**2023-27 Little Big Horn College Strategic Plan**

# Introduction

Throughout the summer of 2023 a planning retreat and a strategic planning session involving all employees, board members, including alumni and recent college graduates were convened to identify strategic priorities, issues, and concerns for a three-year strategic plan. A careful review of the College’s strengths, weaknesses, threats, and opportunities (SWOT) were defined in this process. Predominant characteristics reported through the SWOT process were analyzed with the three most frequently cited in each category reported in the following table.

# SWOT Analysis

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| Most frequently cited strengths   1. Crow culture – Essentially, the institution, employees, and curriculum strongly reflect the Crow culture. 2. Crow language – The Crow language is taught to students and spoken by employees on a daily basis. 3. Care – The college cares about students and the community and, specifically, employees get along and care about each other and the students. | Most frequently cited weaknesses   1. Lack of communication – Communication at all levels within the college was indicated (e.g., among staff, staff to students, administration to staff and students). 2. Technology – The concern was in both outdated/inefficient technology as well as individuals not knowledgeable in the use of technology. 3. Limited degree options – This category included limited classes and limited funding to programs and departments. |
| Most frequently cited opportunities   1. Bachelor degrees – The potential to develop 4-year degrees by the college as well as 2 + 2 degree opportunities 2. Student Services – Opportunities related to students ranged from housing to free tuition and books to continuing online classes. 3. Partnerships – Possible partnerships included community and outside agencies and specifically, local schools. | Most frequently cited **threats**   1. Personal threats – These threats included human trafficking, cyberbullying, harassment, scare ware, etc. 2. Funding – Issues ranged from the fear of losing federal funding to the low student enrollment to the lack of funds for the Crow Cultural Center and Museum. 3. Politics – Outside influence, distrust, and tribal politics were cited as threats. |

Four **strategic initiatives** were established:

1. Provide high quality access to educational training, programs, and opportunities

2. Commitment to Student Success

3. Dedication to the enhancement of the Crow culture and language

4. Commitment to community education and outreach.

Each strategic initiative includes goals, objectives, performance measures, timeline, resources needed, and lead person(s) responsible. Detailed action plans continue to be formalized at the department level. This plan will be reviewed annually to extend, revise, and develop additional detail to ensure that this is a living document.

# Mission

Little Big Horn College offers high quality degrees, certificates, and programs for professional, workforce, and personal development that brings prosperity and leadership to Crow Country and preserves, protects, and perpetuates the Apsáalooke language, history, and culture.

# Strategic Initiative 1. Provide high quality access to educational training, programs, and opportunities

Goal 1.1 To provide high quality associate degrees and certificates.

| Objective | Performance measures | Timeline | Resources needed | Lead person responsible |
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| 1.1.1 Offer students a curriculum that meets student needs and academic and industry standards through ongoing self-reflection and continuous improvement | Improved capacity for development and assessment of curriculum through regular and timely program review. | Spring Semester 2024 and ongoing | Examples of academic program review from other TCUs. | Academic Dean |
| 1.1.2 Revise and update assessment plan. | Revised assessment plan with the inclusion of best assessment practices, a clear understanding of artifacts, and rubrics. | Spring Semester 2024 and annual review | It will be necessary to research best practices and access to other assessment plan. | Academic Dean and Assessment Committee |
| 1.1.3 Revise and update faculty handbook. | A revised faculty handbook developed by a faculty committee, approved by the faculty, president, and board of trustees. | 2024 and bi-annually thereafter | Review of all faculty related policies and procedures. | Academic Dean and a Faculty Handbook Committee |
| 1.1.4 Increase faculty’s knowledge, skills, and abilities | A minimum of one faculty per year will complete a master’s degree or higher. | Current implementation and on-going. | Funding for tuition and books | Academic Dean and Executive Committee. |
| Application and process developed and implemented. |  | Adjunct instructor for one or more classes per semester. Estimated cost $10,000 -$31.000/year. |  |
| 1.1.5 Improve faculty’s teaching performance by offering professional development | Faculty professional development sessions will be offered with 95% of the faculty attending.  Priority 1. Development of a Crow Language Proficiency  Priority 2. Knowledge of Crow cultural sites.  Priority 3. Effective incorporation of Crow language and culture into the curriculum. | 1 session per semester beginning Fall 2023 | Funding for professional development consultants. | Academic Dean and Faculty Committee |
| Class evaluations will rate the instructor’s teaching as improved over previous semesters | Spring Semester 2024 |  |  |
| 1.1.6 Refine and implement a faculty evaluation process. | Faculty evaluation process refined and approved | March 2024 | Examples of faculty evaluation processes from other TCUs | Academic Dean and Faculty Committee |
| Initial implementation of faculty evaluation | May 2024 |  | Academic Dean |
| 1.1.7 Develop partnerships with academic institutions to expand student transfer options. | Conduct a needs assessment of student interests for baccalaureate degree options.  Identify potential academic partners for 2 + 2 degree options. | 2024  2025 and on-going | Consultant Incentives for students to completed survey. Est. $7,000. | Academic Dean |
| 1.1.8 Expand the Trades Program | Feasibility study to add trade options, e.g., CDL | March 2024 | Consultant –est. $5,000 | Trades Program Director |
| Additional equipment | January 2025 | Est. $20,000/year | Trades Program Director |
| Additional facilities | June 30, 2026 | On-going process | VP of Administration |
| 1.1.9 Ensure that the college is in full compliance with all accreditation standards, requirements, and higher education expectations and best practices | Timely submitted required accreditation reports and any other required documents. | August 2023 and on-going |  | Accreditation Compliance Officer, Data Specialist, President |

