

**Fond du Lac Tribal and Community College
Academic Affairs Division
Plan**

2014-2016

Academic Affairs Plan 2014-2016
Fond du Lac Tribal and Community College

Academic Affairs Division at FDLTCC supports the mission of the college as outlined in the 2013-2016 Strategic Plan. Academic Affairs has developed a set of goals in a planning document for 2014-2016 that support the college's strategic plan and by identifying strategic directions listed in the plan. The division also requires programs and disciplines in the division to submit annual goals based off of the strategic plan.

The mission of Fond du Lac Tribal and Community College is to provide higher education opportunities for its communities in a welcoming, culturally diverse environment.

To achieve this mission we will:

- ✚ Promote scholarship and academic excellence through transfer and career education, and provide access to higher education by offering developmental education.
- ✚ Respectfully promote the language, culture and history of the Anishinaabeg.
- ✚ Provide programs which will celebrate the cultural diversity of our community and promote global understanding.
- ✚ Promote a sense of personal respect and wellness.
- ✚ Provide technological opportunities and experiences, preparing students for the future.
- ✚ Provide programs and baccalaureate degrees that fulfill our commitment to American Indian communities, our land grant status, and the union of cultures.

The Foundations

CONTINUITY - The FOUNDATIONS:

- What are our 'non-negotiables?' Our most fundamental reasons for being? Why do we do what we do?
- What underlying and unchanging beliefs and values behind our stated mission?
- What are the essential and enduring tenets or principles that should never change?

Continue our "extraordinary" history by implementing our **MISSION:**

A. *Maintain* a positive learning environment

- Meet a range of backgrounds and differences - generational, cultural, learning styles
- Foster the value of respect
- Provide a physical facility that support learning and college values

B. *Support* success for students that are traditionally unsuccessful

- Student-centered
- Keep the default rate low

C. *Contribute* to the communities we serve

- Quality tribal partnership
- K-12 partnerships
- Workforce partnerships

D. *Sustain* a unique Tribal and Community College

- Assure financial viability
- Maintain HLC accreditation
- Practice accountability as a way of life - do what we say we will do and show it

FDLTCC 2013-2016 Strategic Directions



What are priority initiatives and goals for the next phase of FDLTCC growth and development?

Supportive LEARNING ENVIRONMENT

Strategy A: *Create* paths of success for all students

Intent: Provide multi-faceted support programs for our diverse student population in a respectful, welcoming learning environment that can be measured by a safe campus and high graduation, retention and transfer rates of students.

Related objectives and intents:

- Fortify positive learning environment to meet range of backgrounds – generational, cultural and learning styles
- Treat people as people with a campus climate that make students, faculty and staff feel connected
- Continue and expand level of excellence in student services
- Empower students to pursue education, career and quality of life
 - Recognize student strengths and challenges and provide customized skill development
 - Create student “sense of urgency” to plan, complete, and apply their education to life and future and career
 - Help students transition by teaching job-seeking skills and prepare for next steps after completing degrees
 - Build life skills to ensure student success in education, employment, career, citizenship and personal life
- Emphasize student retention, graduation and transfer to further education
- Continue proactive recruitment and enrollment including native and under-prepared students
 - Provide mentorship programs for FDLTCC students and K-12 students
 - Teach, foster and practice the core values of the college

Strategy B: Enhance campus learning facilities

Intent: Enhance campus learning spaces, technology support and other facilities to meet current and long-term education needs.

Related objectives and priorities:

- Expand the facility to meet current and future needs
- Demonstrate environmental sustainability as a core value in campus development
- Enhance the physical space and resources to support new directions
- Build a writing lab
- Develop sustainable resources and funding to maintain a quality learning environment

Diverse COMMUNITY EDUCATION

Strategy C: Offer academic programs to meet diverse learner needs

Intent: Attract and retain students; be responsive to the communities we serve; and balance the duality of students' backgrounds with external performance requirements.

Related objectives and priorities:

- Balance academic rigor with developmental education needs and goals
- Build success for students that are traditionally unsuccessful
- Diversify program options
 - Implement new academic programs - 2-year degrees, 1-year program, certificates, non-credit courses
 - Offer skills, programs and certificates through on-the-job training partnerships
 - Develop a 4-year sustainability degree
 - Increase and broaden federally funded science and other programs
 - Seek out vocational opportunities
- Diversity education delivery
 - Utilize diverse methods of education delivery including cohorts, online, community education, etc.
 - Offer personalized on-line instruction that increases technology literacy, maintains personal interaction between students, instructors and staff, differentiates FDLTCC from other colleges in online instruction, and leads the region in innovation with D2L - online and hybrid education

Strategy D: Expand community partnerships in learning and education

Intent: Educate to meet community needs.

