



**FY 23 Iḷisaġvik College Strategic Plan 2022-2024**

**Vision, Mission, Priorities, and Outcomes**

***Approved by Board of Trustees June 29, 2022***

**Tikisaksraq/Vision:**

Ikeyuutauluta Nunaaqqiñun Suanjaktaağlugit Iłisağnikunlu Surağallasıñikunlu.  
To Help Build Strong Communities through Education and Training.

**Sivunıq/Mission:**

Iłisağvik College iłisalluatağvıqaqtıchıruq iłisavsaałlasınığmun, savaaqallasıñığmun sulı sum savagnağniğagun iłisağvıqaqhutıñ sivunmun sulı suanjaktaallavlugu Iñupiat iñuuniagañusiat, Iñupiuraağniğat, piqpagırañisigun, sulı pırağausiñisigun.

Naparuq ikayuutauvłuni iłisaqtuanun sulı naupkağługi iłitchiıluatanaruat sulı anniqsuutaallasiñaruat savaktiksrat North Slope-miļu State of Alaska-miļu.

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

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

**Iñupiaqatigıñıq: Traditional Iñupiaq Values**

- Qıksıksrautiqağniq Iñuuniagañvigmun – Respect for Nature**
- Signataiññıq – Sharing**
- Iñupiuraallaniq – Knowledge of Language**
- Paammaağiigñıq – Cooperation**
- Iłagiigñıq – Family and Kinship**
- Piqpakkutiqağniq sulı Qıksıksrautiqağniq Utuqqanaanun Allanullu – Love and Respect for Our Elders and One Another**
- Quvianğuniq – Humor**
- Anunıallaniq – Hunting Traditions**
- Nagliktuutiqağniq – Compassion**
- Qiñuiññıq – Humility**
- Paaqlaktautaiññıq – Resolution of Conflict**
- Ukpiqutiqağniq – Spirituality**



**IŁISAĞVIK COLLEGE**



## **Introduction**

Each year, the Board of Trustees meets with the administration in workshop format to review the progress the institution has made toward fulfilling its 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.

A variety of internal and external stakeholder meetings took place beginning in the Fall of 2021 that facilitated dialog to refine and guide the strategic outlook. The stakeholder groups held dedicated discussions to focus on priorities and outcomes. Ultimately, the Board was pleased with the College's progress toward its goals and, upon the recommendations of the administration and analysis of the administration's year-end report, modified outcomes for some of the priorities in the Strategic Plan.

During the 2021-2022 school year the board was given Strategic Plan updates via email, and during the summer, fall, and winter meetings. Additionally, an in-person and virtual meeting was held on April 1, 2022, to allow the administration, board, and the public to review the proposed changes.

The Strategic Plan, which flows from the Vision and Mission of the College, establishes long-range strategic priorities for Iḷisagvik College to pursue, and contains outcomes for each of those goals which help further clarify the direction and provide the Board with measurable actions by which 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 goals which help to fulfill the priorities. The continuous pursuit of these goals will gradually bring the college into line with its vision.

Following adoption of the modified Strategic Plan, the administration will initiate and implement actions to achieve the desired 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.

Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6
Indigenize the Institution	Build the Student Enrollment of Iḷisaḡvik College	Improve Student Achievement	Improve Village Instruction Across the North Slope	Ensure the Future of Iḷisaḡvik College	Build a Robust, Service-Oriented Organization.

<b>Priority 1</b> <b>Indigenize the institution</b>	<b>Outcome 1:</b> Implement and/or amend institutional policies, procedures, and guidelines in order to support tribal higher education initiatives and align with Iḷupiaq culture, language, values, traditions, and worldview.	<u>Indicators:</u> Ongoing policy & procedures revisions
	<b>Outcome 2:</b> Foster an organizational environment that perpetuates Iḷupiaq culture, language, values, and traditions for staff, faculty and students. Provide development opportunities to learn and understand the Iḷupiaq worldview.	<u>Indicators:</u> Cultural hours, UI initiatives, DE cultural courses, INU Lang Classes, Fine Arts Festivals, INU Corner postings
	<b>Outcome 3:</b> Develop relationships with the iḷupiaq community by providing opportunities to connect with students, staff and faculty.	<u>Indicators:</u> Community Events, Guest Speakers, Student Presentations
	<b>Outcome 4:</b> Strengthen and cultivate curricula that incorporate Iḷupiat Culture, language, values, and traditions.	<u>Indicators:</u> Iḷupiaq curriculum update
	<b>Outcome 5:</b> Develop programming to support the human resource needs of the North Slope and Alaska, preparing our students for professional, academic, and vocational careers	<u>Indicators:</u> New & developing curriculum, teacher education program update, communications with the NSBSD.
	<b>Outcome 6:</b> Foster outreach programming to support community-driven needs and requests in support of life-long learning.	<u>Indicators:</u> Non-credit outreach programming

