

# VISION 2025

STRATEGIC PLAN

**There has never been a better time to be  
a SCC Bear Paw. SCC is thriving!**

The strategic plan provides a framework and serves as an important guide to help the college succeed in the face of any challenges and find opportunities for strengthening our institutional capacity and supporting innovation.

Our thanks again to everyone who engaged in this strategic planning process, shaping the contents of this plan and enabling the roll out of a dynamic guide for the future. We welcome your continuing participation.



**Stone Child College**



# EXECUTIVE SUMMARY

## *From the PRESIDENT*

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There is something special about this place. It's a place where we rise to challenges and seize opportunities. A place that propels us to excellence. Ever forward, ever onward — that's how.

That is what we're doing. That is who we are.

Our new strategic plan — Vision 2025 — will position us as a front-runner for anyone seeking a post-secondary degree. Anyone.

Built on our founder's vision with its unshakable commitment to education, Vision 2025 is certain to drive innovation and economic development in the region. It is a bold blueprint. A future-focused, student success-centric plan.

It declares our resolve to give all students the knowledge, skills, and confidence they need to lead, and to stand beside them from the moment they apply through decades beyond graduation.

It distinguishes us as a world-class, first-choice institution where students embrace their dreams and reach for the stars.

It defines the core values we stand on, and the vision that guides our great institution. Vision 2025 will hold us accountable to five worthy goals and the strategies and objectives to achieve them — all created by students, faculty, staff, and friends as part of a seven-month process marked by focus groups, surveys, and workshops.

My sincerest thanks to our Strategic Planning Committee and to each of you for your time and support. Working together, we are making a difference. It's what SCC has done since it opened in 1984, and it's what we will keep doing in the next chapters of our history.

Kitahtahmiin!

**CORY SANGREY-BILLY**

President of Stone Child College



## *From the CHAIRMAN*

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Innovative organizations know how to put together bold and stimulating strategic plans. When conducted in true partnership with the community, such exercises are a guarantee of progress and success.

On behalf of the board of regents, I am pleased and excited to receive this plan put together by the administration and many other contributors.

This plan is the result of months of reflection and extensive consultation with the broader community. Many of you— from members of the academic and research community to representatives of political institutions and partners— have shared your dreams and ambitions with us.

SCC has taken due note of your wishes to see the college flourish and shine in partnership with the Rocky Boy community. In the coming years, this plan will serve as an invaluable collective tool to help make SCC a unique institution that is more modern and more efficient.

Under President Sangrey-Billy's leadership, I am confident that the members of the SCC community will make every effort to transform the institution. And that we will be creative in bringing this strategic plan to life.

The board of directors will work side by side with you in the ongoing effort to implement this exciting plan.

**CALVIN JILOT**

Chairman, SCC Board of Regents



# OUR MISSION

Stone Child College (SCC) is a tribally chartered college established to deliver post-secondary educational opportunities through degrees, certificates, and community education. SCC stresses the importance of preserving the Chippewa Cree language, culture, and history. Stone Child College demonstrates its commitment to student learning and achievement by providing quality educational programs and student services that professionally prepare students for the workforce or further education.

## OUR VISION

“Making our Dreams Happen with Academic Excellence, Culture and Commitment.”

## OUR CORE VALUES

Preserving the Past, Educating the Present, Planning for the Future.

## OUR GUIDING PRINCIPLES

To provide further specificity to the Mission Statement, the SCC Board of Regents has committed the college to the following principles:

- Preserve and promote the languages, cultures, and histories of the Chippewa Cree.
- Assist tribal organizations in staff development, planning, research, and other needed services.
- Collaborate with other tribal institutions and agencies in furthering the interests of the college and community.
- Continually assess institutional programs and student achievement for increased efficiency and effectiveness.
- Maintain a student-centered, life-long learning-oriented environment including opportunities for leadership and community service.