# Strategic Initiative 2. Commitment to student success

Goal 2.1 LBHC is committed to the success of all its students with a two percent (2%) minimum increase in recruitment/enrollment, retention, and graduation annually.

| Objective | Performance measures | Timeline | Resources needed | Lead person responsible |
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| 2.1.1 Increase the number of students attending LBHC | College-wide inclusive enrollment management plan developed which includes recruitment targets by area high schools and reservation districts and the identification of key recruitment sites (e.g., high school sports competitions, appropriate cultural events). | January 2024  Five recruiting visits per semester | Census Data for Big Horn County & Surrounding Area  High School enrollment data  Schedule of high school activities. | Dean of Students  Student Success Committee  LBHC recruiter, LBHC students, staff, and faculty. |
| A minimum two percent (2%) increase student enrollment annually. | Fall 2024 and on-going | Funding for local travel.  .5 College Recruiter (Est. $15,000/yr)  Promotional materials estimated at $2,500/year | Recruiter and key faculty, staff, and students  Recruiter and Student Success Committee |
| 2.1.2 Increase the student retention rate at a minimum of two percent (2%) every year. | Develop a 3-year retention plan | October 2023 | Obtain examples of retention plans from other TCUs | Dean of Students |
| .5 Retentions Specialist to work with Student Services staff, faculty, and students employed | November 2023 and ongoing | Estimated $15,000/yr | Dean of Students and HR |
| Retention strategies implemented, e.g., student recognition, enhanced student activities/ engagement, attendance tracking, mid-term grade review, home visits, morning prayer at the arbor, enhanced communication, etc. | Spring Semester 2024 and on-going |  | Dean of Students, Retention Specialist, and Student Success Committee. |
| Student persistence increased by a minimum of 5% each semester. | Spring semester 2025 and on-going |  | Dean of Students, Retention Specialist, Student Success Committee, Data Specialist. |
| 2.1.3 Establish the Admissions and Registrar’s Office online to facilitate enrollment and transcript access | Online admissions available through college website | March 2026 | Secure software | IT Director, Registrar, Admissions Director |
| Online processing in place to access student transcripts and submission to other colleges. | June 2026 | Staff training |  |
| 2.1.4 Develop and promote college-wide best practices that provide collaborative and innovative student engagement in and out of the classroom | Increased persistence rates  Increased student retention | Spring semester 2024 and on-going |  | Dean of Students, Retention Specialist, and Student Success Committee |
| Enhance co-curricular activities that encourage collaboration among students, faculty, and community, e.g., student clubs (AIBL, AISES, other) | January 2026 |  | Retention Specialist, and Student Success Committee (which includes faculty members) |
| Best practices manual | October 2023 and on-going |  |  |
| 2.1.5 Increase graduation rates by a minimum of two percent (2%) annually | Provide advisor training to all faculty and advisors. | January 2024 and on-going | Funding for advisor training | Dean of Students |
| Host tutoring sessions | November 2023 and ongoing | Space for tutoring sessions.  Funding for tutors | Dean of Students |
| Engage student support systems, e.g., parents, families, grandparents with a minimum of one event per semester. | Fall Semester 2023 and ongoing | Budget for refreshments estimated at $500/year | Dean of Students |
| 2.1.6 Enhance and update IT student support systems | Revamp website for increased accessibility for student information, admissions, registration, and support. | Fall 2024 | Additional IT staff (Est. additional staff in 2024 and 2025 at $25,000/year each) | IT Director |
| Standardize learning platforms to facilitate student familiarity and support | Fall 2025 |  | IT Director and IT Committee (includes faculty and student success staff) |
| Student help desk established | Spring 2024 | Physical location and desk. Staff member (Spring Semester $7000) | IT Director |