Related objectives and priorities:

- Evaluate and clarify the role of the college in the community in order to increase services and contribution
- Offer interest-specific community programs and courses and continue college for seniors
- Increase school partnerships and communication and build a dynamic pipeline of success from K-12 to college
- Expand education opportunities through partnerships
 - Grow established and new collaborations that integrate instruction (ABE, CITHS, etc.)
 - Be responsive to employers, future industry, future class delivery and future technology needs
 - Include partners from the county level

Education SUPPORT SYSTEMS

Strategy E: Assure college longevity, continuity, capacity and accountability

Intent: Assure college continuity, survivability, growth and development. Ensure the embedded institutional accountability by making data-driven decisions.

Related objectives and priorities:

- Identify how do we work with community to maintain self-sufficient sustainability
- Continue our “extraordinary” history and remain as a stand-alone institution
- Maintain an innovative approach to support all learners
- Increase and maintain funding for growth and sustainability
- Add needed staff and faculty to assure student-centered academic and support services
- Become practiced in evaluation and data-driven decisions
- Build accountability into all aspects of college operations
 - Implement accountability as a way of life through assessment and planning processes
 - Demonstrate that students with low skills improve and succeed
 - Develop ways to evaluate and demonstrate commitment to and effectiveness of FDLTCC mission and values
 - Provide objective evidence that we do what we say we will do
 - Require and enable students to be accountable for their education
- Identify how we are defined as a tribal and community college
- Assure a successful HLC visit in 2014-15

2014-16 Academic Affairs Goals

1. **CLT Committee:** FDLTCC will reactivate the Center for Teaching and Learning (CTL) Committee to address faculty and staff professional development activities and consolidate current activities on campus and plan more effectively. In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy A, C, and E.
2. **Assessment Committee:** FDLTCC will implement new outcomes processes approved by the Assessment Committee which started in the 2013-14 year including the following: Creation of a new College Assessment Plan, development of a new course outline format with a major focus on CACs (Competencies across the Curriculum) and the Course Learning Outcomes, and effective utilization of TracDat for recording outcomes. In addition, the Assessment Committee will update their Program Learning Outcomes, create measures, and enter them into TracDat. In regards to the College Strategic Plan, these goals meet the following Strategic Directions: Strategy A, C, and E.
3. **Improvement of Instructional Processes:** The Academic Affairs division will support and facilitate the implementation of a new course outline structure recommended by the Assessment Committee and supported by the Academic Affairs and Standards Council (AASC) during the 2014-15 academic year. The new outline template will help improve communication to students on course expectations and better support the outcomes assessment process at the college. In addition, the Academic Affairs division will work with AASC to develop a subcommittee in 2015-16 to explore the need for a syllabus template for college courses and make recommendations for approval by AASC and Shared Governance on any possible new processes. In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy E.
4. **Nursing Program:** FDLTCC will retire the Nursing Mobility Program and convert it into a standard Associate Degree in Nursing. Update curriculum to raise student pass rates for license exams for both the Associate Degree (RN) program and for the Practical Nursing Program. Prepare for accreditation with ACEN with the goal of candidacy with the agency by 2018. Create a new Nursing and Health Sciences Dean position to meet the requirement of program accreditation standards to have an administrator supervise the program (position will be hired by Fall 2015). In regards to the College Strategic Plan, these goals meet the following Strategic Directions: Strategy A, C, and E.
5. **Diversity & Equity Team:** FDLTCC will reactivate a College Diversity and Equity team to assist with college planning and recommend programming to meet the needs of all students. The team will evaluate student success rates among various demographic populations that have been historically underserved and provide recommendations to administration and shared governance committees

on campus to increase student success rates. The committee will also review hiring practices and recommend options for increasing the diversity of hiring pools. In regards to the College Strategic Plan, these goals meet the following Strategic Directions: Strategy A, and C.

6. **Institutional Planning and Effectiveness Team:** The Higher Learning Commissions (HLC) Steering Committee at FDLTCC will be converted into the Institutional Planning and Effectiveness Team to address planning issues at the college. Committees such as the College Assessment Committee and work completed by the Program Coordinators Team that involve planning will have representatives on this team and coordinate all planning and assessment related activities. The following areas will be covered by this team:
 - a. Assist President's Office in Review/updates of Mission and College Strategic Plan
 - b. Assist divisions with planning processes/updates: Academic Affairs, Student Affairs, Business Office, Information Technology, Facilities
 - c. Assist President and Management with review of position descriptions and Organizational Chart/Structure to meet future Strategic Planning needs of college
 - d. Tie Assessment Committee Activities to planning and continuous improvement processes throughout college (beyond Academic Affairs)
 - e. Succession Planning for retiring faculty, staff, and administration with a specific look at attracting more diversity, particularly with American Indians

In regards to the College Strategic Plan, these goals meet the following Strategic Directions: Strategy C, and E.

