



FY 24 Ilisaġvik College Strategic Plan 2022-2024

Vision, Mission, Priorities, and Outcomes
(Public Version)

Approved by the Board of Trustees June 15, 2023

SIVUNIQ: MISSION

Iḷisaġvik College iḷisalluataġvikaqtitchiruaq iḷisavsaallasiniġmun, savaaqallasiniġmun sulī sum savagnaġniġagun iḷisaġvikaqhutiṅ sivunmun sulī suaṅṅaktaallavlugu Iṅupiat iṅuuniaġusiat, Iṅupiuraaġniġat, piqpagiraṅisigun, sulī piraġausiṅisigun.

Naparuq ikayuutauvḷuni iḷisaqtuanun sulī naupkaḷugi iḷitchiḷḷuataṅaruat sulī anniqsuutaullasiṅaruat savaktiksraṭ North Slope-miḷu state of Alaska-miḷu.

Iḷisaġvik College provides quality post-secondary academic, career and technical education in a learning environment that perpetuates and strengthens Iṅupiat 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.

TIKISAKSRAQ: VISION

Ikayuutauluta nunaqqiṅun suaṅṅaktaaḷugit iḷisaġnikunlu suraġallasiniḷkunlu.

To help build strong communities through education and training.

Iṅupiaqatigiṅniq: Traditional Iṅupiat Values

Paaḷakkutaigṅniq - Resolution Of Conflict

Naglikkutigaṅniq - Compassion

Paammaaġiigṅniq - Cooperation

Iḷagiigṅniq - Family And Kinship

Piqpakkutiqaṅniq Sulī Qiksiksrautiqaṅniq

Utuqqanaanun Allanullu - Love And Respect For Our Elders And One Another

Qiṅuiṅṅniq - Humility

Quviaṅuniq - Humor

Aṅuniallaniq - Hunting Traditions

Iṅupiuraallaniq - Knowledge Of Our Language

Qiksiksrautiqaṅniq Iṅuuniaġvigmun -

Respect For Nature

Aviktuaqatigiṅniq - Sharing

Ukpiqqutiqaṅniq - Spirituality



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.

Administration and Cabinet meet multiple times to allow for dialog, and to refine and guide the strategic outlook. The Cabinet met in March, April, and May of 2023 to review the plan and allow departments time to provide ample feedback. During the 2022-2023 school year the board was given Strategic Plan updates via email, and during the summer, fall, and winter meetings. 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.

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 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 throughout the year.

STRATEGIC PLAN PRIORITIES

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

PRIORITY 1 - Indigenize the Institution

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

PRIORITY 2 - Build Student Enrollment

Outcome 1: 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).	Indicators: Overall headcount, AN headcount & enrollment (Fa, Sp, Su)
Outcome 2: 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.	Indicators: Program active students, headcount (Fa, Sp, Su)
Outcome 3: 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.	Indicators: CEU, headcount (Fa, Sp, Su)
Outcome 4: Over the next two years (by 2024) continue to foster state-wide partnerships with Alaskan communities to increase enrollment numbers of off-Slope students to the five-year pre-pandemic average of 467.	Indicators: For-credit enrollment, off-slope, P/A enrollment (Fa, Sp, Su)
Outcome 5: Over the next two years (by 2024) increase enrollment of 18-23-year-old students to the five-year pre-pandemic average of 188.	Indicators: For-credit headcount (Fa, Sp, Su)
Outcome 6: Over the next two years (by 2024) increase NSBSD dual-credit enrollment to the five-year pre-pandemic average of 105.	Indicators: NSBSD DC, headcount & enrollment
Outcome 7: 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	Indicators: CEU, enrollment

PRIORITY 3 - Improve Student Achievement

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

PRIORITY 4 - Improve Village Instruction

<p>Outcome 1: 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.</p>	<p>Indicators: Recruitment</p>
<p>Outcome 2: Over the next two years (by 2024), increase village student enrollment in for-credit courses to pre-pandemic five-year average of 159.</p>	<p>Indicators: For-credit enrollment (Fa, Sp, Su)</p>
<p>Outcome 3: Develop and implement innovative course formats that support student learning in the villages.</p>	<p>Indicators: # course formats and enrollment completion</p>
<p>Outcome 4: Identify barriers to distance delivery programs and develop strategies to improve service to distance students.</p>	<p>Indicators: Communications with NSBSD/ NSB Ed-Tech/IT feedback Student feedback</p>
<p>Outcome 5: Over the next three years (by 2024) increase successful course completion for village student to five-year pre-pandemic average of 88%.</p>	<p>Indicators: Village enrollment, completion (Fa, Sp, Su), for-credit</p>

