



STRATEGIC PLAN 2022-24



ACKNOWLEDGMENT

OKI MY RELATIONS,

I am pleased to present Blackfeet Community College's new strategic planning document.

What you are about to see is the culmination of over a year of focus groups, on-campus strategic planning sessions and a community-wide needs assessment survey.

This engagement and data collected has lead the College to focus on three primary goals, engaging students, faculty and staff, connecting success with wellness and expanding programs of study to become a four-year degree institution.

As members of the community, we invite you to give feedback on this strategic plan as we finalize it to implement it into action.

Thank you for your time,

Brad Hall, *President*

Blackfeet Community College

The purpose of Blackfeet Community College is to provide the Blackfeet Nation and our “universal community” access to quality educational programs that prepare students for achievement in higher education, meaningful employment, basic skills instruction, and community education, while integrating the Blackfeet culture and language.

CORE THEMES – WHAT WE DO

Access. Providing access to all members of the community's service district who desire education and training enabling them to pursue life-long educational opportunities.

Achievement in higher education. Providing opportunity for students to earn academic degrees and supporting their transfer to upper division higher education institutions.

Meaningful employment. Providing opportunity for students to earn degrees and certificates that would qualify them to gain meaningful employment.

Basic skills. Providing students with programs and courses that will increase their likelihood of academic success.

Continuing education. Providing the community with courses and programs that enrich community life and support line-long education.

Integrating Blackfeet culture and language. Providing programs and courses that sustain the past and promote the vitality of the Blackfeet Nation's future.

CORE VALUES – HOW WE DO IT

It is the vision of Blackfeet Community College to strengthen and enrich our community through quality education integrating the Nii-tsi-ta-pi world of knowledge. In recognition of the fact that we all have values that are shaped and developed through our interactions with others, and that these values shape our thoughts and actions, Blackfeet Community College students, staff, and Board of Trustees adopt the following core values:

Tsi-ksi-ka-ta-pi-wa-tsin – Blackfeet Way of Knowing. Blackfeet culture/spirituality in philosophy, thought, and action.

Nin-na-wa-tsin – Being a Leader. Professionalism, integrity, and responsibility in human interaction.

Ini-yimm – Respect. Respect for ones self, all other people, all ideas and each thing in the natural world.

Ni-ta-pi-pa-ta-pi-tsin – Living in a Good Way. Honest in all thoughts and actions.

Ii-yi-kah-kii-ma-tsin – Trying Hard. Commitment, dedication, and sincerity in the pursuit of all our goals.

Aoh-kan-otah-tomo – Accepting Everyone. Embracing the unique talents and contributions of each individual.

Ii-ta-mii-pa-ta-pi-yoip – Happy Living. Humor, laughter, and enjoyment of life.

PHASES

PHASE 1 COMMUNITY NEEDS ASSESSMENT

January – July 2022

Through data analysis, student surveys, and interviews with students, faculty, staff, alumni, and community partners, BFCC developed a deep understanding of our community needs to guide our strategic plan.

PHASE 2 STRATEGIC PLANNING

January – September 2023

Further clarity came from a community survey with over 500 responses. Faculty and staff met to review data, and to identify key objectives and strategies. The BFCC leadership team then refined the key elements of the plan for Board of Trustee, faculty, staff and student review.

PHASE 3 ACTION PLANNING

October – December 2023

BFCC divisions developed action plans for priority objectives and strategies; identified relevant metrics and timelines; and identified additional resources needed to implement our strategic plan.