7. **Regional Accreditation:** The College will maintain its accreditation with the Higher Learning Commission (HLC) and focus on how to continuously improve meeting accreditation standards. The HLC Self-Study will be completed in February of 2015 with a Peer Review Team visit April 20-22, 2015. The Institutional Planning and Effectiveness Team along with Academic Affairs (and all other divisions of the college) will review recommendations from the self study and embark on a new accreditation process that will be recommended out of the visit. The Vice President of Academic Affairs will work with college leadership to identify key personnel to help with important HLC compliance needs in the future. In regards to the College Strategic Plan, these goals meet the following Strategic Directions: Strategy E.
8. **Academic Affairs Leadership and Organizational Structure:** The Vice President of Academic Affairs will work with college leadership and the division to successfully modify organizational structure of Academic Affairs Division to more effectively administer the needs of the division. In the fall of

2014, the Dean of Workforce Development's position changed to become the Dean of Career and Technical Education/Workforce Development to assist the Vice President of Academic Affairs with administrative work with career programs at the college. In addition, the Program Coordinators Team, which was brought together in the 2013-14 year as a resource to the Vice President of Academic Affairs, will meet regularly in the 2014-15 year. Create a Dean of Nursing and Health Sciences position to meet ACEN Accreditation standards and assist with administration in division with the position to be hired by Fall 2015. Continue the development of the coordinators team and evolve it into an Academic Affairs Leadership Council which will consist of lead faculty, coordinators and deans in the division.

In regards to the College Strategic Plan, these goals meet the following Strategic Directions:
Strategy E.

9. **Faculty Evaluations:** The VPAA will review faculty files and conduct faculty evaluations using current process and forms in the 2014-15 academic year. A Faculty Evaluation Team will be established in 2015-16 to review and update the evaluation processes, forms and set new calendar based on a three year cycle for a comprehensive evaluation of all full-time and part-time faculty. This committee's structure has already been approved by FDLTCC Shared Governance determining who will serve on that team as faculty and administrative representatives starting in the Fall of 2015. In regards to the College Strategic Plan, these goals meet the following Strategic Directions: Strategy E.
10. **Transfer Agreements:** FDLTCC Academic Affairs Division will work update existing articulation agreements and expand articulations with area four year colleges and universities. A special focus will be on expanding articulation agreements with other MnSCU institutions. During the Fall of 2015, an Transfer Articulation Committee will be formed with key faculty and staff to take on this task. In regards to the College Strategic Plan, these goals meet the following Strategic Directions: Strategy A, C, and E.
11. **Corrections Program:** Academic Affairs will launch the Corrections Programs which has been in suspension for several years. FDLTCC successfully revitalized this program during the 2013 -14 year with an active advisory committee and hired an experienced faculty member to coordinate the program. Another key to success of the program is the collaboration with Pine Community and Technical College to offer the program at their location (starting in the Fall of 2015). In regards to the College Strategic Plan, these goals meet the following Strategic Directions: Strategy A, and C.
12. **Mille Lacs Reservation:** FDLTCC has been asked to offer courses and possible future programming for the Mille Lacs Band. During the 2014-15 year, Ojibwa Language courses were offered to Mille

Lacs students in collaboration with Central Lakes College. In addition, several courses in business, corrections and American Indian Studies were also offered in the Spring of 2015. FDLTCC will work with Central Lakes College and the Mille Lacs Band to develop a comprehensive educational plan to serve the community for the 2015-16 academic year and beyond. In regards to the College Strategic Plan, these goals meet the following Strategic Directions: Strategy A, C, and E.