PRIORITY 5 - Ensure the Future

Outcome 1: Review and update the long-term facilities master plan twice a year. Connect with stakeholders to implement plan.	Indicators: LTFMP Revisions, LTFMP Meetings, Current facility upgrades
Outcome 2: Monitor and implement (where appropriate) the new Iḷisaḡvik College campus (NICC) development plan of action and capital campaign.	Indicators: Land Status (lease or purchase) NICC Committee actions
Outcome 3: 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.	Indicators: Actions & interactions with partners
Outcome 4: Encourage the Iḷisaḡvik College Foundation Board of Directors to build its endowment to provide a long-term source of unrestricted revenues from its investment earnings.	Indicators: Endowment account update
Outcome 5: Increase contributions from private donors through fundraising efforts by 10% from the previous calendar year.	Indicators: Fundraising & Donations update
Outcome 6: Execute a Funding Strategy that aligns with the 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).	Indicators: # Grant apps submitted # Grants awarded Total Grant funding awarded
Outcome 7: 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 Iḷisaḡvik.	Indicators: Meetings w/partners Funds received
Outcome 8: 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.	Indicators: 100% board giving. Board understands role and is comfortable to advocate. Trustee activities and engagement.

PRIORITY 6 - Build a Robust Service-Oriented Org.

Outcome 1: Improve administrative and academic support systems	Indicators: Technology changes Process streamlining Handbooks/SOPs
Outcome 2: Continue college and community-wide communication including implementation of new systems and processes.	Indicators: Round Tables & General IC/NSB/NSBSD BOT Meetings UI Updates
Outcome 3: Attract, develop, and retain a highly qualified and talented workforce. Focus on local hires. Develop institutional depth.	Indicators: # FT position postings # PT position postings % completed staff evals
Outcome 4: 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.	Indicators: Indicators: # & % faculty evaluations # & % adjunct faculty evaluations % Student Evals
Outcome 5: Improve performance through professional, career, and leadership development.	Indicators: # & % of Staff PD # & % of Faculty PD
Outcome 6: 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.	Indicators: Completed IR Report PDP participation and submissions Data Moments

GOALS	FALL MEETING 1st Quarter	WINTER MEETING 2nd Quarter	SPRING MEETING 3rd Quarter	SUMMER MEETING Year-End Report
Administrative Reports	<ul style="list-style-type: none"> • President's Report • Program Highlight • Board Professional Development 	<ul style="list-style-type: none"> • President's Report • Program Highlight • Board Professional Development 	<ul style="list-style-type: none"> • President's Report • Program Highlight • Board Professional Development 	<ul style="list-style-type: none"> • Year-End Report (identifies all goals and outcomes) • Accreditation Report, as needed • Strategic Planning Session • Institutional Research Report
	<ul style="list-style-type: none"> • Summer Enrollment Report (includes retention, persistence, and completion) 		<ul style="list-style-type: none"> • Fall Enrollment Report (includes retention, persistence, and completion) 	<ul style="list-style-type: none"> • Spring Enrollment Report (includes retention, persistence, and completion)
	<ul style="list-style-type: none"> • Quarterly Finance Report • Iliisagvik College Foundation Report 	<ul style="list-style-type: none"> • Adopt FY Budget • Recommend Transfer of \$\$ to Foundation Endowment, if any • Quarterly Finance Report • Approval of Annual Audit 	<ul style="list-style-type: none"> • Quarterly Finance Report • NSB Budget Hearing Discussion • Iliisagvik College Foundation Report • Board Advocacy Refresher 	<ul style="list-style-type: none"> • Quarterly Finance Report
		<ul style="list-style-type: none"> • Interim Progress Report on Curriculum Development 		
	<ul style="list-style-type: none"> • Long-Term Facilities Master Planning Report 	<ul style="list-style-type: none"> • Long-Term Facilities Master Planning Report 	<ul style="list-style-type: none"> • Long-Term Facilities Master Planning Report 	
Outreach and Connection Opportunities	<ul style="list-style-type: none"> • Student Luncheon 	<ul style="list-style-type: none"> • Employee Luncheon 	<ul style="list-style-type: none"> • Faculty Luncheon 	<ul style="list-style-type: none"> • Summer Camp Luncheon



Iḷisaḡvitkuayaat nalunaigukkaat iñuuniaguutilaaqput
savaguutilaaqpullu nunaḡanni Iñupiat. Nunuuraiḷaakun
Iñupiaḡurugut tainnamik qiksigidivut iñuit, iñuuniagñiq, niḡrutit,
nuna suli taḡiuq.

Iḷisaḡvik College would like to acknowledge that we live and work on
the land of the Iñupiat. We are unapologetically Iñupiaq and we honor
the people, culture, animals, land, and ocean.