



**Ilisagvik College**

**Strategic Plan**

**FY22**

**Vision, Priorities, and Outcomes**

**Approved by Board of Trustees June 17, 2021**

## **Introduction**

Based upon surveys, data reports, feedback from Iḷisaġvik College students, faculty and staff, the public, various North Slope employers and organizations, and recommendations made by the administration, the Iḷisaġvik College Board of Trustees adopts this Strategic Plan, amended as of June 17, 2021. The Strategic Plan, which flows from the Vision and Mission of the College, establishes long range strategic priorities for Iḷisaġvik College to pursue, and contains outcomes for each of those goals which help to further clarify direction and provide the Board with measurable actions from which it is able to gauge the progress of the institution. Thus, the priorities in this Strategic Plan represent the long term ambitions of the institution, while the outcomes represent more mid-range and shorter term ends which help to implement the priorities. Through the continuing and persistent pursuit of these goals, the College moves gradually toward accomplishing its vision.

Each year, the Board of Trustees meets in workshop format with its administration to review the progress the institution has made toward attaining these strategic priorities and outcomes and to discuss what has been sufficiently accomplished, what needs continuing action, what needs greater emphasis, and what should be added or deleted from the Strategic Plan. This annual review may result in the addition or deletion of various outcomes and, occasionally, priorities. Other appropriate modifications expressed as new priorities and outcomes may be added from time to time.

At the 2021 planning workshop, the Board was pleased with the College's progress toward its goals and, upon the recommendations of the administration and its analysis of the administration's year-end report, modified outcomes for some of the priorities in the Strategic Plan.

Despite the COVID-19 Pandemic and overall economic climate, Iḷisaġvik College continued its successful efforts to obtain funding support from private sources as well as state support through the Career and Technical Education Program. The College's enrollment over the past five years reflects the College's focus on serving the education and training needs of North Slope employers and other stakeholders. The Board of Trustees believes that continuing enrollment growth, improving student retention and success, and enhancing village instruction are continuing priorities that will achieve the College's vision and mission, particularly with regard to attracting and retaining program active students.

The Strategic Plan guides the administration's efforts throughout the year. Following adoption of the modified Strategic Plan, the administration initiates and implements actions which it uses to guide it toward the accomplishment of the outcomes. The Strategic Plan contains within it a reporting schedule so that the Board is advised of progress on a regular basis. The bulk of the progress reporting occurs at the June planning workshop, although interim reports are provided during the year.

## **Tikisaksraq/Vision:**

Ikayuutauluta Nunaaqqiñun Suañjaktaağlugit Ilisaġnikunlu Surağallasiñikunlu.  
To Help Build Strong Communities through Education and Training.

## **Sivuniq/Mission:**

Ilisaġvik College iłisalluatağviqaqtitchiruq iłisavsaallasiniğmun, savaaqallasiniğmun suli sum savagnağniñagun ilisaġviqaqhutin sivunmun suli suañjaktaallavlugu Iñupiat iñuuniağusiat, Iñupiuraağníyat, piqpagiranjisigun, suli pirağausiñisigun.

Ilisaġvik College provides quality post-secondary academic, career and technical education in a learning environment that perpetuates and strengthens Iñupiat culture, language, values and traditions.

Naparuq ikayuutauvluni ilisaqtuanun suli naupkaqługi iłitchilluatañaruat suli anniqsuutaullasijaruat savaktiksrat North Slope-miļu State of Alaska-miļu.

It is dedicated to serving its students and developing a well-educated and trained workforce who meet the human resource needs of North Slope employers and the state of Alaska.

