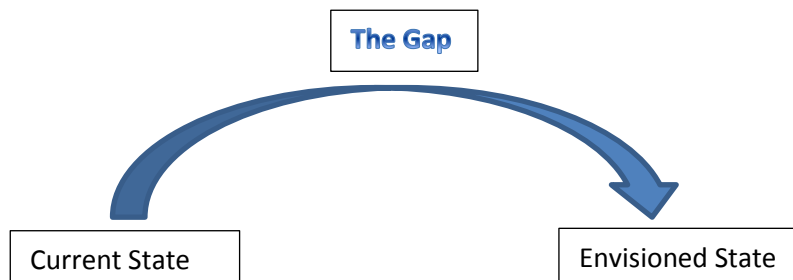


The purpose of the Gap Analysis is to provide an environment that encourages consensus among the group members about what needs to occur to eliminate the gap between the institution’s current state and its envisioned state (Mission Fulfillment). Using the results of the SWOT Analysis, the group should focus on the gaps between the two.

Highlights from Standard 1, Mission and Core Themes (describe our envisioned state):

- *Our mission is an expression of indigenous self-determination intended to ensure the survival of our people.*
- *To improve the quality of life with all northwest Indian communities by encouraging, preparing and promoting Indian people to successful completion of secondary and post-secondary education.*
- *Is evidenced by implementation of the following Core Themes: 1) Engage indigenous knowledge; 2) Commitment to Student Success; 3) Access to higher education opportunities at all level for tribal communities; and 4) Advance place-based community education and outreach.*



***Mission Statement: Through education, Northwest Indian College promotes indigenous self-determination and knowledge.***

Current State	Recommendations
Issues (Gaps) identified in SWOT Analysis	Steps (activities) that need to occur to eliminate gap
<ul style="list-style-type: none"> <li>• Indigenous framework that respects and represents all NWIC students not clearly defined</li> </ul>	<ul style="list-style-type: none"> <li>• Training in completed indigenous framework</li> </ul>
<ul style="list-style-type: none"> <li>• Communication- some feel unheard</li> </ul>	<ul style="list-style-type: none"> <li>• Celebrate our uniqueness</li> </ul>
<ul style="list-style-type: none"> <li>• Understanding of mission and how to use it in our individual jobs</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Site support (technology, canvass)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Public awareness and marketing of college</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Childcare</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

<ul style="list-style-type: none"> <li>• Financial aid</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Student Health and Wellness Support Services (drug, alcohol and narcotics support)</li> </ul>	<ul style="list-style-type: none"> <li>• Policies around dealing with behavioral health issues</li> </ul>
<ul style="list-style-type: none"> <li>• Technology and training</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Educational delivery model isn't meeting our need</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Disability support services</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Institutional cultural doesn't include or value each other (cultural, religious, educational)</li> </ul>	<ul style="list-style-type: none"> <li>• Create a cultural that welcomes all students and values all people</li> </ul>
<ul style="list-style-type: none"> <li>• Get back to the values that were approved by the BOT</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of career center (Job placement, prepare for MA degrees, resume building)</li> </ul>	<ul style="list-style-type: none"> <li>• Establish career center that serves all sites and students (4 year and vocational focus)</li> </ul>
<ul style="list-style-type: none"> <li>• Are we able to sustain our degree programs</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Internships for students</li> </ul>	<ul style="list-style-type: none"> <li>• Tribal sponsorship , make internships a requirement for 4 year program</li> </ul>
<ul style="list-style-type: none"> <li>• Meet community employment needs</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen current programs with the community needs survey data</li> </ul>
<ul style="list-style-type: none"> <li>• Student preparedness to enter college, large decline in GED</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Investing in educational modalities that aren't being used</li> </ul>	<ul style="list-style-type: none"> <li>• Revise where we allocate our resources when it comes to distance education</li> </ul>
<ul style="list-style-type: none"> <li>• SWOT is an environmental scan</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• There is unclear institution wide understanding of NICMERE and WF ed</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

# Synthesis

---

*Recommendations for consideration by the 2018-2025 Strategic Plan Committee*

**Synthesis** is the process whereby the group merges new information with prior knowledge to form new insights, ideas, perspectives, and recommendations for attaining a desired outcome.

## **Weaving Metaphor**

- Synthesizing as compared to weaving a basket—begin with prior knowledge of an issue from a variety of sources, combine and analyze this information, to develop new insights and new ways of thinking to reach the final product.



What did you learn?	What does this mean?	Recommendations
Major takeaways; AHA moments; If someone were to read our story what would it say?	What conclusions can be drawn from the data; Why is this important to us and to the community?	Identify themes we recommend be moved up to the next strategic plan
Institutional preparedness, understanding and definition of our mission	Are our students prepared to demonstrate indigenouness and sovereignty within their communities?	Use Willie Jones Jr.'s visioning process in the next cycle
Indigenize organizational structure and philosophy with the utmost value and inclusiveness of all	Are students prepared with dual world tools?	Thoughtful transparent communication to educate to understand our college values, philosophy and beliefs
Support growing our own philosophy	Are our students prepared to meet their community needs?	
Indigenizing our evaluation practices; are we assessing to our desired outcomes?	Are we demonstrating our value?	NWIC must demonstrate our value and utilize a marketing plan
Student voice in the planning and policy development include the SEB in our planning: Provide work study position in leadership		Build on the platform of our charter to improve the quality of life with all northwest Indian communities
Support of our sites at the strategic plan level		
Building capacity of college to execute our mission		Increase transparency and communication across the institution
Student academic preparedness		
Infrastructure		
The revitalization of our Lummi beliefs into our institutional culture		Verbalize our commitment to indigenizing the institution
Synthesis needs to be a part of our planning		Name the tension of indigenizing the institution
Increase faculty/student research		Articulate a plan with steps to indigenize the institution
Placed based is one of our greatest strengths but we want to avoid saturation		How do we include the broader institution in the indigenizing of our institution?
We need to state our values, philosophy and belief and create a shared understanding of what that means and provide training		Value based planning- guiding principles for the institution
		How do we actualize our beliefs?
		The metaphor matters-the

		<p>canoe- all tribes pull together towards tribal education of our people. Identify and name the skipper in the next SP process</p> <p>Strength and add other components to our existing programs to further meet the needs of our communities. For example, include paid internships in our 4 year programs</p> <p>Grass roots community organizing philosophy incorporated in our strategic planning process</p>
--	--	--