary scales</p>

				Continue to work on policies and procedures reviews <b>June 2022</b> – no policy revisions
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	<b>March 2022</b> Met with staff member on a possible extra contract for fund raising efforts
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	Quarterly approval throughout the year during strategic planning reporting through June 30 of each fiscal year.	<b>March 2022</b> Reviewed other College’s efforts <b>June 2022</b> Individuals completed the data, analysis, and recommendations for next year on the enrollment management plan in May 2022. The Vice President presented 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	<b>March 2022</b> Monthly reporting to BOT Completed. Audit completed <b>June 2022</b> Monthly reporting to BOT Completed Budget for 2022-2023 was presented and approved by the BOT
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 and	No progress  No progress



6C:Develop and implement a Professional Development Plan.	Administration; Human Resources Director		maintained upon approval.  Professional Development Plan developed and approved by BOT, August 2022. Implemented and maintained upon approval.	No progress
6D:Develop and implement a Succession Plan.	Administration		Succession Plan developed and approved by BOT, February 2022. Implemented and maintained upon approval.	<b>March 2022</b> Completed and approve by BOT
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.	<b>March 2022</b> Reviewed and approved updates <b>June 2022</b> Annual budget approved by BOT
<b>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.</b>				
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	<b>March 2022</b> 1A.This objective pertaining to making recommendations for all research projects is not being addressed at this time. The Research Committee agreed that this objective should be put on hold until we have met /completed the other objectives.

<p>1B:Develop a list of areas in which there is a need for research on the Standing Rock Nation.</p> <p>1C:Review and approve policies as it relates to research within SBC.</p> <p>1D:Maintain database of all research conducted at SBC.</p>			<p>1B. A research topics list that will benefit the Standing Rock Sioux Tribe is a work in progress. A questionnaire was sent out via email in April using Google Forms to SBC students, area teachers and administrators, SBC faculty, and SRST agencies. The questionnaire was also listed on the SBC Facebook page to provide more exposure to others who may not have received the email, including SRST community members. Kody Murphy was asked to put information about the questionnaire on the SBC Facebook page. The questionnaire is still available and live via the Google Forms link and will be available through the first part of September. In October a list will be generated that will be used as a resource for anyone wishing to conduct research on the Standing Rock Sioux Tribe, including students, staff, and faculty.</p> <p>1C. A data ownership policy for the College and a data ownership policy for the Standing Rock Sioux Tribe was approved last February by the SBC Board of Trustees and the SRST Tribal Council. A COVID-19 guideline was also approved by the SBC Board of Trustees about a year ago that is specific to conducting research. The SBC/SRST IRB has implemented these policies and guidelines on the Cayuse platform for researchers to abide by. This past April, an MOU between SBC and the University of Arizona was approved at the Research Committee meeting that pertains to genomics research between the two institutions, and it was then forwarded to Governance for approval.</p> <p>1D. The Research Committee is in the process of collecting and storing 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.</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>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><b>March – June 2022</b></p> <p>Two committee members stepped down and were replaced by two new members and an alternate.</p> <p>An MOU between NDSU-IACUC and SBC is being finalized that will cover SBC compliance in areas of Animal Research</p> <p>Research compliance training modules have been developed by SBC IRB to train students and employees about the responsible conduct of research.</p> <p>The SBC Cayuse IRB platform will be upgraded this month to make reports and other functions of interest to SBC research compliance more accessible.</p> <p>Training videos on how to access Cayuse IRB are being developed for students, reviewers, researchers and employees.</p> <p>A survey was sent out by the research committee to the community to identify areas of research interests on Standing Rock.</p> <p>Bi-Monthly meeting throughout the academic term</p> <p>Meetings were held online via zoom</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 budged 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>Spring 2022 programs</b> held either face-to-face or zoom meetings with their Advisory Committee. Minutes, along with Committee membership were submitted to the Vice President.</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 year during strategic planning reporting through June 30 of each fiscal year.</p>	<p><b>March 2022</b> reviewed updates <b>June 2022</b> reviewed updates</p>
<p>Partners – Standing Rock Sioux Tribe</p>				