STRATEGIC PLANNING COMPONENTS

Goals. Areas of focus that are aligned to the mission and vision of the College

Objectives. Specific outcomes that advance a goal

Strategies. Specific actions to achieve the objective

Shared Leadership. Persons or parties responsible for implementing a strategy

Metrics. The ways in which we measure progress in meeting objectives

STRATEGIC PLAN OVERVIEW

Goal 1.1 Recruitment of Students

Goal 1.2 Student Engagement & Instruction

Goal 1.3 Retainmentment of Students

Goal 2.1 Student Success & Well-Being

Goal 2.2 Faculty Success & Well-Being

Goal 2.3 Staff Success & Well-Being

Goal 3 Expand Academic Programs



FOSTER AND BUILD THE NEXT GENERATION OF BLACKFEET COMMUNITY COLLEGE LEADERS

GOAL 1.1

GOAL 1.2

GOAL 1.3



GOAL 1.1. INCREASE STUDENT RECRUITMENT EFFORTS

OBJECTIVE 1

Reduce financial barriers for students attending BFCC

STRATEGIES

- Increase scholarship and waiver opportunities
- Establish free or low-cost dual enrollment opportunities
- Promote student work study job opportunities (increase wage if current wage is too low)
- Provide child care on campus (including in the evenings)
- Offer students incentives for participation in orientation and high-yielding student success strategies

OBJECTIVE 2

Ask BFCC faculty members to teach a class, provide a guest lecture, or make a presentation at local high schools to build relationships and help kids see they can succeed at BFCC

- BFCC faculty members present at local high schools



GOAL 1.1. INCREASE STUDENT RECRUITMENT EFFORTS

OBJECTIVE 3

Ask recruitment, admissions, and orientation staff members to provide mini-lessons and/or activities for prospective students to give them exposure to college coursework

STRATEGIES

- Increase number of student engaging in mini-lessons and/or activities

OBJECTIVE 4

Build a campaign for advertising program/course options

- Use past and current student stories to conduct outreach
- Increase marketing efforts to include multimedia, social media, and billboards

OBJECTIVE 5

Connect success to wellness

- Create pre-college programing with Mental Health Support Specialist/Peer Support Team

GOAL 1.2. INCREASE STUDENT ENGAGEMENT AND PROVIDE MORE INSTRUCTIONAL OPTIONS

OBJECTIVE 1

Engage school, community, and employer partnerships



STRATEGIES

- Increase faculty/staff member participation in community-based events and activities
- Increase participation in the Community Advisory Board (CAB)
- Expand the college's network by engaging with local employers to increase experiential and hands-on learning opportunities
- Provide more project-based internships and job placement support
- Highlight the college's divisions/departments during open house activities at the beginning of each semester

GOAL 1.2. INCREASE STUDENT ENGAGEMENT AND PROVIDE MORE INSTRUCTIONAL OPTIONS

OBJECTIVE 2

Provide opportunities for in-person, online, and hybrid instruction



STRATEGIES

- Provide online course development/delivery and CANVAS training to faculty members
- Increase IT support for faculty members, staff members, and students on how to access and navigate online and hybrid platforms
- Increase the number of in-person, online, and hybrid instruction enrollments and completions
- Establish faculty learning communities to share teaching delivery methods, assessment strategies, and resources for project-based learning to allow for more self-expression and creativity in coursework
- Consider the impact of in-person, online, and hybrid learning opportunities on all program/course learning outcomes
- Host monthly sponsored lunches/events that give students, faculty members, and staff members an opportunity to engage with Elders
- Offer inclusive engagement touchpoints during division/committee meetings

GOAL 1.2. INCREASE STUDENT ENGAGEMENT AND PROVIDE MORE INSTRUCTIONAL OPTIONS

OBJECTIVE 3

Advance understanding and use of Blackfeet ways of knowing

STRATEGIES

- Consider how greater understanding of Blackfeet ways of knowing can impact all program/course learning outcomes
- Host monthly sponsored lunches/events that give students, faculty members, and staff members an opportunity to engage with Elders

OBJECTIVE 4

Replicate the bands (division) and societies (campus-wide committees) model on campus

- Offer inclusive engagement touchpoints during division/committee meetings

GOAL 1.3. INCREASE STUDENT RETAINMENT

OBJECTIVE 1

Increase math and writing tutoring services on campus

STRATEGIES

- Offer a scheduled tutoring lab for math and writing (as well as drop-in tutoring times)
- Ask faculty members to promote tutoring services in their courses
- Identify other tutoring needs

OBJECTIVE 2

Use Blackfeet ways of knowing in every course and in student support planning and model development

- Integrate the Blackfeet culture and language into events/activities
- Integrate holistic student supports in the Student Success/ Student Center
- Develop an annual student engagement calendar or events/activities
- Refine course evaluations to allow for greater student input on their learning, including feedback that can improve faculty growth and performance

