

# Oglala Lakota College Strategic Plan

2019-2027

**Vision:** Rebuilding the Lakota Nation through Education

**Mission:** To educate students for professional and vocational employment opportunities in Lakota country. The College will graduate well-rounded students grounded in Wolakolkiciyapi--learning Lakota ways of life in the community—by teaching Lakota culture and language as part of preparing students to participate in a multicultural world.

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## Overview of Strategic Goals:

**Goal 1. Tribal** - Strengthen Tribal sovereignty by providing graduates to meet current and future Tribal workforce needs and through meaningful collaboration

**Goal 2. Cultural** - Become the leading Tribal College for Lakota language and culture

**Goal 3. Academic** - Promote student academic success and self-fulfillment

**Goal 4. Community** - Support and improve continuing education and community development and outreach

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## Goal 1. Tribal - Strengthen Tribal sovereignty by providing graduates to meet current and future Tribal workforce needs and through meaningful collaboration

**Objective 1.1:** OLC will be among the top-five producers of Native Americans receiving Associate, Bachelors', and Masters' degrees among tribal colleges and the top 20 mainstream institutions that serve large Indian populations as identified by Diverse Issues in Higher Education

**Measurement 1.1.1:** Comparison of AIMS-AKIS data for Native American graduates within tribal colleges on an annual basis

**Strategy 1.1.1.1:** Director of Research and Assessment will compile the data annually

**Measurement 1.1.2:** Comparison of Diverse Issues in Higher Education IPEDS data for Native American graduates within the top 20 mainstream institutions that serve large Indian populations on an annual basis

**Strategy 1.1.2.1:** Director of Research and Assessment will compile the data annually

**Objective 1.2:** OLC baccalaureate graduates will achieve 75% job placement or matriculation to graduate school within one year of graduation

**Measurement 1.2.1:** Annual measurement of job placement through longitudinal student tracking through Graduate Employer Survey and Unit IERs

**Strategy 1.2.1.1:** Academic Units and College Centers will report job placement or matriculation in IERs

**Strategy 1.2.1.2:** Student Success Committee will coordinate College wide Career Fairs for graduating college seniors

**Strategy 1.2.1.3:** Job placement coordinator will identify potential OLC graduates for pre-employment development, i.e. resume writing, interview skills, financial planning, housing options, work ethics, etc.

**Strategy 1.2.1.4:** Job placement coordinator will create and maintain an online resource page of potential employers for OLC graduates

**Strategy 1.2.1.5:** Job placement coordinator will monitor the number of graduating seniors, who applied for employment, who received employment, and who maintained employment

**Measurement 1.2.2:** Annual measurement of OLC Graduates currently enrolled in Graduate School through longitudinal student tracking through Graduate Employer Survey and National Student Clearing House (NSC)

**Strategy 1.2.2.1:** Director of Research and Assessment will compile annual data

**Measurement 1.2.3:** Annual measurement of OLC Associate level graduates currently enrolled in baccalaureate programs or employment through longitudinal student tracking through Graduate Employer Survey and academic unit IER

**Strategy 1.2.3.1:** Director of Research and Assessment will compile annual data

**Objective 1.3:** OLC baccalaureate graduates in the workforce will achieve 90% employer satisfaction within one year of graduation

**Measurement 1.3.1:** OLC graduates will achieve 90% percent employer satisfaction within one year of graduation annually

**Strategy 1.3.1.1:** Director of Research and Assessment will compile annual data from the employer satisfaction survey

**Objective 1.4:** OLC graduates will fill 25% of existing jobs of both the Oglala Sioux Tribe (OST), Cheyenne River Sioux Tribe (CRST), private and public programs and enterprises within seven years

**Measurement 1.4.1:** Implement 100% of Memorandums of Agreement between OLC and OST, and OLC and CRST by 2025

**Strategy 1.4.1.1:** VPI will work the Oglala Sioux Tribe and Cheyenne River Sioux Tribe to create and implement a Memorandums of Agreement to support the development and hiring of OLC graduates

