



KEWEENAW BAY OJIBWA COMMUNITY

COLLEGE STRATEGIC PLAN

2020 – 2025

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INTRODUCTORY INFORMATION

VISION

Keweenaw Bay Ojibwa Community College will serve as the principal higher educational institution for the L'Anse Indian Reservation and surrounding communities by providing quality academic and vocational programs rich in Ojibwa culture that empower students to fulfill their dreams of a superior education.

MISSION

Formed out of our American Indian identity, the mission of Keweenaw Bay Ojibwa Community College is to provide post-secondary education rich in Ojibwa culture, tradition and beliefs that supports life-long learning.

This mission will be accomplished by providing a professional, dedicated, open-minded and enthusiastic faculty, teaching a challenging, intellectually rigorous and relevant curriculum in a culturally sensitive environment that is safe and conducive to learning.

BELIEFS

The administration and Board of Regents have set forth these beliefs and are accountable to them:

- Education is a worthwhile endeavor and is the foundation for success.
- Everyone has the right to an accessible and affordable education.
- Everyone can learn.
- Everyone deserves a safe environment for learning.
- Education is a shared responsibility.
- Learning is a lifelong process.
- Those who teach must never cease to learn.
- Everyone is unique and has value.
- Everyone needs to maintain a sense of dignity.
- Strength comes from diversity.
- The earth is our community.

PROGRAM DIRECTION

Consistent with its Vision, Mission and Beliefs, Keweenaw Bay Ojibwa Community College sets forth these goals:

1. Promote and preserve the Ojibwa culture by offering courses in Ojibwa language, history, and culture and an array of cultural activities.
2. Provide educational opportunities leading to certificates and associate degrees.
3. Encourage and prepare students to pursue advanced degrees.
4. Create a pathway for transfer to four-year colleges or universities.
5. Provide occupational/career programs for employment opportunities in tribal organizations, governmental agencies, and the private sector.
6. Provide instruction for students who desire to upgrade or enhance their skills.
7. Provide community educational programs that meet the changing needs of the Keweenaw Bay Indian Community and surrounding area.
8. Prepare and encourage students through guidance, advising, and counseling to meet their personal, academic, and career aspirations.
9. Offer students job placement assistance.
10. Foster a sense of belonging on campus.

PURPOSES

Consistent with its Vision, Mission, Beliefs, and Program Direction, KBOCC sets forth these purposes:

1. Tribal

- i. Promote and preserve the Ojibwa culture by offering courses in language, history, and culture
- ii. Provide the Keweenaw Bay Indian Community with an educated workforce
- iii. Coordinate and cooperate with tribal entities to improve the quality of life for the Keweenaw Bay Indian Community
- iv. Provide educational programs that meet the changing needs of the Keweenaw Bay Indian Community

2. Community

- i. Promote awareness of individual connectedness to national and global communities
- ii. Provide occupational/career programs for employment opportunities in tribal organizations, government agencies and private industry following graduation
- iii. Promote understanding and acceptance of cultural and social diversity
- iv. Support K-12 education in local communities
- v. Provide lifelong learning through continuing education opportunities and community activities
- vi. Support community members in maintaining healthy lifestyles

3. Cultural

- i. Incorporate Ojibwa cultural values in a learning framework
- ii. Provide opportunities that support teaching, learning, and practicing traditional ceremonies and spirituality
- iii. Research, study and disseminate Ojibwa arts, literature, and philosophy
- iv. Provide leadership to maintain and revitalize Ojibwa language

4. Academic

- i. Provide educational opportunities leading to certificates and associate degrees
- ii. Encourage and prepare students to pursue advanced degrees
- iii. Create pathways for transfer to four-year colleges and universities
- iv. Provide instruction for students desiring to upgrade and enhance their skills
- v. Prepare and encourage students through guidance, advising and counseling to meet their personal, social, academic and career aspirations
- vi. Promote student success and civic responsibility in educational and life goals
- vii. Support graduates in achieving gainful employment

OBJECTIVES

1. **OBJECTIVE 1:** Academic Programs: Maintain and enhance quality academic and vocational programs to meet community needs.

Action	Responsible	Beginning	Completion	Product	Budget Allocation
Develop and implement process for development planning (Also listed in “Learning Resources”)	Librarians, Deans, Department Chairs	2020	2025	Initial process, plan, and acquisitions budget; Refine process, plan, and acquisitions budget	Built into existing budget-Title III
Develop a needs assessment in an Associate of Arts program in Fine Art	Board of Regents, Faculty Council	2020	2025	New program in Fine Art	Built into existing budget-Title III

Establish program articulation agreements Ongoing	Department Chairs, Dean of Instruction	2020	2025	At least one agreement per program	Built into existing budget 514
Include Anishinaabe content in curriculum mapping (also listed in "Institution-wide Assessment")	Assessment & Anishinaabe Culture Committee, Instructors & Cultural Wellness Director	2020	2025	Revised curriculum matrices with Anishinaabe content	Included in existing budget