GOAL 1.3. INCREASE STUDENT RETAINMENT

OBJECTIVE 3

Identify high-risk students/populations to create a detailed success plan

STRATEGIES

- Establish a peer support network
- Engage the Knowledge Carriers Lodge (Elders)
- Provide reintegration support for veterans and students who have formerly been incarcerated or in drug or alcohol treatment

OBJECTIVE 4

Provide wellness activities and mental health services on campus

- Engage the Mental Health Support Specialist/Peer Support Team
- Schedule wellness events/activities during times that do not conflict with courses

OBJECTIVE 5

Provide more courses after hours, on weekends, and during summer

- Offer more courses after hours, on weekends and during summer enrollments/completions

**CULTIVATE A HOLISTIC,
BLACKFEET-CENTERED
APPROACH TO SUCCESS
AND WELL-BEING FOR
STUDENTS, FACULTY
AND STAFF**

GOAL 2.1

GOAL 2.2

GOAL 2.3



GOAL 2.1 INCREASE STUDENT SUCCESS AND WELL-BEING

OBJECTIVE 1

Emphasize students' self-care during programs/courses



STRATEGIES

- Conduct division band meetings and TCCC 099 and 101
- Host an annual Health and Wellness Day
- Provide incentives for participation in self-care activities
- Expand student access to current/new partnerships with community-based resources ensuring that students have access to timely, affordable, and culturally relevant supports on campus and in the community
- Provide students with after hours in-person, telephone, or virtual counseling (academic, career, mental health) sessions through the Peer Support Team/network
- Establish a semester-based wellness series

GOAL 2.1 INCREASE STUDENT SUCCESS AND WELL-BEING

OBJECTIVE 2

Establish an Elder hub to better integrate cultural and linguistic practices and resources on campus

STRATEGIES

- Hold regular cultural events/activities that give students the opportunity to engage with Elders
- Integrate Elder knowledge into instructional delivery
- Increase students' participation in ceremonies and access to Blackfeet language and cultural traditions

OBJECTIVE 3

Collect student feedback related to connecting success to wellness initiatives

- Conduct pre and post self-assessments for the student wellness initiative
- Participate in “check-ins” in courses
- Establish student recognition platform, awards, and scholarships

GOAL 2.1 INCREASE STUDENT SUCCESS AND WELL-BEING

OBJECTIVE 4

Explore peer support development needs of students regarding supporting identified populations

STRATEGIES

- Offer peer support trainings/workshops
- Develop Student Center Food Pantry to address food insecurity
- Solicit feedback from students regarding housing needs and use it to inform the development of student housing



GOAL 2.2 INCREASE FACULTY MEMBER SUCCESS AND WELL-BEING

OBJECTIVE 1

Emphasize self-care in personal and professional development



STRATEGIES

- Incorporate wellness activities into campus meetings
- Host an annual Health and Wellness Day
- Provide incentives for participation in self-care activities
- Expand current/new partnerships with community-based resources to ensure faculty members have access to timely, affordable, and culturally relevant supports on campus and in the community
- Provide faculty members with after hours in-person, telephone, or virtual counseling (career, mental health) sessions through the Peer Support Team/network
- Establish a semester-based wellness series

GOAL 2.2 INCREASE FACULTY MEMBER SUCCESS AND WELL-BEING

OBJECTIVE 2

Establish an Elder hub to better integrate cultural/linguistic practices and resources on campus

STRATEGIES

- Promote faculty involvement in cultural events/activities that give them the opportunity to engage with Elders
- Increase Elder course enrollment and knowledge integration across the curriculum
- Increase faculty members' participation in ceremonies and access to Blackfeet language and cultural traditions

OBJECTIVE 3

Collect faculty feedback related to connecting success to wellness initiatives

- Conduct pre and post self-assessments for the faculty wellness initiative
- Incorporate “check-ins” into division meetings
- Establish Institutional Effectiveness and Wellness Committee faculty/staff professional development, policy/evaluation, and recognition
- Encourage a strong learning community among faculty members, staff members, and administrators to enhance use of benefits