**Strategy 1.4.1.2:** VPI will work the Oglala Sioux Tribe and Cheyenne River Sioux Tribe to create and implement a data collection process for employment opportunities, job placement and OLC's employer satisfaction

**Measurement 1.4.2:** Identify private and public employers on the reservations and in the surrounding communities by 2021

**Strategies 1.4.2.1:** Job placement coordinator will create and maintain a resource page of private and public employers

**Measurement 1.4.3:** Number of position vacancies from Tribal Human Resource Offices filled by OLC graduates on an annual basis by 2021

**Strategies 1.4.3.1:** Job placement coordinator will extract data from the Tribal Human Resource offices each spring

**Measurement 1.4.4:** Number of position vacancies from private and public employers filled by OLC graduates on annual basis by 2021

**Strategies 1.4.4.1:** Job placement coordinator will extract data from the identified private and public employers each spring

**Objective 1.5:** Strengthen collaborations between OLC and tribal entities on reservations

**Measurement 1.5.1:** The results of the Annual assessment of MOUs

**Strategy 1.5.1.1:** Identify existing collaborations between OLC and Tribal entities

**Strategy 1.5.1.2:** Update existing MOUs between OLC and Tribal programs

**Strategy 1.5.1.3:** Develop new MOUs between OLC and Tribal programs

## **Goal 2. Cultural - Become the leading Tribal College for Lakota language and culture**

**Objective 2.1:** Increase Lakota language usage and fluency of OLC staff and faculty 3% per year

**Measurement 2.1.1:** Annual enumeration of OLC faculty and staff participating in Lakota Language classes and Lakota Language Academy

**Strategy 2.1.1.1:** Track and record the number of tuition waivers for Lakota language and culture classes

**Strategy 2.1.1.2:** Coordinate the Lakota Language Academy

**Measurement 2.1.2:** Annual enumeration of Head Start teachers and staff participating in Lakota Language Classes and Lakota Language Academy

**Strategy 2.1.2.1:** Track and record the number of tuition waivers for Lakota language and culture classes

**Strategy 2.1.2.2:** Coordinate the Lakota Language Academy

**Measurement 2.1.3:** Annual percentage of faculty and staff assessed on the Oral Proficiency Interview (OPI)

**Strategy 2.1.3.1:** Create policy and procedures for implementation for the OPI

**Strategy 2.1.3.2:** Lakota Studies Department will create database to track and monitor current faculty and staff OPI completion

**Measurement 2.1.4:** Annual percentage of Head Start teachers and staff assessed on the Oral Proficiency Interview (OPI)

**Strategy 2.1.4.1:** Create policy and procedures for implementation for the OPI

**Strategy 2.1.4.2:** Lakota Studies Department will create database to track and monitor current faculty and staff OPI completion

**Objective 2.2:** OLC will incorporate Lakota culture into 90% of community and student engagement activities by 2027

**Measurement 2.2.1:** 90% of academic and non-academic units will implement Wolakokiciyapi framework for integration and delivery within OLC by 2025

**Strategy 2.2.1.1:** Formation of a special committee by November 2019

**Strategy 2.2.1.2:** Community focus groups convened during Spring 2020

**Strategy 2.2.1.3:** Develop Wolakolkiciyapi framework by 2022

**Strategy 2.2.1.4:** Provide professional development training to faculty and staff on integrating Wolakota into their curriculum and work environment

**Measurement 2.2.2:** 90% of student engagement activities will include Lakota culture (academic and nonacademic units) by 2025

**Strategy 2.2.2.1:** Track and monitor the percentage of student engagement activities that include Lakota culture

**Strategy 2.2.2.2:** Assess the effectiveness of inclusion of Lakota culture to improve the quality of interactions among faculty, staff and students

**Measurement 2.2.3:** 90% of community engagement activities will include Lakota culture (academic and nonacademic units) by 2025

**Strategy 2.2.3.1:** Track and monitor the percentage of community engagement activities that include Lakota culture

**Objective 2.3:** Increase professional development opportunities for faculty and staff in Lakota history, culture, society, and current issues each year