Explore and implement methods of providing distance-learning courses	IT, Faculty, Deans	2020	2025	Assessment data, Evaluative report	Built into existing budget
Increase student internship opportunities ongoing	Cultural Wellness Director, Office of Sponsored Programs, Dept. Chairs, Student Services	2020	2025	Internship courses in catalog for Business, Liberal Studies, and Anishinaabe Studies; Local Internship placements arranged for BS, LS, and AS.	Build into existing budgets ECE STEM Project Success NIFA
Establish regular MACRAO participation by Deans, Admissions, and Enrollment Staff	Deans, Admissions, Enrollment Staff	2020	2025	Improved admissions, enrollment, and transfer processes, plus transferability of students' courses to four year colleges	Built into existing budget; Title III
Continue partnership with T.E.A.C.H	Early Childhood Education Department	2020	2025	Maintain T.E.A.C.H. Eligibility	Built into existing budget; Title III
Enhance Science Lab on all KBOCC's campuses	Environmental Science Department Head	2020	2025	Complete science lab	Van Vlack-College Fund \$9500.00

Continue to develop developmentally appropriate ECE classroom model	Early Childhood Department	2020	2025	Classroom completed	Title III funding
Refine and standardize approval and enrollment processes for CEU courses	Dean of Instruction, Registrar	2020	2025	Standardized scheduling, promotion, and enrollment	Built into existing budget 514
Continue to develop and implement additional certificate programs within and outside existing degree programs	Department Chairs, Dean of Instruction, ALO	2020	2025	Certificates approved and listed in 2018 catalog Additional certificates will be added to 2020 catalog	Built into existing budget 514
Explore and develop vocational programming as indicated by needs assessment at the certificate and Applied Associate degree	Deans, Workforce Development Coordinator, Faculty Council	2020	2025	Building Trades and/or Industrial Certificate and/or Degree	
Expand opportunities for advanced secondary enrollment	Faculty, Deans, Admissions	2020	2025	Defined opportunities for students in each academic department, increased numbers of students enrolled	

Explore the possibility of developing Health Sciences and Nursing Curricula and continue to implementation planning if needs assessment warrants	Dean of Instruction, Consultants, Faculty Chairs	2020	2025	Grant funding sought and planning in-place	NSF planning and implementation grants
Explore options for developing four-year degrees	Dean of Instruction, Faculty Chairs	2020	2025	Early Childhood, Business	
Develop partnerships to offer educational programming to nearby tribal entities	Dean of Instruction, Faculty Chairs, Workforce Development Coordinator	2020	2025	KBIC, LVD	
Continue to support internal Native candidates for faculty positions—This is already done via the financial support from AICF and our educational leave policy as well as the TERO guidelines—what direction should we be taking?	Dean of Instruction, President	2020	2025	Increase percentage of Native Faculty Members	

Develop programming for the Arts and Agriculture Center in Pelkie	Dean of Instruction, President, Office of Sponsored Programs	2020	2025	Educational programming in Pelkie	
Investigate the possibility and feasibility of a study abroad program.	Dean of Instruction, Faculty Chairs	2020	2025	A plan to develop programming or defer	
Conduct needs assessment and prepare vocational programs to satisfy identified needs.	Dean of instruction, Workforce Development Coordinator	2020	2025	Pilot programs developed or implemented as full or short courses as determined by the assessments	Built into existing budget

OBJECTIVE 2: Institution-wide Assessment: Use assessment for continual quality improvement in all college programs.

Action	Responsible	Beginning	Completion	Product	Budget Allocation
Pursue discipline specific accreditation as appropriate	Assessment Coordinator, Department Chairs	Ongoing	2025	Accreditation approved	Built into existing budget 514
Continue annual publication of assessment data report	Assessment Coordinator	2020	2025	Published annual assessment report	Built into existing budget 514
Include Anishinaabe content in all courses	Assessment & Anishinaabe Culture Committee, Cultural Wellness Director, Instructors	2020	2025	End of semester reporting and integration in to syllabus	Built into existing budget 514
Maintain 10 to 12 credit load for faculty as well as administrative duties	President, Board of Regents, Dean of Instruction	2020	2025	Improved assessment process for HLC visit	Built into existing budget 514
Continue formal program review process	Assessment	2020	2025		Built into existing budget 514

Systematize process and criteria for sustainability and needs assessment for all proposed new programs	Assessment Committee	2020	2025	Data to support college actions	Built into existing budget 514
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OBJECTIVE 3: Student Services: Improve recruitment, retention, and persistence leading to student success.