# Strategic Initiative 3. Dedication to the enhancement of the Crow culture and language.

Goal 3.1 Create Crow and culturally appropriate LBHC facilities to carry out the mission of the Crow Cultural Center and Museum.

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| Objective | Performance measures | Timeline | Resources needed | Lead person responsible |
| 3.1.1 Secure resources required to create and sustain the Crow Cultural Center and Museum (CCCM) | Annual funding goals established and report of financial progress | June 30, 2026 | Additional $13 million | Library Director and CCCM Committee |
| 3.1.2 Engage the community and other stakeholders to guide in the implementation of appropriate displays, events, activities, and educational opportunities provided by the CCCM | Community meetings and participant lists  Community membership included on an oversight/advisory committee | January 2025 and on-going | $1,000/yr | Library Director and CCCM Committee |
| 3.1.3 Define and adopt a governance structure for the CCCM to include Project Advisors, Project Teams, staff, and volunteers. | Approved governance structure | June 2025 |  | Library Director and CCCM Committee |

Goal 3.2 Incorporation of Crow Language and Culture throughout the college

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| Objective | Performance measures | Timeline | Resources needed | Lead person responsible |
| 3.2.1 The Crow language and culture will be infused throughout the curriculum | Classes include Crow cultural perspectives | Fall 2023 and on-going |  | Academic Dean and Faculty |
| Crow language required for graduation | Spring 2024 and on-going |  | Board of Trustees |
| Professional development for faculty and staff includes the Crow language and culture | Fall 2023 and on-going |  | President and Executive Team |
| 3.2.2 The Crow language and culture will be reflected throughout the college. | Expand the use of the library and archives across the curriculum specifically courses that require library archives research.  Expand and refine the library and archives collections, e.g., updating the Crow collections, holdings in historical and cultural collections, cultural materials collections including music and website access. | Fall 2023 and on-going | Est. $50,000/year | Library Director and the Faculty Curriculum Committee |
| The current and future college facilities are reflective of the Crow culture. | Fall 2023 and on-going |  | President and Executive Team |

# Strategic Initiative 4. Commitment to community education and outreach

Goal 4.1 Enhance marketing and communication of programs and services to communities served by LBHC.

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| Objective | Performance measures | Timeline | Resources needed | Lead person responsible |
| 4.1.1 Revise and enhance website | Increase in website use statistics | January 2024 | Additional staff person – Est. $25,000 | VP of Administration and IT Director |
| 4.1.2 Increase promotional literature & outreach | Print materials developed & disseminated  Videos developed & posted (number of views) | January 2024 and on-going  October 2025 and on-going | Est. $5,000 initially  Consultant – Est. $5,000 | VP of Administration and Marketing Committee |

Goal 4.2 Enhance Extension and Wellness Programs.

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| Objective | Performance measures | Timeline | Resources needed | Lead person responsible |
| 4.2.1 Develop community partnerships with each of the communities served by LBHC | Number of collaborative Extension/Community Projects, e.g., community gardens/pumpkin patches | March 2024 and on-going | Grant funding | VP of Administration and Extension Director |
| 4.2.2 Develop a youth leadership program | Specific youth leadership activities | January 2025 and on-going | Grant funding | VP of Administration and Extension Director |
| 4.2.3 Increase access to health and wellness opportunities | Community members satisfaction with the number and type of health/wellness activities | January 2025 and on-going |  | VP of Finance and Wellness Center Director |