GOAL 2.2 INCREASE FACULTY MEMBER SUCCESS AND WELL-BEING

OBJECTIVE 4

Explore faculty members' peer support development needs

STRATEGIES

- Offer peer support trainings/workshops
- Encourage faculty members to address food insecurity when hosting events/activities
- Solicit feedback from faculty members regarding housing needs and use it to inform the development of faculty housing



GOAL 2.3 INCREASE STAFF MEMBER SUCCESS AND WELL-BEING

OBJECTIVE 1

Emphasize self-care in personal and professional development



STRATEGIES

- Incorporate wellness activities into campus meetings
- Host an annual Health and Wellness Day
- Provide incentives for participation in self-care activities
- Expand current/new partnerships with community-based resources to ensure staff members have access to timely, affordable, and culturally relevant supports on campus and in the community
- Provide staff members with after hours in-person, telephone, or virtual counseling (career, mental health) sessions through the Peer Support Team/network
- Establish a semester-based wellness series

GOAL 2.3 INCREASE STAFF MEMBER SUCCESS AND WELL-BEING

OBJECTIVE 2

Establish an Elder hub to better integrate cultural/linguistic practices and resources on campus

STRATEGIES

- Promote staff involvement in cultural events/activities that give them the opportunity to engage with Elders
- Promote Elder course enrollment and knowledge integration across the curriculum
- Increase staff members' participation in ceremonies and access to Blackfeet language and cultural traditions

OBJECTIVE 3

Collect staff member feedback related to connecting success to wellness initiatives

- Conduct pre and post self-assessments for the staff wellness initiative
- Incorporate “check-ins” into department meetings
- Establish Institutional Effectiveness and Wellness Committee faculty/staff professional development, policy/evaluation, and recognition
- Encourage a strong learning community among faculty members, staff members, and administrators to enhance use of benefits

GOAL 2.3 INCREASE STAFF MEMBER SUCCESS AND WELL-BEING

OBJECTIVE 4

Explore staff members' peer support development needs

STRATEGIES

- Provide peer support trainings/workshops
- Encourage staff members to address food insecurity when hosting events/activities
- Solicit feedback from staff members regarding housing needs and use it to inform the development of staff housing



**EXPAND LEARNING
OPPORTUNITIES THROUGH
ADDITIONAL CERTIFICATE
AND DEGREE PROGRAMS**

GOAL 3



GOAL 3. EXPAND ACADEMIC PROGRAMS

OBJECTIVE 1

Broaden four-year degree opportunities by prioritizing, developing, and implementing expanded or new programs of study



STRATEGIES

- Offer Health Science (two-year, prerequisite)/BSN Program
- Offer BS Elementary Education (current 2+2 agreement with UM-Western and Stone Child College)
- Offer BS Early Childhood Education (current 2+2 agreement with Salish Kootenai College and Stone Child College)
- Offer BS Social Work (current 2+2 agreement with UM-Missoula, in conjunction with Old Sun Community College [Siksika])
- Offer 2+2 Business Administration (current articulation agreement with MSU-Northern)
- Offer 2+2 Environmental Science (based on two-year program with UM-Missoula)
- Offer 2+2 Anthropology (based on existing courses with UM-Missoula)
- Increase faculty member access to graduate degree programs
- Consider other potential four-year programs in liberal studies, Piikani studies, Native American studies, Information studies, and art and cultural expression

GOAL 3. EXPAND ACADEMIC PROGRAMS

OBJECTIVE 2

Broaden workforce certificate, licensing, and degree opportunities by prioritizing, developing, and implementing expanded or new programs of study

STRATEGIES

- Implement a one-year certificate in Industry Trades with a two-year trade emphasis
- Expand Continuing Education Unit (CEU) offerings among academic divisions to promote pre- and post-graduation as well as community workforce development
- Consider four other potential programs of study: information studies, art and cultural expression, radiology, medical laboratory technician, or other less-than-two-year workforce options

OBJECTIVE 3

Develop institutional policies that articulate best practices for expanding degree opportunities and enhancing student support

- Develop institutional policies that articulate best practices for expanding degree opportunities and enhancing student support
- Develop and implement an employee grant compensation policy to encourage faculty and staff members to write proposals, accept/manage funding
- Increase staff member access to graduate degree programs