13. **Elementary Education Program:** FDLTCC is the only community college in Minnesota which is allowed, by statute, to offer a bachelors degree in Elementary Education with a focus in American Indian Education. The Academic Affairs Division will create an advisory committee in the Fall of 2014 to support the development of this program. In addition, an Elementary Education Program Coordinator will be hired during the Spring of 2015 to help build the program. Also, a university partner in the MnSCU system will be sought to assist in development of a FDLTCC degree in Elementary Education (Winona State University). A two year AA degree Focus in American Indian Education will be developed. This will be a stackable degree into a BA degree in Elementary Education. In regards to the College Strategic Plan, these goals meet the following Strategic Directions: Strategy A, C, and E.
14. **Sustainability Team:** The AA division will develop a Sustainability Team with key faculty and staff during the 2014-15 year to review past work done on integrating the college's sustainability efforts into curriculum. In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy C, D, and E.
15. **Annual Schedule:** The Academic Affairs division will form a Scheduling Team in the Spring of 2015 to implement an annual scheduling process and timeline where an entire academic year schedule will be planned and implemented at the same time. In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy A and E.
16. **Program Review:** A new program review process and form based on MnSCU standards and best practices researched from other MnSCU institutions was started in 2013-14 and will be completed in the Fall of 2014 by the Program Coordinators Team, Dean of CTE/Workforce Development and Vice President of Academic Affairs. The coordinator team under the leadership of the Dean of CTE/Workforce Development also will develop a calendar for program review based on a four year cycle. In regards to the College Strategic Plan, these goals meet the following Strategic Directions: Strategy A, C, and E.
17. **Advisory Committees:** Program Advisory Committee requirements will be reviewed and updated by the Program Coordinators Team with the Leadership of the Dean of CTE and Workforce

Development and Vice President of Academic Affairs. In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy A, C, and E.

18. **Distance Education:** Expansion of Distance Education programming at the college will be reviewed along with training of faculty for delivering distance education. The division will look at establishing minimum standards for online courses above what we currently require (using a D2L) and training requirements (Quality Matters standards will be emphasized). Opportunities to grow programs will be investigated and recommendations will be implemented for both ITV courses and online classes. The opportunity to put entire programs online will be encouraged, particularly in programs such as business and the AA degree. HLC requirements for distance education will need to be reviewed and followed closely as the college expands in this method of instruction. In regards to the College Strategic Plan, these goals meet the following Strategic Directions: Strategy C, D, and E.
19. **New Facilities Plan and Proposed Building Addition:** The Academic Affairs division will work with college leadership and facilities director to develop a plan for the academic spaces proposed in the new building addition that will include space for the Business Program, Elementary Education Program and Workforce Development. Key personnel will give input on the proposed building needs and design. The building addition proposal will be submitted to the MnSCU system during the Fall of 2014 for scoring and ranking in a state bonding process. In addition, the Academic Affairs division will also work with college leadership, facilities director on any updates to the FDLTCC Facilities Plan. In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy B.
20. **Annual Goals Process:** An annual Goals Setting process will be developed and implemented based on FDLTCC's Strategic Plan in 2014-15 with the leadership of the Dean of CTE and Workforce Division and Vice President of Academic Affairs. In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy E.
21. **Collaboration:** Collaboration opportunities and programming with other colleges including Lake Superior College, Pine Technical and Community College, Winona State University, Metropolitan State University, the College of St. Scholastica, and Central Lakes College have all been discussed at some level. Examples of programming includes: Business, work with Mille Lacs Reservation, low enrollment general education classes, Early Childhood Education, Technical Programs (entry point through FDLTCC into tech programs at other colleges), Elementary Education, and Social Work. In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy A, B, C, D, and E.

22. **Chief Academic Officers (CAO) Meetings for Northeast Region:** Work with other MnSCU institutions in Northeast Minnesota to revitalize the regional CAO meetings. In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy D.
23. **College Catalog/Handbooks:** The Academic Affairs division will work across the college to develop more proactive timelines for the updates and development of the college catalog, student handbook, faculty resources guide, and staff handbook. Best practices will be looked at from other MnSCU institutions when reviewing these documents and their timelines for updating. In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy E.
24. **Review/Revitalize Programs that are Suspended:** The Academic Affairs Division will form teams to review the following suspended programs in the 2015-16 year and restructure the curriculum: Physical Fitness, Nutrition, and Paraprofessional Educator. In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy A, B, C and E.
25. **Business Program:** The Academic Affairs Division will work to grow the Business Program since it rewrote its curriculum in the 2013-14 year through the following
- a. Seek ACBSP (Accreditation Council of Business Schools and Programs) Accreditation (Self Study Year in 2015-16) – program is currently in candidacy as a member of ACBSP.
 - b. Expand Business Program (especially in distance learning with one site going to the Mille Lacs Reservation)
 - c. Seek a four year college/university (preferably in MnSCU system) to offer BSBA on campus after students complete AS degree in Business and Finance
- In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy A, C, D and E.
26. **MnTC Goals:** Update required MnSCU tracking of MnTC Goals and Outcomes to our General Education classes at FDLTCC and reflect that on the outline and TracDat where appropriate (Spring 2015-Spring 2016 initiative). In regards to the College Strategic Plan, this goal meets the following Strategic Directions: Strategy A, C, D and E.