# OUR COMMITMENT

**Stone Child College will provide a life-changing education exemplified by a welcoming and empowering student experience, characterized by:**

- An affordable, high-quality education paired with personalized support from start to finish to help students grow academically, socially, and professionally.
- Engaged faculty, staff, and alumni mentors who guide students in setting long-term goals and developing marketable skills with real-world application.
- A diverse and inclusive community where all students feel a sense of belonging, safety, and acceptance.
- Transformational educational experiences that challenge students to achieve excellence and prepare them to lead meaningful and rewarding lives.

**SCC's faculty, staff, and administration support this experience through:**

- Integrated services and clear communications that help students effectively navigate academic, financial, and administrative processes.
- A supportive learning environment that connects all students with campus resources and empowers them to take responsibility for their success.
- Innovative technology that provides options for learning and engagement, enhances academic and social connections, and allows students to track their progress toward achieving their educational goals.
- Curricular and co-curricular programs that engage students in research and workforce experiences, immerse them in global and civic activities.





# OUR HISTORY

**1984**

SCC is chartered by the Chippewa Cree Business Committee.

**1984**

The first students enroll in Stone Child College. The College's mission is to serve the Rocky Boy surrounding communities by delivering post-secondary educational programs, workforce training opportunities, public events, and overall a place to come together.

**1993**

SCC is granted initial accreditation by the Northwest Commission on Colleges and Universities.

**1989**

SCC is granted candidacy status by the Northwest Commission on Colleges and Universities.

**2002**

"Sitting Old Woman" Center houses the Library, Business Office, President's Office, and Bookstore is inaugurated. The Center is named in honor of Stone Child College's late President, Margaret "Peggy" Nagel.

**2003**

Kennewash Hall is dedicated in honor of Chief Kennewash, an original tribal member and early supporter of education who helped build the first school in Rocky Boy.

**2013**

SCC's accreditation is reaffirmed by the Northwest Commission on Colleges and Universities.

**2006**

Jon "Cubby" Morsette Vocational Center is inaugurated.

**2019**

SCC Bear Paws win Men and Women's division 1 AIHEC National Champions.

**2022**

After an extensive planning process, Vision 2025 is approved and adopted by the Board of Regents.

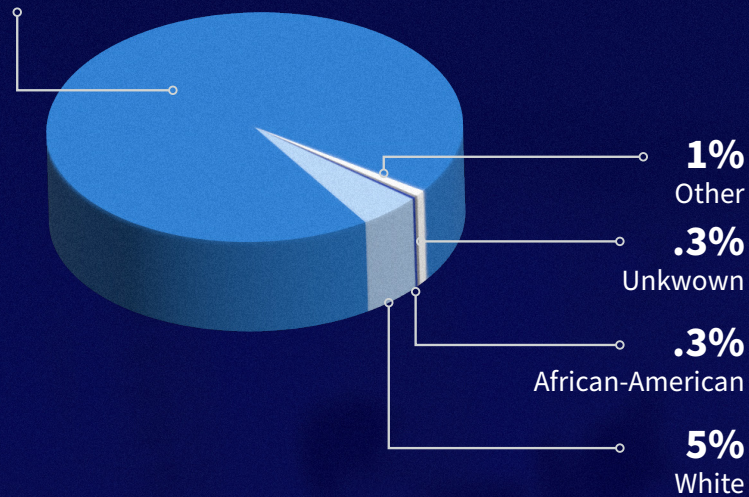


# SCC FACTS

## Ethnicity

**94%**

Native American or Alaskan Native



## Age



**33.5**

Average Age

**31**

Median Age

## Gender



**52%**

Full-time students

**48%**

Part-time students



**27**

Academic programs



**7**

Certificate programs



**200+**

Online courses



**3:1**

Faculty-to-student ratio





# STRATEGIC PLANNING BACKGROUND

## **The COVID-19 pandemic is unprecedented and a formidable challenge.**

To say the COVID-19 pandemic presented challenges to the SCC community — and the world — is an understatement. As SCC faced fallout from the COVID-19 pandemic, the institutional leadership recognized it was more important than ever to engage in an innovative and effective strategic planning process to preserve our resources, increase agility and deploy new business models to meet emerging needs.

The global impact of COVID-19 also confronted SCC leaders with sudden and complex public health and economic challenges for the college, as well as the tribal community. To facilitate its planning efforts, SCC retained Berkeley Research Group (BRG), an international consulting firm with deep roots in and long experience with working in higher education.

