FPCC STRATEGIC PLAN 2021-2024

Mission Statement

FPCC serves the people of the Fort Peck Reservation and Northeast Montana by providing quality academic, vocational, and community based programs, empowering the next generation of workers, leaders and citizens while being entrusted with the preservation and promotion of Assiniboine and Sioux Culture.

Vision Statement

“Fully accredited Fort Peck Community College is a safe, healthy and welcoming leader for all to achieve academic, career and cultural goals.”

Values Statement

Humility
- respect

Generosity
- prayer

Integrity
- dependable

Courage
- strength

Culturally Competent
Strategic Plan Goals & Objectives
Ratified and adopted by the FPCC Board of Director’s on June 25, 2021

GOAL 1
Strengthen partnerships and communications with community stakeholders to provide improved academic and vocational programs.

GOAL 2
Increase community and institutional awareness and centralize community services activities.

GOAL 3
Align board governance with accreditation mandates.

GOAL 4
Promote relevant and sustainable academic and vocational educational offerings.

GOAL 5
Provide students with access to academic, vocational and other opportunities and support that will enable them to realize their intellectual, career, social, personal and cultural needs.

GOAL 6
Promote campus wide communication and opportunities for staff, faculty and administration to support student success.
### Goal 1: Strengthen partnerships and communications with community stakeholders to provide improved academic and vocational programs.

| Objective 1.1 - Develop communication connection with community stakeholders. |
|---|---|---|---|---|---|
| Actions | Assigned To | Target Date | Metric | Indicator | Notes |
| 1.1.a - Create associate/partner committee. | VP Institutional Research | 2021 February | Include representation from each stakeholder group identified. | Committee goals, agenda, meetings. | Administration will determine stakeholders & invite membership. |
| 1.2.a - Create ad hoc representation from local public school superintendents on FPCC Board of Directors. | VP Institutional Research | 2021 February | Interview school superintendents & compile information for board review. | Attendance | Letter invite send and ongoing invites |

### Goal 2: Increase community and institutional awareness and centralize community services activities.

| Objective 2.1 - Develop and disseminate community needs survey. |
|---|---|---|---|---|---|
| Actions | Assigned To | Target Date | Metric | Indicator | Notes |
| 2.1.a - Develop and disseminate community services needs survey to assist in developing programs that provide community with personal growth, sustainability, and cultural preservation. | VP Institutional Research, Cindy Smith & IT Department will develop & collect surveys & Carrie Schumacher will head up assessment. | 2021 October disseminate & assessment complete by Spring 2022 semester for 2022/2023 academic year planning. | *With participation from community stakeholders develop needs survey.* | *Begin development, etc. Dissemination by end of Fall 2021.* | *Surveys via Survey Monkey, Regroup, Social Media.* |

### Goal 3: Align board governance with accreditation mandates.

| Objective 3.1 - Review and amend Charters and By Laws. |
|---|---|---|---|---|---|
| Actions | Assigned To | Target Date | Metric | Indicator | Notes |
| 3.1.a - Develop Board Governance Committee with a charge to: maintain Board policy and their charter by-laws; review and recommend amendments. | President | 2022 January | 8-Jan | Committee selected, objectives determined by committee, committee structure, meeting agenda & calendar | Committee determine meeting dates & board reporting format |
3.1.b-FPCC BOD will approve amended Charter & By-Laws present to FPT Executive Board for final approval.

| Board Governance Committee | 2022 December for full FPT Executive Council review and approval | 2022 October - Charter & by-Laws document ready for final review & presentation |

3.1.c. Continue to revise and update policies and charter to meet the current needs of the institution and community.

| President | 2022, 2023, 2024 April | Annual review at Board retreat |

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**Goal 4: Promote relevant and sustainable academic and vocational educational offerings.**

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<tr>
<th>Actions</th>
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</thead>
<tbody>
<tr>
<td>Objective 4.1- Implement community assessment and facilitate discussions to identify community needs in the realm of degree offerings</td>
<td>VP Academics &amp; Assessment Officer will develop, disseminate &amp; facilitate discussions</td>
<td>2021 May</td>
<td></td>
<td>Community Local Needs Assessment</td>
<td></td>
</tr>
<tr>
<td>4.1.a-Develop online course/program offering plan.</td>
<td>VP Academics</td>
<td>ongoing</td>
<td>Document – develop a document that describes how new programs are developed and the process to finalize and certify</td>
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| Objective 4.2- Institute a program review policy. | | | | | |
| 4.2.a - Implement new teaching evaluation system. | VP Academics | 2021 December | Evaluation tool ready for Spring 2022 | |
| 4.2.b-Provide procedures to disseminate and utilize teaching evaluations in professional development decisions. | VP Academics/Faculty Senate | 2021 March | Provide written dissemination procedures & utilization plan. | |
| 4.2.c-Implement new Program Review System. | VP Academics/Faculty Senate | 2021 August | NPossible Cengage | |
|  |  |  | Program Review results | Faculty understand review objective | |
4.2.d-BASED UPON program review, use data to implement program improvement plan.

