

**CHIEF DULL KNIFE COLLEGE STRATEGIC PLAN
2013 – 2018**

Strategic Initiative 1: Provide Quality Educational Opportunities for Students attending Chief Dull Knife College. (Core Theme) (Institutional Goals 2 and 3)

Objectives:

- Students who transfer will be prepared for baccalaureate studies.
Goal 1a: Collaborate with Tribal Education to track students in transition and follow-up
Goal 1b: Identify funding for full-time instructional positions in Social Science, Health/Wellness, Math, and Education

- Students who complete vocational training will have the necessary skills for jobs within their area of study.
Goal 1c: Develop CNA certification program
Goal 1d: Develop Environmental Technician AAS degree program
Goal 1e: Collaborate with TERO to provide CDL training and certification
Goal 1f: Facilitate driver training classes

- Students entering CDKC with documented remediation needs will be given the opportunity to enroll in the developmental coursework necessary to improve their skills in reading, writing, and mathematics.
Goal 1g: Promote college preparation with local schools

Indicators:

- Academic Foundations aligned with the Montana University System
- Student retention
- Student learning outcomes assessment
- Degree completion rates
- Success of transfer students
- Remediation transition success
- Student course evaluations
- Employer satisfaction
- Student satisfaction
- New degree/certificate programs

Strategic Initiative 2: Provide Educational Resources and Experiences that Facilitate Life Long Learning. (Core Theme) (Institutional Goal 2)

Objectives:

- Provide a wide range of lifelong learning opportunities
Goal 2a: Increase part-time student enrollment
Increase number of evening class offerings
Goal 2b: Increase extension program offerings
Goal 2c: Implement distance education instruction
Goal 2d: Establish distance education relationships with four year institutions (2 + 2)
Goal 2e: Implement Service Learning requirement for graduation

- Provide professional development and skill enhancement training for local business and agencies
Goal 2f: Community survey identifying community/program needs
Goal 2g: Develop internship opportunities for students

Goal 2h: Participate and collaborate with Otter Creek Initiative Committee

Goal 2i: Collaborate with tribal government to identify training needs

Goal 2j: Develop entrepreneurship program to promote small business development

- Provide library services and facility resources to the community
- Goal 2k:** Develop formal archival storage plan

Indicators:

- Part-time student enrollment increase
- Evening course offerings and enrollment
- Courses offered via distance education
- Service learning experiences developed and completed
- Collaboration with area employers and institutions
- Enrollment and completion of ABE/GED programs
- Extension and outreach program participation
- Library usage by students, faculty, community, tourists
- Archival Storage Plan and access

Strategic Initiative 3: Provide Teaching, Research, and Preservation...that Promote Traditional Cheyenne Culture, Language and History. (Core Theme) (Institutional Goal 4)

Objectives:

- Provide a comprehensive Cheyenne language program to reinvigorate and sustain the language
Goal 3a: Provide technology based Cheyenne language instruction
- Promote awareness of Cheyenne knowledge and skills in an eco-friendly campus environment
Goal 3b: Integrate Northern Cheyenne specific cultural knowledge into course offerings
Goal 3c: Increased cultural awareness workshops/seminars
Goal 3d: Establish stakeholder committee for cultural education
Goal 3e: Expand cultural emphasis on web page and throughout facilities
- Initiate research relevant to Northern Cheyenne language, culture, and history and provide for archival development that will be accessible.
Goal 3f: Promote cultural surveying utilizing tribal technicians
Goal 3g: Develop brochures that accurately depict historical sites from Cheyenne perspective

Indicators:

- Enrollment in and completion of Cheyenne language courses
- Cultural research projects initiated
- Ecological/environmental projects and renovations
- Increased number of fluent Cheyenne Language speakers
- Expanded Cheyenne culture course offerings
- Florence Whiteman Cultural Learning Center utilization for cultural research

Strategic Initiative 4: Maintain Effective Institutional Business Processes (Institutional Goal 1)

Objectives:

- Increase use of technology to improve intracampus communication and business processes
Goal 4a: Develop faculty exchange site on college intranet for sharing ideas/suggestions
Goal 4b: Require 10% line item in all grants for Information Technology services

- Improve effectiveness of external marketing and communication
 - Goal 4c:** Contract with a marketing web designer to promote marketing and outreach
 - Goal 4d:** Create departmental brochures that promote activities/programs
- Increase staff effectiveness by providing opportunities for professional growth and development
 - Goal 4e:** Provide annual staff retreat focused on planning
 - Goal 4f:** Promote professional development for all employees
- Improve processes for policy review and master planning
 - Goal 4g:** Develop and implement formal schedule for policy review
 - Goal 4h:** Update manuals/catalogs/handbooks annually

Indicators:

- Paperless business processes
- Percentage of faculty, staff, administration who have adequate access to institutional data
- Student satisfaction with streamlined application, enrollment, and registration
- Presence of marketing and external communication structure and process
- Percentage of staff that agree that they have access to continuing training
- Structure and plans identified for policy review and campus master planning

Strategic Initiative 5: Increase Institutional Financial Strength and Sustainability (Institutional Goal 1)

Objectives:

- Increase endowment and provide for major funding projects
 - Goal 5a:** Implement CDKC Foundation
 - Goal 5b:** Initiate funding drive for Campus Master Plan construction activities
 - Goal 5c:** Finalize tribal council – college land acquisition agreement
- Develop a formal alumni association
 - Goal 5d:** Develop alumni data base and survey interest in association
- Maintain salary structure that promotes institutional effectiveness
 - Goal 5e:** Review salary schedule every four years for effectiveness within budget limitations
 - Goal 5f:** Provide for a campus wide position audit every four years
- Increase revenue generated by existing campus facilities
 - Goal 5g:** Implement facility usage rates
- Maintain effective and professional grant management processes
 - Goal 5h:** Hire institutional grant writer to work in Office of Sponsored Programs
 - Establish an Office of Institutional Research

Indicators:

- Amount of funding raised from donors and projects
- Number of alumni who belong to association
- Analysis of salary structure completed every four years with external benchmarking
- Number of types of programs utilizing campus facilities per year
- Office of Sponsored Programs is staffed independent of Business Office
- Department heads and Primary Investigators affirm they have access to budgets annually