# STRATEGIC PLANNING PROCESS

SCC's Strategic Plan is a highly detailed and action-oriented blueprint for the future. We have built a Strategic Plan through extensive outreach and engagement across all communities that we serve. The strategic planning process comprised four phases: an initial series of kick-off meetings, an extended period of data collection, preliminary planning, and crafting of the final Strategic Plan.

Our educational engagement efforts to gather input and gain feedback included the following.

- Community outreach meetings
- Presentations to community organizations
- Interviews with College leadership faculty, staff, students, community, and education partners
- Surveys of College leadership faculty, staff, students, community, and education partners
- Focus groups of faculty, staff, students, and community partners







**50+**  
Interviews



**80+**  
Stakeholder survey responses



**200+**  
E-mailed feedback



**60+**  
Student survey responses



**20+**  
Meetings and presentations



**8**  
Focus groups



**8**  
Steering committee meetings

The planning process also involved a wide-ranging review of prior SCC studies, documents, as well as research on current and possible educational and workforce needs.





# STRATEGIC PLANNING TIMELINE

## January 2021

The Strategic Planning Committee begins collaboration with Berkeley Research Group, a higher education strategy and advisory firm based in Emeryville, CA.

## February 2021

President Cory Sangrey-Billy kicks off the seven-month, inclusive and transparent process, encouraging students, faculty, staff, alumni, friends, and community members to take an active role in charting a course to become the premier comprehensive regional higher education institution. Internal and external workshops and interviews to solicit feedback are followed by a series of surveys sent to all stakeholders.

## March 2021 – May 2021

Mission, vision, values, and strategy workshops take place.

## June 2021 – July 2021

Strategic Planning Committee members and other faculty, staff, and students, conduct in-depth research and analysis on leading practices in five areas that emerged throughout the planning process.

## August 2021

To support the new proposed vision, the Strategic Planning Committee identifies key areas of focus for the college and establishes three 5-year goals. The Committee also begins to draft five-year objectives and make plans to help achieve them.

During a board workshop convened in Spokane, WA, initial draft of the Strategic areas of focus as well as goals and objectives are presented to the SCC Board of Regents for input and feedback.

## September – October 2021

Measurable objectives and tactics with strong action plans are developed to ensure SCC Vision 2025 is ready for execution.

## November 2021

The updated Goals and Objectives are presented to the Board of Regents for final approval.

## January 2022

SCC formally adopts and launches its student-focused strategic plan: SCC Vision 2025.

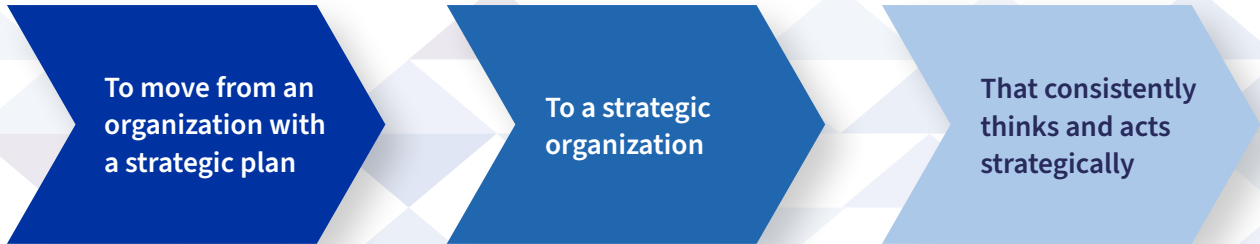


# STRATEGIC PLAN ORGANIZING PRINCIPLES

In January 2021, President Sangrey-Billy charged the Strategic Planning Committee to develop a five-year strategic plan to provide a roadmap for the College. The key organizing principles of the strategic plan can be summarized as follows:

## A Strategic College versus a College with a Strategic Plan

Rather than simply developing a static paper document, our approach is intended to build strategic thinking, capabilities, and competencies into the DNA of the institution.