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<tbody>
<tr>
<td>5.2.a-Develop student retention plan.</td>
<td>VP Student Services - Head - SS Director, Faculty Senate, VP Academics</td>
<td>2021 December</td>
<td>Based on Fall 2020 enrollment</td>
<td>Yearly enrollment</td>
<td>Enrollment report</td>
</tr>
<tr>
<td>5.2.b-Implement and Use student barrier study to develop Early Preparedness Program.</td>
<td>VP Student Services/VP Academics</td>
<td>2021 August</td>
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<td></td>
<td>Get perspective from students and faculty &amp; staff</td>
</tr>
<tr>
<td>5.3.a-Develop &amp; implement Early Prevention plan.</td>
<td>Enrollment &amp; Retention Specialist - Head, VP Student Services, SSS Director</td>
<td>2022 August</td>
<td>Attendance program, etc.</td>
<td></td>
<td>Drop-out detective/Alert System</td>
</tr>
<tr>
<td>5.4.a-Develop student on-boarding process (integrates &amp; familiarize students with registration process &amp; all campus support services.</td>
<td>VP Student Services - Head - SS Director</td>
<td>2021 December</td>
<td></td>
<td></td>
<td>Student On-Boarding Guide</td>
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</tbody>
</table>

**Goal 5: Provide students with access to academic, vocational and other opportunities and support that will enable them to realize their intellectual, career, social, and cultural needs.**

<table>
<thead>
<tr>
<th>Objective 5.1</th>
<th>Achieve an increase in enrollment 10% in AY 22/22, 22/23, 23/24.</th>
<th>VP Student Services</th>
<th>Based on Fall 2020 enrollment</th>
<th>Yearly enrollment</th>
<th>Enrollment report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 5.2</td>
<td>Develop &amp; implement a campus wide retention plan. [Increase fall-to-fall retention to 50%]</td>
<td>VP Student Services/VP Academics</td>
<td>2021 August</td>
<td></td>
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<tr>
<td>Objective 5.3</td>
<td>Identify &amp; implement an Early Prevention Program.</td>
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<tr>
<td>Objective 5.4</td>
<td>Decrease early drop-out rates.</td>
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<tr>
<td>Objective 5.5</td>
<td>Increase student retention in AY 20/21, 21/22, 22/23.</td>
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</tr>
<tr>
<td>5.5.a</td>
<td>Decrease # of student withdrawals &amp; drop outs. (Include in Retention Plan)</td>
<td>Enrollment &amp; Retention Specialist - Head, VP Student Services, SSS Director</td>
<td>2021 December</td>
<td>Withdrawal &amp; drop-out data</td>
<td>Decrease in withdrawal &amp; drop-out #</td>
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<td>5.5.b</td>
<td>Provide better services to students with special needs.</td>
<td>VP Student Services/Director Student Support Services</td>
<td>2021 December</td>
<td>Develop process to identify students with special needs &amp; identify resources.</td>
<td>Role into Retention Plan Add identifying document as required during registration to attain 100% student</td>
</tr>
<tr>
<td>5.5.c</td>
<td>Review need for academic advisors/strengthened advising</td>
<td>VP Academics - Head, VP Student Services</td>
<td>2021 August</td>
<td>Academic Advisor Retained</td>
<td></td>
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Objective incomplete. Recommend to review and update as needed.

### Goal 6: Promote campus wide communication and opportunities for staff, faculty and administration to support student success.