<b>Priority 2</b>  <b>Build the Student Enrollment of Iḷisaḡvik College</b>	<b>Outcome 1:</b> Build enrollment of Alaska Native/American Indian students in order to maintain eligibility as a tribal college (51% or higher Alaska Native/American Indian enrollment).	<u>Indicators:</u> Overall headcount, AN headcount & enrollment (Fa, Sp, Su)
	<b>Outcome 2:</b> Over the next two years (by 2024) increase full-time and part-time student for-credit enrollment in degree and certificate programs to pre-pandemic five-year average of 212.	<u>Indicators:</u> Program active students, Headcount (Fa, Sp, Su)
	<b>Outcome 3:</b> Over the next two years (by 2024) increase Continuing Education Units (CEU) earned overall and off-site to pre-pandemic five-year average of 630.	<u>Indicators:</u> CEU, headcount ( Fa, Sp, Su)
	<b>Outcome 4:</b> Over the next two years (by 2024) continue to foster statewide partnerships with Alaskan Communities to increase enrollment numbers of off-Slope students to the five-year pre-pandemic average of 467.	<u>Indicators:</u> For-credit enrollment Off-slope P/A enrollment (Fa, Sp, Su)
	<b>Outcome 5:</b> Over the next two years (by 2024) increase enrollment of 17-23 year-old students to the five-year pre-pandemic average of 188.	<u>Indicators:</u> For-credit headcount (Fa, Sp, Su)
	<b>Outcome 6:</b> Over the next two years (by 2024) increase <u>NSBSD</u> dual-credit enrollment to the five-year pre-pandemic average of 105.	<u>Indicators:</u> NSBSD DC, headcount & enrollment
	<b>Outcome 7:</b> Collaborate with major employers to attract their employees into training programs in order to build a more highly educated workforce. Faculty and training personnel will work with employers on curriculum design, recruitment, development of internship and placement opportunities.	<u>Indicators:</u> CEU, Enrollment

<b>Priority 3</b>  <b>Improve Student Achievement</b>	<b>Outcome 1:</b> Maintain the rate at which students successfully complete courses each semester at 85% or higher.	<u>Indicators:</u> For-credit students, enrollment, (Fa, Sp) SIS & SMARTS Team
	<b>Outcome 2:</b> Maintain the following baseline rates for persistence, retention, and graduation rates: Persistence: 50% Retention: 36% (institutional) Graduation: 45% (AIMS)	<u>Indicators:</u> Program active, for-credit, persistence, institutional retention (AIMS), graduation (AIMS)
	<b>Outcome 3:</b> Maintain and/or improve academic excellence and workforce competencies for all students.	<u>Indicators:</u> Annual assessment of all program, degree and institutional learning outcomes and workforce competencies (Sp)
	<b>Outcome 4:</b> Maintain or increase support services to student engagement and learning.	<u>Indicators:</u> Adult education & tutorial assistance to village students; ICARE, LRC#, recruitment
	<b>Outcome 5:</b> Develop programming to support the human resource needs of the north slope and alaska, preparing our students for professional, academic, and vocational careers	<u>Indicators:</u> New & Developing curriculum, teacher education program update, communications with the NSBSD.
	<b>Outcome 6:</b> Foster outreach programming to support community-driven needs and requests, in support of life-long learning.	<u>Indicators:</u> Non-credit outreach programming

<b>Priority 4</b>  <b>Improve Village Instruction across the North Slope</b>	<b>Outcome 1:</b> Partner with North Slope stakeholders in implementing a borough-wide seamless transition plan to prepare primary and secondary school students for higher education, training, and career opportunities.	<u>Indicators:</u> Recruitment
	<b>Outcome 2:</b> Over the next two years (by 2024), increase village student enrollment in for-credit courses to pre-pandemic five-year average of 159.	<u>Indicators:</u> For-credit enrollment (Fa, Sp, Su)?
	<b>Outcome 3:</b> Develop and implement innovative course formats that support student learning in the villages.	<u>Indicators:</u> # course formats and enrollment Completion
	<b>Outcome 4:</b> Identify barriers to distance delivery programs and develop strategies to improve service to distance students	Indicators: Communications with NSBSD/NSB Ed-Tech/IT feedback Student feedback
	<b>Outcome 5:</b> Over the next three years (by 2024) increase successful course completion for village student to five-year pre-pandemic average of 88%.	<u>Indicators:</u> Village enrollment, completion (Fa, Sp, Su), for-credit?