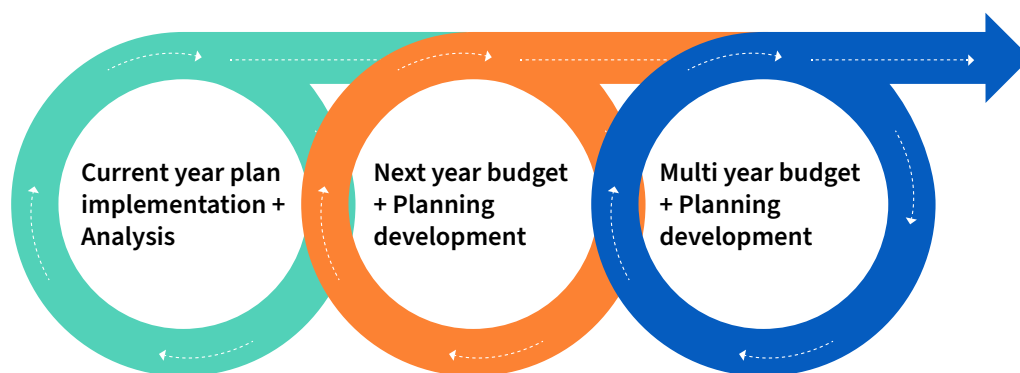
To move from an organization with a strategic plan

To a strategic organization

That consistently thinks and acts strategically

## Five-Year Timeline with Milestones

Our strategic plan responds to challenges and embraces the need for action by setting a timeline of five years, with specific objectives, milestones and measures of success set for each year. At the same time, the Plan builds a foundation for what will follow afterwards.



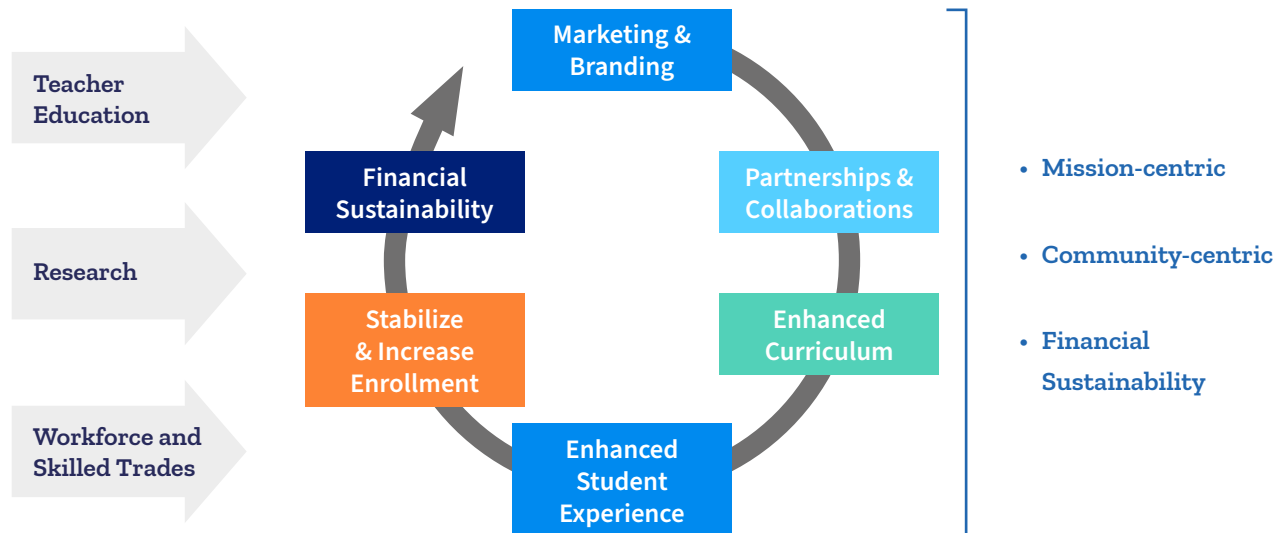
## Building on Assets and Strengths

We will draw deeply on our current assets and strengths: deep ties and dedication to the tribal community, leadership in preparing Pre-K to 12 teachers, a commitment to creating a research-oriented institution, a small campus in a physically attractive setting, faculty who prioritize advising and mentoring students, and the opportunity created by collaboration across the College's partner ecosystem.