**Measurement 2.3.1:** Annual increase in culturally relevant professional development opportunities for OLC employees at Piya Wiconi and College Centers

**Strategy 2.3.1.1:** Determine baseline and target increase

**Strategy 2.3.1.2:** Assess the effectiveness of the professional development opportunities

**Measurement 2.3.2:** Annual increase in culturally relevant professional development participation of OLC employees at Piya Wiconi and College Centers

**Strategy 2.3.2.1:** Determine baseline and target increase

### **Goal 3. Academic - Promote student academic success and self-fulfillment**

**Objective 3.1:** Increase institutional student retention, persistence, and completion rates by 2% per year; 14% by 2027

**Measurement 3.1.1:** Increase in fall-to-fall retention rates of first time, full-time Associate's, Bachelor's, and Master's degree-seeking students measured as an entering freshman cohort by 2% per year

**Strategy 3.1.1.1:** Campus-wide three-day annual orientation with student engagement activities for entering new and transfer-in students held at Piya Wiconi

**Strategy 3.1.1.2:** College center orientation(s) specific for new and existing students every semester

**Strategy 3.1.1.3:** Develop virtual orientation modules

**Strategy 3.1.1.4:** Academic and non-academic units collaborate to improve implementation of the early alert system for entering freshmen

**Measurement 3.1.2:** Increase in semester-to-semester persistence rates of all certificate- and degree-seeking students by 2% per year

**Strategy 3.1.2.1:** Academic and non-academic units collaborate to improve implementation of the early alert system for returning students

**Strategy 3.1.2.2:** Non-academic units will collaborate to assess the effectiveness of the transportation system annually

**Strategy 3.1.2.3:** Update enrollment management plan by Fall 2020

**Strategy 3.1.2.4:** Non-academic units will collaborate to assess the effectiveness of the attendance scholarship annually

**Strategy 3.1.2.5:** Non-academic units will collaborate to assess the meals program annually

**Measurement 3.1.3:** 80% of current students will pre-register by the 14<sup>th</sup> week of the fall and spring semester

**Strategy 3.1.3.1:** Academic and nonacademic units will work with students to increase participation in semester advising week

**Strategy 3.1.3.2:** All academic and nonacademic units will participate in at least one weekly radio show per semester

**Strategy 3.1.3.3:** The Enrollment Management Director will collaborate with the Institutional Development Director to maintain the OLC Facebook page, KOLC-TV

public service announcements, email blasts, electronic displays, Jenzabar app automated messaging, etc.

**Strategy 3.1.3.4:** Implement a deferment process

**Strategy 3.1.3.5:** Implement a two-year schedule

**Strategy 3.1.3.6:** Implement course scheduling software

**Measurement 3.1.4:** Increase in Associates', Bachelors' and Masters' degree completion at 4-, 6-, and 8-years from IPEDS reports by 2% per year

**Strategy 3.1.4.1:** Implement a deferment process

**Strategy 3.1.4.2:** Implement a two-year schedule

**Strategy 3.1.4.3:** Implement course scheduling software

**Strategy 3.1.4.4:** Continue implementation of transportation and meals programs

**Strategy 3.1.4.5:** Enumeration of 10+-year graduation degree completion

**Measurement 3.1.5:** Increase in General Education completion rates by 2% per year

**Strategy 3.1.5.1:** Create and implement a rotation schedule based on ideal plan of studies for entering freshmen

**Strategy 3.1.5.2:** Create a scholarship program to incentivize completion of general education courses from point of entry (RW 093, Engl 103, Math 103)

**Strategy 3.1.5.3:** Review declaration of major policy

**Strategy 3.1.5.4:** Create and implement career-advising process for entering students

**Strategy 3.1.5.5:** Provide general education co-curricular activities

**Strategy 3.1.5.6:** Implement ideal plan of study for transfer-out students

**Objective 3.2:** Increase the number of incoming students by 2% annually

**Measurement 3.2.1:** Increase the number of **incoming** students by 2% per year

**Strategy 3.2.1.1:** Enrollment Management Director and Foundational Studies will coordinate recruitment activities specific for target populations (traditional, non-traditional and transfer students)