<b>Priority 5</b>  <b>Ensure the future of Iḷisaġvik College</b>	<b>Outcome 1:</b> Review and update the long-term facilities master plan twice a year. Connect with stakeholders to implement plan.	<u>Indicators:</u> LTFMP Revisions, LTFMP Meetings Current facility upgrades
	<b>Outcome 2:</b> Monitor and implement (where appropriate) the new Iḷisaġvik College campus (NICC) development plan of action and capital campaign.	<u>Indicators:</u> Land Status (lease or purchase) NICC Committee actions
	<b>Outcome 3:</b> Maintain an active, ongoing partnership with the North Slope Borough Mayor’s Office, the North Slope Borough Assembly, and North Slope tribal funders to ensure a sustainable level of borough funding.	<u>Indicators:</u> Actions & interactions with partners
	<b>Outcome 4:</b> Encourage the Iḷisaġvik College Foundation Board of Directors to build its endowment to provide a long-term source of unrestricted revenues from its investment earnings	<u>Indicators:</u> Endowment account update
	<b>Outcome 5:</b> Increase contributions from private donors through fundraising efforts by 10% from the previous calendar year	<u>Indicators:</u> Fundraising & Donations update
	<b>Outcome 6:</b> Execute a Funding Strategy that aligns with College’s Mission, including requesting funding through the State of Alaska, federal funders, and other grantors. Endeavor to increase grant funding by 15% over a three-year period from pre-pandemic levels (prior to 2019)	<u>Indicators:</u> # Grant apps submitted # Grants awarded Total Grant funding awarded
	<b>Outcome 7:</b> Build external relationships with federal and state officials, government officers, and other key or potential partners. Maintain a relevant legislative strategy that fosters support for Iḷisaġvik.	<u>Indicators:</u> Meetings w/partners Funds received
	<b>Outcome 8:</b> 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	<u>Indicators:</u> 100% board giving Board understands role and comfort to advocate Trustee activities and engagement



<b>Priority 6</b>  <b>Build a robust, service-oriented organization</b>	<b>Outcome 1:</b> Improve administrative and academic support systems	<u>Indicators:</u> Technology changes Process streamlining Handbooks/SOPs
	<b>Outcome 2:</b> Continue college and community-wide communication including implementation of new systems and processes.	<u>Indicators:</u> Round Tables & General IC/NSB/NSBSD BOT Meetings UI Updates
	<b>Outcome 3:</b> Attract, develop, and retain a highly qualified and talented workforce. focus on local hire. develop institutional depth	<u>Indicators:</u> # FT position postings # PT position postings % completed staff evals
	<b>Outcome 4:</b> 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.	<u>Indicators:</u> # & % faculty evaluations # & % adjunct faculty evaluations % Student Evals
	<b>Outcome 5:</b> Improve performance through professional, career, and leadership development	<u>Indicators:</u> # & % of Staff PD # & % of Faculty PD
	<b>Outcome 6:</b> Collect and utilize institutional research data to inform the decision-making process. Present the institutional research report yearly to the board of trustees Update Strategic Plan.	<u>Indicators:</u> Completed IR Report

<b>Goals</b>	<b>Fall meeting 1<sup>st</sup> Quarter</b>	<b>Winter meeting 2<sup>nd</sup> Quarter</b>	<b>Spring meeting 3<sup>rd</sup> Quarter</b>	<b>Summer meeting Administration's Year-End Report</b>
<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 retention, persistence, and 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 retention, persistence, and completion)</li> </ul>
	<ul style="list-style-type: none"> <li>• Quarterly Finance Report</li> <li>• Iłisaġvik 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>• Iłisaġvik 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>	
<b>Outreach &amp; Connection Opportunities</b>	<ul style="list-style-type: none"> <li>• Student Luncheon</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Luncheon</li> </ul>	<ul style="list-style-type: none"> <li>• Faculty Luncheon</li> </ul>	<ul style="list-style-type: none"> <li>• Summer Camp Luncheon</li> </ul>

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