Iñupiaqatigiigñiq: Traditional Iñupiaq Values

**Aviktuaqatigiigñiq:** Sharing

**Iñupiuraallaniq:** Knowledge of Language

**Paammaağigñiq:** Cooperation

**Iłagiigñiq:** Family and Kinship

**Quvianġuniq:** Humor

**Ağuniallaniq:** Hunting Traditions

**Nagliktuutiqağniq:** Compassion

**Qiñuiññiq:** Humility

**Paaqłaktautaiññiq:** Avoidance of Conflict

**Ukpiqqutiqağniq:** Spirituality

**Piçpakkutiqağniq suli Qiksiksrautiqağniq**

**Utuqqanaanun Allanullu:**

Love and Respect for Our Elders and One Another

**Qiksiksrautiqağniq Iñuuniağvigmun:** Respect for Nature



## **Priority 1: Build the student enrollment of Ilisagvik College.**

### **Outcomes**

1. Using data from the previous five years as a baseline, increase full-time and part-time student enrollment in degree and certificate programs by 3%, with an increase of overall credit hour enrollment by 5%.
2. Using data from the previous year as a baseline continue to foster statewide partnerships with Alaskan communities to increase enrollment numbers of off-slope students by 3%.
3. Using data from the previous year as a baseline, increase enrollment of 17 – 23-year-old students by 3%.
4. Using data from the previous year as a baseline, increase overall enrollment of Alaska Native/American Indian students in order to maintain eligibility as a tribal college (51% or higher Alaska Native/American Indian enrollment).
5. Using data from the previous year as a baseline, increase participation in adult education by 5%. Increase GED graduate enrollment into degree and certificate programs by 3%.
6. Continue to support and report on dual credit enrollment.
7. Continue collaboration with major employers to attract their employees into certificate and degree programs in order to build a more highly educated workforce. As part of this focus, faculty and training personnel will work with employers on curriculum design and recruiting their employees as students.
8. Develop internship programs to provide and track student placement opportunities.
9. Using data from the previous five years as a baseline increase Continuing Education Unit (CEU) hours earned by 5% overall and by 10% on-site in villages.

## **Priority 2: Improve retention, persistence, and completion in programs.**

### **Outcomes**

1. Increase the rate at which students successfully complete courses and programs each semester.

2. Continue to employ strategies that help improve the College's retention, persistence, and completion rates as evidenced by data collected by student interviews, surveys, course completion, program persistence, and grant activities.
3. Using data from the previous year as a baseline, increase GED graduates by 5%.
4. Explore and/or develop a mechanism to track education and career transitions in current and graduating students.
5. Foster career and educational attainment for Iñisaġvik College students and graduates by facilitating transfers to other 4-year colleges or universities and employment placement.
6. Continue the services and programming that Tuzzy Library provides to students, staff, faculty, life-long learners, and the region.

**Priority 3: Explore the means by which North Slope Borough students might achieve better preparation for college level courses.**

**Outcome**

1. Continue to partner with North Slope stakeholders in implementing a Borough-wide seamless transition plan which focuses on preparing elementary, middle, and high school students for higher education, training, and meaningful career and employment opportunities.

**Priority 4: Achieve sustainable sources of operating funds.**

**Outcomes**

1. Maintain an active, on-going partnership with the North Slope Borough Mayor's Office and with the North Slope Borough Assembly to ensure a sustainable level of borough funding.
2. Encourage the Iñisaġvik College Foundation Board of Directors to build its endowment to provide a long-term source of unrestricted revenues from its investment earnings.
3. Increase contributions from private donors through fundraising efforts by 10%

from the previous calendar year.

4. Continue to request funding through the State of Alaska for workforce development, capital expenditures, and general operating support. Continue relationship building with state officials, government officers, others in Juneau, and around the state.
5. Continue to execute the grant funding strategy that aligns with the College's mission and values. The strategy supports current funding levels and prioritizes securing at least three new sources of grant funding each year, with a goal of increasing grant awards by 10% from the previous calendar year.
6. Foster partnerships with local, regional, state, federal and international entities to increase support for Iḷisaġvik College.
7. Intensify the Board of Trustees role in advocacy on behalf of College funding. Provide advance notice to Trustees of recruitment and advocacy opportunities and events during the year.

**Priority 5: Maintain an updated master plan for current and future Iḷisaġvik College facilities.**

**Outcomes**

1. Implement the Long-Term Facilities Master Plan. Continue to review and update the plan annually. Connect with stakeholders to implement plan.
2. Work with Ukpeaġvik Iñupiat Corporation to solidify a lease or purchase for the identified land.
3. Continue to monitor and implement where appropriate the New Iḷisaġvik College Campus (NICC) Development Plan of Action and Capital Campaign.

**Priority 6: Continue to improve internal management systems and maintain emphasis on being a client service-oriented institution.**

**Outcomes**

1. Continue to improve administrative and academic support systems.
2. Continue College and community wide communication including implementation of new systems and processes.