**Strategy 3.2.1.2:** Academic and non-academic units will participate in scheduled recruitment activities

**Measurement 3.2.2:** Increase of **total** enrollment by 2% per year

**Strategy 3.2.2.1:** Enrollment Management Director and Foundational Studies will coordinate recruitment activities specific for target populations (traditional, non-traditional and transfer students)

**Strategy 3.2.2.2:** Academic and non-academic units will participate in scheduled recruitment activities

**Measurement 3.2.3:** Increase the percentage of new students retained beyond the 100% drop date by 2% per year

**Strategy 3.2.3.1:** Determine baseline and target increase

**Strategy 3.2.3.2:** Academic and non-academic units collaborate to improve implementation of the early alert system for entering freshmen

**Measurement 3.2.4:** Increase the number of students returning after stopping out

**Strategy 3.2.4.1:** Determine baseline and target increase

**Strategy 3.2.4.2:** Implement a deferment process

**Strategy 3.2.4.3:** Non-academic units will verify notification of student's probationary status within two weeks of grade submission

**Objective 3.3:** Increase reading, writing and mathematics readiness to 65% of freshmen by their third semester of attendance at OLC by 2027

**Measurement 3.3.1:** 65% of returning freshman students will be eligible for enrollment (e.g. scoring at a 10.1 grade-level equivalency) in Math 103 by their third semester of attending OLC by 2027

**Strategy 3.3.1.1:** Track and monitor number of students taking the Accuplacer who complete CARS or CARF

**Strategy 3.3.1.2:** Implement student engagement activities to increase participation in CARS/CARF

**Strategy 3.3.1.3:** Provide co-curricular activities to Math 093 students

**Strategy 3.3.1.4:** Track and monitor pass rates and retention rates from Math 093 and Math 103

**Measurement 3.3.2:** 65% of returning freshman students will be eligible for enrollment (e.g. scoring at a 10.1 grade-level equivalency) in Engl 103 by their third semester of attending OLC by 2027

**Strategy 3.3.2.1:** Track and monitor number of students taking the Accuplacer who complete CARS or CARF

**Strategy 3.3.2.2:** Implement student engagement activities to increase participation in CARS/CARF

**Strategy 3.3.2.3:** Provide co-curricular activities to RW 093 students

**Strategy 3.3.2.4:** Track and monitor pass rates and retention rates from RW 093 and Engl 103

**Measurement 3.3.3:** Increase in the percentage of first-time participants showing a one-level increase (two-grade level equivalency) in College Academy Readiness (CAR) Programs (spring, summer and fall) per year

**Strategy 3.3.3.1:** Track and monitor percentage

**Measurement 3.3.4:** Increase in the percentage of Accuplacer completers who enroll in CAR (spring, summer and fall), Foundational Studies or general education courses per year

**Strategy 3.3.4.1:** Track and monitor percentage

**Measurement 3.3.5:** Increase in the percentage of CAR (spring, summer and fall) participants passing Math 093 and RW 093 per year

**Strategy 3.3.5.1:** Track and monitor percentage

**Measurement 3.3.6:** Increase in the percentage of Math 093 and RW 093 students passing Math 103 and Engl 103 per year

**Strategy 3.3.6.1:** Track and monitor percentage

**Objective 3.4:** Increase the total monetary value of student scholarship disbursed by 5% annually

**Measurement 3.4.1:** Increase the number of students who apply for and receive scholarships by 5% per year

**Strategy 3.4.1.1:** Create and implement a system to track students who apply for and receive scholarships annually by Fall 2020

**Strategy 3.4.1.2:** Create and implement promotional strategies geared toward freshmen and sophomores by Fall 2019

**Strategy 3.4.1.3:** Create and publish an institutional calendar for financial aid and scholarship workshops annually

**Strategy 3.4.1.4:** Collaborate with American Indian College Fund regarding the timeframe for submission of scholarship applications by Fall 2020

**Strategy 3.4.1.5:** Collaborate with local high schools to promote application for college scholarships before high school graduation annually