Action	Responsible	Beginning	Completion	Product	Budget Allocation
Create recruitment plan that includes high school and college visits	Dean of Student Services, Admissions Officer	2020	2025	Initial implementation; Updated implementation of Comprehensive Recruitment Plan	Built into existing budget 514
Facilitate student involvement in college extracurricular and co-curricular activities	Dean of Student Services, Cultural Wellness Director	2020	2025	Retention Evaluation	Built into existing budget 514
Increase Financial Aid opportunities	Financial Aid Director/ President	2020	2025	Student Financial Aid resource directory	Built into existing budget
Enhance Career Services	Student Services Dept.	2020	2025	Career service resource center	Add into budget
Continue development student transportation system	Dean of Student Services, Sponsored Programs	2020	2025	Student transportation system running	Seek grant and tribal support for start-up. Build into student COA
Implement expanded behavioral health activities for students, specifically including drug and alcohol abuse prevention activities	Dean of Student Services, Behavioral Health Researchers, Cultural & Wellness Director	2020	2025	Expanded resources, records of activities	Title III

Establish Alumni Relations program	Student Services Department	2020	2025	Alumni relations plan, Alumni contact database, completed surveys,	514??
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OBJECTIVE 4: Intellectual Capital: Expand and retain intellectual capacity.

Action	Responsible	Beginning	Completion	Product	Budget Allocation
Update Faculty and Staff retention plans	President, Dean of Instruction, Dean of Student Services	2020	2025	Updated retention plans	Built into existing budget 514
Add faculty positions to recruit and retain additional full-time faculty to ratio of greater than one per degree program	President, Dean of Instruction, Dean of Student Services	2020	2025	New Faculty	Add into existing budget/Title III funding/possible T-Cup
Hire Office of Sponsored Programs Assistant	President, Administration	2020	2025	In house grant writer, Increase resources	Add to 2020 budget
Ensure access to professional development opportunities for faculty and staff	President, Dean of Instruction, Dean of Student Services	2020	2025	Documentation of at least one position-specific professional development on file for each full-time faculty and staff member	Built into existing budget Title III and BIE
Develop and adopt policy to facilitate scholarly research and creative activity	Deans & Sponsored Programs	2020	2025	Documentation of policy	Built into existing budget
Define role of Anishinaabe Cultural Advisory Committee	President, Cultural & Wellness Director	2020	2025	Establishment of working committee and duties	Built into existing budget
Enhance college library	Dean of Instruction	2020	2025	Enhanced library resources	Title III Part F
Continue to develop Cultural Center	Cultural & Wellness Director	2020	2025	Enhanced Cultural Center	Seek external support; Add to budget

OBJECTIVE 5: Administrative Capacity: Develop resources to improve operations.

Action	Responsible	Beginning	Completion	Product	Budget Allocation
Implement technology planning for anticipated needs	Information Technology /Deans, Online Course Committee, President	2020	2025	Defined planning process, Updated technology plan; Revised planning process	Title III Part F
Improve utilization of Jenzabar	Information Technology Online Course Committee, Deans & President / Office of Sponsored Programs	2020	2025	Placement test scores available through Jenzabar, Efficient reporting, Flagging for admissions and financial student alerts; Alumni records, Effective advising Module Process payroll	Title III Part F
Develop Risk Management Plan	President, Board of Regents, Administration Cultural & Wellness Director	2020	2025	Improved campus safety	Build into existing budget 514
Obtain land trust for Wabanung Campus & Arts and Agricultural Building	President, Board of Regents	2020	2025	College stays on reservation	Built into existing budget 514-need additional funding

Evaluate cafeteria to better meet student needs; include evening availability	Administration, Food Service Staff	2020	2025	Increased use of cafeteria and catering services	
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Expand opportunities for student employment at the college	Deans/ Financial Aid/President, Cultural & Wellness Director, Office of Sponsored Programs	2020	2025	Opportunities for student work in bookstore, food service, fitness center, library, and as support staff	Expanded enrollment, increased operations
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OBJECTIVE 6: Community Outreach: Develop and increase opportunities for College, Community and Tribal interface.

Develop Public Relations Plan	President, Deans	2020	2025	Action plan to deal with public announcements, risk	Built into existing budget Title III
Update & Develop College Marketing Plan	President, Deans	2020	2025	Marketing infrastructure, Improved enrollment and public relations	514
Expand bookstore to include gift shop (featuring locally made products)	Dean of Student Services	2020	2025	Established gift store operations	Seek grant funding for start-up/514
Expand food service for outreach events, possible catering	President, Food Service Staff	2020	2025	Catering operations launched	??

OBJECTIVE 7: Learning Resources: Improve student access to learning resources.

Action	Responsible	Beginning	Completion	Product	Budget Allocation
Enhance Student Success Center	Dean of Instruction, Dean of Student Services	2020	2025	Additional resources for students, Improved student learning	Title III
Enhance Early Childhood Learning Center (OCC Child Care)	Administration, Child Care Director, ECE Department Chair	2020	2020	Center in operation, students able to observe and complete practicums	Need to seek additional funding
Research, evaluate, and make recommendations for best uses of IT	IT, Deans, Department Chairs	2020	2025	Recommendation report	Built into existing budget Title III