

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

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 **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 **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 Technology – The concern was in both outdated/inefficient technology as well as individuals not knowledgeable in the use of technology.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 **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
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.	

Objective	Performance measures	Timeline	Resources needed	Lead person responsible
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

Objective	Performance measures	Timeline	Resources needed	Lead person responsible
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
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

Objective	Performance measures	Timeline	Resources needed	Lead person responsible
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	Increased persistence rates Increased student retention	Spring semester 2024 and on-going		Dean of Students, Retention Specialist, and Student Success Committee

Objective	Performance measures	Timeline	Resources needed	Lead person responsible
in and out of the classroom	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)

Objective	Performance measures	Timeline	Resources needed	Lead person responsible
	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.

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

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.

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.

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