**Strategy 3.4.1.6:** Create scholarships for high school seniors to attend OLC by Fall 2020

**Strategy 3.4.1.7:** Track and monitor the number of students who have an unmet financial need and students who have their financial needs met annually

**Measurement 3.4.2:** Increase in student scholarship disbursement by 5% per year

**Strategy 3.4.2.1:** Center staff will track and monitor scholarships per district center for freshmen and sophomores

**Strategy 3.4.2.2:** Collaborate with center staff to increase the percentage of students applying for PELL before the beginning of the academic year



**Objective 3.5:** Increase the percentage of highly qualified faculty by 1% per year

**Measurement 3.5.1:** Increase in the percentage of faculty highly qualified in their discipline by 1% per year

**Strategy 3.5.1.1:** Create memorandums of understanding with institutions in higher education

**Strategy 3.5.1.2:** Continue providing tuition reimbursement and course tuition waivers

**Strategy 3.5.1.3:** Maintain the adjunct course approval system

**Strategy 3.5.1.4:** Academic chairs maintain faculty course approval forms

**Measurement 3.5.2:** Determine a baseline measure of compliance with faculty development plans and increase that number by the percentage necessary to achieve 100% compliance by 2025

**Strategy 3.5.2.1:** Track and monitor compliance with faculty professional development plans annually

**Strategy 3.5.2.2:** Improve tracking and monitoring of faculty development for OLC's tuition reimbursement program by Fall 2021

**Strategy 3.5.2.3:** Improve tracking and monitoring of faculty development for external tuition reimbursement program by Fall 2021

**Strategy 3.5.2.4:** Provide yearly calendar of in-house training for faculty specific to teaching

**Measurement 3.5.3:** Increase the percentage of full-time faculty complying with faculty peer-review policy to 100% by 2021

**Strategy 3.5.3.1:** Track and monitor compliance of faculty who are eligible for 3- or 5-year contracts annually

**Strategy 3.5.3.2:** Update the faculty peer-review policy by Spring 2020

**Measurement 3.5.4:** Number of faculty utilizing tuition reimbursement, course tuition waivers, external resources for professional development per year

**Strategy 3.5.4.1:** Create yearly calendar of in-house trainings

**Strategy 3.5.4.2:** The Professional Development Committee will track and monitor utilization of professional development resources annually

**Strategy 3.5.4.3:** The Professional Development Committee will promote professional development web resources

**Objective 3.6:** Increase the number of professional development opportunities for staff per year

**Measurement 3.6.1:** Percentage of staff qualified in their position

**Strategy 3.6.1.1:** Review staff qualifications specific to their position by Spring 2021

**Strategy 3.6.1.2:** Track and monitor the number of qualified staff specific to their position annually

**Strategy 3.6.1.3:** Supervisor will annually identify individual staff professional development needs

**Strategy 3.6.1.4:** Create staff professional development in-house training calendar based on identified needs bi-annually

**Strategy 3.6.1.5:** Provide management training to supervisory personnel as needed

**Measurement 3.6.2:** Number of staff complying with their Work Expectation Form per year

**Strategy 3.6.2.1:** Revise and improve Work Expectation Form to include a professional development plan by Spring 2020

**Strategy 3.6.2.2:** Track and monitor number of staff complying with the revised Work Expectation Form annually

**Measurement 3.6.3:** Number of staff utilizing tuition reimbursement, course tuition waivers, external resources for professional development in their area per year

**Strategy 3.6.3.1:** Track and monitor the number of staff utilizing professional development resources annually

**Objective 3.7:** Enhance institutional facilities, technology, and student housing

**Measurement 3.7.1:** Number and type of courses delivered at each center per semester

**Strategy 3.7.1.1:** Track and monitor the number of courses delivered at each center per semester

**Measurement 3.7.2:** Number of courses that meet capacity per year

**Strategy 3.7.2.1:** Audit available classroom space by Fall 2020

**Strategy 3.7.2.2:** Track and monitor number of courses that exceed course enrollment limit annually

**Measurement 3.7.3:** Improvements as determined by the facilities management plan as reported per year

**Strategy 3.7.3.1:** Conduct needs assessment by Spring 2021

**Strategy 3.7.3.2:** Identify improvements needed to provide access to facilities for people with disabilities and elders.