## Areas of Specialization

Our strategic plan will help us focus on three overarching areas of specialization: Teacher Education, Research, and Workforce and Skilled Trades. These areas will help position the College as a Center of Excellence (COE) amongst our peers.



## Clear Goals and Architecture for Success

We will achieve their areas of specialization by focusing on the following institutional goals: Student Opportunity and Success; Research, Innovation, & Economic Impact; and Institutional Prominence & Academic Distinction, all to be achieved within clear structural and cultural frameworks.

## Collaboration and Cooperation with the Tribe

We will secure our students the benefits of a big institution in a small-school setting by even more actively reaching out to other tribal departments to partner in the delivery of curriculum, creating experiential learning opportunities through internships and job opportunities while enhancing the learning options for SCC students.

## Disciplined Decision-Making and Management

Our plan sets clear steps for moving SCC to be more disciplined and data-driven, both in decision-making and in measuring progress that is being made.



# GOALS AND 5-YEAR STRATEGIES

## Goal 1: Student Opportunity & Success

We will strategically grow enrollment and foster a thriving learning environment characterized by transformational educational experiences that promote the holistic development, economic mobility, and success of all students.

### Objective 1.1 Increase Enrollment

Optimize the college's educational impact through recruitment, strategic offerings and flexible learning formats.

### Objective 1.2 Experiential Learning

Provide experiential learning opportunities that align with our mission and benefit the SCC community.

### Objective 1.3 Student Success

Promote academic access and success for all students, with special consideration for underrepresented, rural, first-generation and other underserved students.

### Objective 1.4 Retention and Graduation Rates

Strengthen efforts to advise, retain, educate, and graduate a diverse body of students who meet the regional workforce needs.

### Objective 1.5 Student Experience

Create and maintain a long-term infrastructure plan that supports student growth while enhancing the student experience through meaningful engagement and social activity on campus.

### Objective 1.6 Student Wellness

Maintain, create, and implement evidence-based programs and services that promote positive change in students' health & wellness.



## Goal 2:

# Research, Innovation & Economic Impact

We will cultivate an entrepreneurial ecosystem to enhance research, scholarship, and partnerships that drive innovation and economic development.

### Objective 2.1 Innovative Curriculum

Pioneer an educational experience for students that integrates interdisciplinary curricula across SCC.

### Objective 2.2 Advancement & Alumni Engagement

Promote a culture among the alumni and community partners that builds a sustainable funding base to support the college's vision and goals.

### Objective 2.3 Regional Economic Development

Become a regional leader in higher education, industry, and government partnerships, innovation, and entrepreneurial strategies that advance community engagement and economic development.

### Objective 2.4 Planning & Decision Making

Enable better support of college decision-making at all levels through inclusive, intentional, and transparent planning and decision-making.

### Objective 2.5 Financial Stewardship

Align resources to deepen our commitment to achieve and maintain long-term fiscal sustainability.

### Objective 2.6 Tribal Research Center

Serve as a resource for the Tribe by bringing in external experts. Lead research initiatives and bring best-practices to the tribal community.





## Goal 3: Institutional Prominence & Academic Distinction

We will attain national prominence and achieve academic excellence through innovative instructional practices, strategic program expansion, and a robust academic and technological infrastructure.

### Objective 3.1 Academic Programs

Create, develop and expand academic programs relevant to the community.

### Objective 3.2 External Partnerships

Enhance and build new tribal community, political, business, and governmental organizations in support of our mission through quality targeted visits and activities.

### Objective 3.3 Internal & External Communications

Enhance and sustain an effective infrastructure to support and coordinate internal and external communications.

### Objective 3.4 Brand Awareness

Elevate the institutional profile by capitalizing on national exposure and visibility.

### Objective 3.5 DEI & Human Capital Development

Foster a culture of inclusion whereby people of all backgrounds who live, learn, and work at SCC feel welcome and valued.