3. Attract, develop, and retain a highly qualified and talented workforce. Focus on local hire. Strengthen institutional capacity.
4. Continue to evaluate all full-time and part-time faculty members according to the faculty evaluation schedule. Using multiple indices, provide review and feedback to instructors in a timely manner. Support appropriate salary schedule.
5. Maintain the annual performance-based permanent staff evaluation program and continue to support appropriate staff compensation plans.
6. Improve performance through leadership and career development.
7. Continue to collect and utilize institutional research data to inform the decision making process. Present the Institutional Research Report yearly to the Board of Trustees.

**Priority 7: Improve village instruction, including distance delivery and on-site village classes.**

**Outcomes**

1. Using data from the previous year as a baseline, increase village student enrollment in for-credit courses by 5%.
2. Continue to diversify the number and type of course offerings to the villages.
3. Continue to identify barriers to distance delivery programs. Develop strategies to improve service to distance students.
4. Continue to provide tutorial assistance to students in each village.
5. Measure student completion in village based instruction.

**Priority 8: Ensure ongoing commitment to Indigenize the institution.**

**Outcomes**

1. Cultivate an organizational environment that prioritizes Iñupiaq culture, language, values, and traditions for staff, faculty and students. Staff and faculty will participate

in initiatives and efforts that support Iḷisaġvik as a tribal college. Provide faculty development opportunities to learn and understand the Iñupiaq worldview.

2. Iḷisaġvik will be elementally integrated with the Iñupiaq community by providing opportunities to connect with students, staff and faculty (on-site or community events, guest speaker opportunities, student presentations, etc.).
3. Implement and/or amend institutional policies, procedures, and guidelines in order to support tribal higher education initiatives and align with Iñupiaq culture, language, values, traditions, and worldview.

**Priority 9: Continue to be responsive to a curriculum relevant to the needs of the North Slope.**

**Outcomes**

1. Develop programming to support the human resource needs of the North Slope and Alaska, preparing our students for professional, academic, and vocational careers.
2. Strengthen and cultivate relevant curricula that incorporate Iñupiat culture, language, values, and traditions.
3. Continue to support studies for teacher preparation programs on the North Slope and elsewhere in the state. Collaborate with North Slope Borough School District (NSBSD) and other partners to accomplish this outcome.
4. Continue to foster the Cooperative Extension Program to support community driven needs, requests, in support of life-long learning.



## REPORTS DUE TO BOARD BY QUARTER

Goals	Fall meeting 1 <sup>st</sup> Quarter	Winter meeting 2 <sup>nd</sup> Quarter	Spring meeting 3 <sup>rd</sup> Quarter	Summer meeting Administration's Year-End Report
<b>Administrative Reports</b>	<ul style="list-style-type: none"> <li>President's Report</li> <li>Program Highlight</li> <li>Board Professional Development</li> </ul>	<ul style="list-style-type: none"> <li>President's Report</li> <li>Program Highlight</li> <li>Board Professional Development</li> </ul>	<ul style="list-style-type: none"> <li>President's Report</li> <li>Program Highlight</li> <li>Board Professional Development</li> </ul>	<ul style="list-style-type: none"> <li>Year-End Report (identifies all goals and outcomes)</li> <li>Accreditation Report, as needed</li> <li>Strategic Planning Session</li> <li>Institutional Research Report</li> </ul>
	<ul style="list-style-type: none"> <li>Summer Enrollment Report (includes completion)</li> </ul>		<ul style="list-style-type: none"> <li>Fall Enrollment Report (includes retention, persistence, and completion)</li> </ul>	<ul style="list-style-type: none"> <li>Spring Enrollment Report (includes, persistence and completion)</li> </ul>
	<ul style="list-style-type: none"> <li>Quarterly Finance Report</li> <li>Ilisaġvik College Foundation Report</li> </ul>	<ul style="list-style-type: none"> <li>Adopt FY Budget</li> <li>Recommend Transfer of \$\$ from Fund Balance to Foundation Endowment, if any</li> <li>Quarterly Finance Report</li> <li>Approval of Annual Audit</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Finance Report</li> <li>NSB Budget Hearing Discussion</li> <li>Ilisaġvik College Foundation Report</li> <li>Board Advocacy Refresher</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Finance Report</li> </ul>
		<ul style="list-style-type: none"> <li>Interim Progress Report on Curriculum Development</li> </ul>		
	<ul style="list-style-type: none"> <li>Long Term Facilities Master Planning Report</li> </ul>	<ul style="list-style-type: none"> <li>Long Term Facilities Master Planning Report</li> </ul>	<ul style="list-style-type: none"> <li>Long Term Facilities Master Planning Report</li> </ul>	