**Strategy 3.7.3.3:** Update and implement facilities management plan by Spring 2022

**Measurement 3.7.4:** Improvements as determined by the technology plan as reported per year

**Strategy 3.7.4.1:** Update and implement technology plan annually

**Measurement 3.7.5:** Number of tiny houses built for students by 2027

**Strategy 3.7.5.1:** Conduct a need assessment to identify the number of students who are homeless or living in multiple locations by Spring 2021

**Measurement 3.7.6:** Increase the retention, persistence and completion rates of students living in student housing per year

**Strategy 3.7.6.1:** Determine baseline and target increase for students living in student housing

**Strategy 3.7.6.2:** Review and update the student housing policies and procedures by Fall 2020

**Strategy 3.7.6.3:** Review PELL regulations for on-campus housing

**Objective 3.8:** Demonstrate student-learning, faculty, academic and non-academic program performance improvements per year

**Measurement 3.8.1:** The percentage of students who meet general education course-level expectations per year

**Strategy 3.8.1.1:** Continue implementation of General Education assessment plan

**Measurement 3.8.2:** The percentage of students who meet department-specific course-level and program-level outcomes per year

**Strategy 3.8.2.1:** Continue implementation of department assessment plan

**Measurement 3.8.3:** The percentage of academic IEPs that implement yearly improvement strategies per year

**Strategy 3.8.3.1:** Track and monitor the percentage

**Measurement 3.8.4:** The student course evaluations demonstrate 90% satisfaction per year

**Strategy 3.8.4.1:** The Director of Research and Assessment will provide annual report of course evaluations

**Measurement 3.8.5:** The faculty course observations indicate 90% satisfactory teaching per year

**Strategy 3.8.5.1:** Improve the course observation form to include metrics

**Strategy 3.8.5.2:** Update the evaluation of instructors policy and procedures

**Measurement 3.8.6:** Decrease in the number and type of written concerns by 5% students per year

**Strategy 3.8.6.1:** EAP/Students Affairs Director will establish a tracking system of all student concerns received and resolution

**Strategy 3.8.6.2:** Center Directors will track and report the number, type and resolution of formal concerns presented to the board

**Measurement 3.8.7:** Academic and nonacademic units will meet institutional expectation per year

**Strategy 3.8.7.1:** Update the evaluation of college unit's policy 37-000

**Strategy 3.8.7.2:** Update the non-academic unit evaluation

**Strategy 3.8.7.3:** Update the program review template for academic and non-academic units

**Strategy 3.8.7.4:** create a report format for academic and non-academic units for program evaluators

**Measurement 3.8.8:** Assessment of internship outcome per year

**Strategy 3.8.8.1:** Identify existing internships

**Strategy 3.8.8.2:** Academic departments create internship guidelines and outcomes to demonstrate application of student learning

**Strategy 3.8.8.3:** Academic departments will create and implement an assessment plan to measure application of student learning [close the loop]

**Objective 3.9:** Demonstrate the impact of co-curricular and student support activities per year

**Measurement 3.9.1:** Increase the percentage of non-academic and administrative units that assess co-curricular activities by 5% per year

**Strategy 3.9.1.1:** Track and monitor the percentage

**Measurement 3.9.2:** Increase the percentage of student support activities assessed by 5% per year

**Strategy 3.9.2.1:** Track and monitor the percentage

**Measurement 3.9.3:** Increase the percentage of non-academic and administrative IEPs that implement yearly improvement strategies by 5% per year

**Strategy 3.9.3.1:** Track and monitor the percentage

**Measurement 3.9.4:** The percentage of students who meet activity-specific outcomes per year

**Strategy 3.9.4.1:** Track and monitor the percentage

**Objective 3.10:** Freshmen and seniors will rate 90% satisfaction with their overall experience

**Measurement 3.10.1:** Annual comparison of National Survey of Student Engagement (NSSE) data for first-year and senior students with Plains Public institutions