### Objective 3.6 Responsive and Innovative College

Be positioned to anticipate, respond, and capitalize on opportunities as well as challenges. Preserve and sustain Tribal traditions to foster a greater sense of community and belonging.





## 1. Student Opportunity & Success

- **Increase Enrollment.** Optimize the college's educational impact through recruitment, strategic offerings and flexible learning formats.
- **Experiential Learning.** Provide experiential learning opportunities that align with our mission and benefit the SCC community.
- **Student Success.** Promote academic access and success for all students, with special consideration for underrepresented, rural, first-generation and other underserved students.
- **Retention and Graduation Rates.** Strengthen efforts to advise, retain, educate, and graduate a diverse body of students who meet the regional workforce needs.
- **Student Experience.** Create and maintain a long-term infrastructure plan that support student growth while enhancing the student experience through meaningful engagement and social activity on campus.
- **Student Wellness.** Maintain, create, and implement evidence-based programs and services that promote positive change in students' health & wellness.

## 2. Research, Innovation, & Economic Impact

- **Innovative Curriculum.** Pioneer an educational experience for students that integrates interdisciplinary curricula across SCC.
- **Advancement & Alumni Engagement.** Promote a culture among the alumni and community partners that builds a sustainable funding base to support the college's vision and goals.
- **Regional Economic Development.** Become a regional leader in higher education, industry, and government partnerships, innovation, and entrepreneurial strategies that advance community engagement and economic development.
- **Planning & Decision Making.** Enable better support of college decision-making at all levels though inclusive, intentional, and transparent planning and decision-making.
- **Financial Stewardship.** Align resources to deepen our commitment to achieve and maintain long-term fiscal sustainability.
- **Tribal Research Center.** Serve as a resource for the Tribe by bringing in external experts. Lead research initiatives and bring best-practices to the tribal community.

## 3. Institutional Prominence & Academic Distinction

- **Academic Programs.** Create, develop and expand academic programs relevant to the community.
- **External Partnerships.** Enhance and build new tribal community, political, business, and governmental organizations in support of our mission through quality targeted visits and activities.
- **Internal & External Communications.** Enhance and sustain an effective infrastructure to support and coordinate internal and external communications.
- **Brand Awareness.** Elevate the institutional profile by capitalizing on national exposure and visibility.
- **DEI & Human Capital Development.** Foster a culture of inclusion whereby people of all backgrounds who live, learn, and work at SCC feel welcome and valued.
- **Responsive and Innovative College.** Be positioned to anticipate, respond, and capitalize on opportunities as well as challenges. Preserve and sustain Tribal traditions to foster a greater sense community and belonging.



# A COMMITMENT TO IMPLEMENTATION

Change is difficult for both human beings and organizations. It requires more than agreement on priorities and action steps. Our SCC community must commit to meaningful change!

We began our planning process by emphasizing SCC's position of strength. In fact, as we complete this planning process, we have seen news about some of our recent successes. This success is a good thing, which will allow us to continue to invest in our future. But that should not conceal our long-term reality: SCC must adapt to future challenges faced by higher education across the nation. We believe this strategic plan is a step in that direction.



**MAKING OUR  
DREAMS HAPPEN  
WITH ACADEMIC  
EXCELLENCE, CULTURE  
AND COMMITMENT.**





# BOARD OF REGENTS



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**Louis "Luke"  
Parisian**

*Member*



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**Dustin Whitford**

*Member*

# STRATEGIC PLANNING COMMITTEE MEMBERS



**Cory Sangrey-Billy**  
*President*



**Jessie Demontiney**  
*Member*



**Gaile Torres**  
*Member*



**Wilma Tyner**  
*Member*



**Marquieta Jilot**  
*Member*



**Joy Birdwell**  
*Member*





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**Stone Child College**

Stone Child College's strategic plan has been designed to be as dynamic as the environment in which the college operates. The priorities have been set but success depends upon constant oversight and reflection.

Throughout the planning process, our experience with the COVID-19 pandemic and the tribal community's rich history of dealing with adversity, afforded us an opportunity to embrace our resilience, innovation, and entrepreneurial roots.

Together, we will continue to make Stone Child College the first choice for students, scholars, and professionals.