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<tbody>
<tr>
<td>Objective 6.1- Increase internal communication.</td>
<td>Admin Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.1.a</td>
<td>Provide campus updates / Have departments do own weekly updates to ALL Campus</td>
<td>President - Head, Department Heads, Directors</td>
<td>2021 September</td>
<td>Weekly Updates Provided by Departments</td>
<td>There are concerns across campus that there is a gap in communication between departments and buildings and that critical information is not being shared. People want to be informed.</td>
</tr>
<tr>
<td>6.1.b</td>
<td>Establish a campus newspaper.</td>
<td>President/Admin Team</td>
<td>2023 January</td>
<td>Launch 2x semester campus newspaper.</td>
<td>Buffalo Chaser newspaper has random issue to date. Needs to be regular &amp; dependable</td>
</tr>
<tr>
<td>61.c</td>
<td>Develop plan to support faculty voice across campus in major decision making and planning.</td>
<td>VP Academics/Faculty Senate Chair</td>
<td>Ongoing</td>
<td>Faculty &amp; staff indicate satisfaction with communication</td>
<td>Get faculty recommendations on how this can be accomplished.</td>
</tr>
<tr>
<td>6.1.d</td>
<td>Integrate Academics and Student Services.</td>
<td>VP Academics/VP Student Services</td>
<td>Ongoing</td>
<td>Departments will develop integration plan &amp; present to President.</td>
<td>Identify issues &amp; Determine definition of integration</td>
</tr>
<tr>
<td>6.1.e</td>
<td>Schedule regular strategic plan process that incorporates campus feedback, integrates data, and includes voices from across campus.</td>
<td>President</td>
<td>Ongoing</td>
<td>Goals &amp; Objectives are progressing, feedback flowing, reporting regularly</td>
<td>Data/information needs to be current &amp; easily accessible across campus. Working document available with ability for those with access to make changes. Strategic Plan on website possible</td>
</tr>
<tr>
<td>6.1.f</td>
<td>Restructure committee meeting practices.</td>
<td>President - Head, Admin Team</td>
<td>2021 August</td>
<td>Develop meeting structure, practices, etc.</td>
<td>Available agendas, committee members and duties available</td>
</tr>
<tr>
<td>6.1.g</td>
<td>Evaluate current job descriptions for conciseness, include all data &amp; assessment responsibilities.</td>
<td>HR Department - Head, All Departments, VP’s &amp; Directors</td>
<td>2022 May</td>
<td>Review &amp; update job descriptions</td>
<td>Priority for upcoming strategic planning.</td>
</tr>
<tr>
<td>6.1.h</td>
<td>Regularly disseminate Organizational chart.</td>
<td>President</td>
<td>beginning each semester</td>
<td>Annually update &amp; distribute organizational chart or as needed.</td>
<td>Organizational Chart on Website and emailed to all employees. Organizational chart updated June 2021.</td>
</tr>
<tr>
<td>6.1.i</td>
<td>With staff &amp; faculty input, strengthen HR Policies &amp; Procedures.</td>
<td>HR Department - Head, Staff Representative &amp; Faculty Senate</td>
<td>Ongoing</td>
<td>HR will present updated HR Policies to President for review &amp; board approval.</td>
<td>HR will conduct meetings with staff &amp; faculty representatives to update HR policies.</td>
</tr>
<tr>
<td>6.1.j</td>
<td>Update Salary Scale &amp; re-evaluate salaries, develop clear &amp; concise institutional policies regarding personal ethics and professionalism.</td>
<td>VP Institutional Development - Head, Admin Team/Business Department</td>
<td>2021 October</td>
<td>TCU salary scale review</td>
<td>Team will present updated salary scale &amp; policies to President for review &amp; BOD approval.</td>
</tr>
<tr>
<td>6.1.j</td>
<td>Increase campus engagement &amp; communication opportunities.</td>
<td>Admin Team - Head, Faculty Senate, Student Senate Representative</td>
<td>2021 September</td>
<td>Use Teams function, etc.</td>
<td>Increase communication via pre-planned engagement activities campus wide. First mandatory monthly campus wide “Unspe” (to Learn) luncheon meeting will be held on the first Friday of each month.</td>
</tr>
</tbody>
</table>
### Objective 6.2 - Provide faculty, staff & Administrative employee training & Orientation needed to support student success.

| 6.2.a - Develop New Employee Orientation & program for faculty, staff & Admin | Administration/H R | 2021 August | Orientation packet | To ensure student success all new employees must be well prepared to meet the needs of students academically and other as well as their rights and responsibilities as an employee. |

### Objective 6.3 - Provide faculty, staff and Administrative training designed to support student success.

| 6.3.a - Implement annual & semester training in campus software, retention efforts, early alert, etc., systems. | VP Academics - Head, HR Department | Ongoing | New hire Orientation fitted to their positions, annual update trainings, etc | Review other TCU efforts |

### Objective 6.4 - Develop Capital Campaign Program with student success as its core motivator.

| 6.4.a - Develop Capital Campaign | VP Institutional Development & Committee | 2023 January | • Prepare local donor levels letter, etc.  
• Students, buildings, no restrictions, etc.  
• Website – online donations been updated, get that info out – Nourah working on?  
• 30 second ad – Capital Campaign |  |
| 6.4.b - Launch Capital Campaign | Institutional Research | Ongoing | Will acquire 3 donors by AY 2023 | 3 donations made to FPCC as campaign result | Discuss beginning with local campaign |