**Strategy 3.10.1.1:** Administer the NSSE annually

**Measurement 3.10.2:** First-year freshmen will score "significantly higher" than Plains Public institutions in Academic Challenge, Learning With Peers, Experiences With Faculty and Campus Environment as measured by the NSSE [review target]

**Strategy 3.10.2.1:** Administer the NSSE annually

**Measurement 3.10.3:** First-year freshmen will score comparably to Plains Public institutions in High-Impact Practices as measured by the NSSE

**Strategy 3.10.3.1:** Track and monitor NSSE data annually

#### **Goal 4. Community - Support and improve continuing education, and community development and outreach**

**Objective 4.1:** Increase the number of Head Start program participants by 3% annually

**Measurement 4.1.1:** Increase in the number of students entering Head Start from PROMIS reports by 3% per year

**Strategy 4.1.1.1:** Determine capacity levels overall and by district

**Strategy 4.1.1.2:** The Head Start program will implement additional recruitment activities

**Measurement 4.1.2:** Increase fall-to-fall Head Start student retention from PROMIS reports by 3% per year

**Strategy 4.1.2.1:** Determine baseline and target increase

**Strategy 4.1.2.2:** Track and monitor student retention

**Objective 4.2:** Increase the number of GED participants and graduates by 5% per year

**Measurement 4.2.1:** Annual increase in GED applicants

**Strategy 4.2.1.1:** The GED program and college center staff will implement additional recruitment activities

**Measurement 4.2.2:** Increase in GED participant engagement by 5% per year

**Strategy 4.2.2.1:** Determine baseline and target increase

**Strategy 4.2.2.2:** Track and monitor GED participant engagement annually

**Measurement 4.2.3:** Increase in GED completion by 5% per year

**Strategy 4.2.3.1:** Track and monitor GED completion

**Objective 4.3:** Oglala Lakota College will provide job training and professional development opportunities with an increase in the number of CEUs awarded per year

**Measurement 4.3.1:** Increase the number of CEUs and certificates awarded per year

**Strategy 4.3.1.1:** Track and monitor the number of CEUs and certificates awarded

**Measurement 4.3.2:** Increase the number of job trainings and professional development opportunities provided per year

**Strategy 4.3.2.1:** Track and monitor the number of job trainings and professional development opportunities provided

**Measurement 4.3.3:** Increase in participation in recurring job trainings and professional development opportunities per year

**Strategy 4.3.3.1:** Determine baseline and target increase

**Strategy 4.3.3.2:** Promote trainings

**Measurement 4.3.4:** The percentage of participants who meet activity-specific outcomes per activity

**Strategy 4.3.4.1:** Track and monitor the percentage of participants

**Objective 4.4:** Increase community participation in OLC Lakota culture and history activities by 8% annually

**Measurement 4.4.1:** Increase in the number of community members attending activities by 8% per year

**Strategy 4.4.1.1:** Determine baseline

**Strategy 4.4.1.2:** Track and monitor the number of community members attending activities

**Strategy 4.4.1.3:** Promote community engagement events

**Measurement 4.4.2:** Community members will demonstrate 90% satisfaction on feedback form for all cultural and history activities per year

**Strategy 4.4.2.1:** Track and monitor community member satisfaction

**Measurement 4.4.3:** Increase in the number and variety of Lakota culture and history activities offered to community members per year

**Strategy 4.4.3.1:** Create annual calendar of center activities

**Strategy 4.4.3.2:** Determine baseline

**Objective 4.5:** Implement a Public Information Plan to disseminate information to Oglala Lakota College stakeholders, specifically the Lakota Oyate by Spring 2024

**Measurement 4.5.1:** Improvements as determined by the public information plan as reported per year

**Strategy 4.5.1.1:** Create a Public Information ad hoc Committee who will create a Public Information Plan by 2021

**Measurement 4.5.2:** Enumeration of information disseminated annually

**Strategy 4.5.2.1:** Gather evidence of public information dissemination