



# NORTHWEST INDIAN COLLEGE STRATEGIC PLAN 2004-09

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

## EXECUTIVE SUMMARY



As part of the strategic planning process, NWIC constituents engaged in an examination of the Lummi Values that influenced our process, decisions and strategic initiatives.

## LUMMI BELIEFS

### SELALEXW

Our strength comes from the old people. From them we receive our teachings and knowledge and the advice we need for our daily lives.

### SCHTENGEXWEN

We are responsible to protect our territory. This means that we take care of our land and the water and everything that is on it and in it.

### WXLEMICHOSEN

Our culture is our language. We should strengthen and maintain our language.

### LENGESOT

We take care of ourselves, watch out for ourselves and love and take care of one another.

### How Our Extended Campuses Participate:

The intention of the NWIC Board of Trustees and staff is to facilitate the identification of values and beliefs that underlie the work of NWIC at its extended campus sites and other locations throughout the Northwest that are served by the College. Because NWIC is chartered by the Lummi Nation with the main campus on the homelands of the Lummi people, the Strategic Planning Committee felt that it was appropriate to focus on the identification of underlying values at the main campus. It is our intent to work with extended campus sites and other tribal communities to identify their culturally specific values for inclusion in this document. It is assumed that these values then inform the entire NWIC community as to how to work effectively in the diverse tribal communities that we serve.

Special Thanks to the following persons and publications who assisted with this part of our work:

Bill James

Lummi Elders Speak

Renee Swan Waite

## STRATEGIC PLANNING PROCESS

In January of 2003, President Cheryl Crazy Bull established a college-wide strategic planning process overseen by a committee comprised of constituency representatives. Through a series of retreat activities, campus-wide planning sessions and focus groups, the College community examined the College’s mission, vision, and purposes. In addition, a community needs assessment was conducted to provide guidance on academic and program priorities. Other planning contributions were made in the form of various student and staff surveys as well as a review of prior planning efforts. Two hundred seventy five completed surveys provided the College with a glimpse in to the lives of native people throughout the region. The process has been expansive and inclusive.

The Committee refocused its efforts on more than one occasion in the planning process in response to pressing issues that arose during the planning effort. Two critical junctures occurred when the Committee examined the College’s tribal mission by focusing on the tribal values that shape our vision and when the Committee decided to take a more structured approach to the design process.

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### Committee Members

Dave Oreiro, Vice President, Center for Tribal Prosperity  
Rissa Wabaunsee, Vice President, Instruction  
Barbara Roberts, Vice President, Student Services  
Beth Boyd, Director, College Bridge Programs  
Carol Crismond, Human Resources Director,  
Dick Poole, NICMERE Director,  
Vernell Lane, Director, NWIC Foundation  
Peter Sheldrup, Distance Learning Director  
Kathy Humphrey Shafer, ABE Director  
William Freeman, Community Health Programs Director

Sharon Kinley, Director, Coast Salish Institute  
Lucy Wood Trost, Distance Learning Faculty  
Roberto Gonzalez Plaza, Science Faculty  
Misty Fuller, Extended Campus Director  
Susan Given Seymour; Dean, Site Development  
Renee Waite, SOAR Director  
Jan Turner, Grants Writer  
Linda Kenney, Nooksack Site Staff  
Rebel Harjo, Executive Director, Training Institute  
Cheryl Crazy Bull, President

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### Where we are today:

Upon approval by the Board of Trustees of the NWIC Strategic Plan, the College community is charged with the implementation of four strategic initiatives that focus the College’s resources on its core mission of providing a high quality academic and/or vocational education in the context of a fully culturally integrated tribal curriculum. We have identified what we believe about education, the College and our students. We have named the values that underlie our work. Now we have a document that informs our decisions and from which we can report our progress.

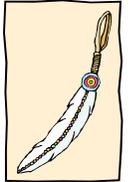
We have a roadmap to guide the College in its work. This road map is the creation of the hearts, minds and spirits of all the tribal people and our allies who helped us in this work.



*Hy>sh>qe (Thank you )*

## STRATEGIC INITIATIVES

- 1) NWIC strengthens individual and tribal prosperity through excellent and culturally relevant education, research and training.
- 2) NWIC increases resources to fulfill its Mission.
- 3) NWIC enhances the living values of our tribal communities and embraces bringing traditional ways into living contact with contemporary society.
- 4) NIWC builds sustainable tribal communities and people through promotion of healthy living, leadership development and community development.



## REPORTING REQUIREMENTS

Key to the success of our strategic plan is the reporting of our progress on achieving the goals associated with each initiative. To this end, NWIC will publish an annual progress reporting comparing baseline data to available annual data demonstrating how we are achieving each of the goals. Once approved by the Board of Trustees, the publication will be widely distributed as part of the College’s annual report.

**Definitions:**  
**Baseline Data:** Initial data that describes where we are with each goal.  
**Performance Indicator:** A measure of progress associated with each goal.

Monitoring of progress on the strategic plan is the responsibility of the NWIC leadership team and administrative staff and shall be accomplished using monthly and quarterly reporting mechanisms.

## CONTACT FOR MORE INFORMATION



If you would like more information about the strategic initiatives including more detail about how NWIC intends to implement the plan as presented, please contact:

Office of the President  
 Northwest Indian College  
 2522 Kwina Road  
 Bellingham, WA 98225

Phone: 360-676-2772  
 Fax: 360-738-0136



## Belief Statements

### WHAT WE BELIEVE ABOUT NWIC:

1. We believe its an honor to teach & learn here.
2. We believe the College is a special place with special opportunity
3. We believe we have the best programs
4. We believe in warmth, support, taking risks and sharing
5. We believe NWIC respects and supports the cultural beliefs and practices of each of the tribal communities it serves.
6. We believe that physical space influences learning.
7. We believe that we should raise enough resources to mitigate social and economic factors of our students' lives.
8. We believe NWIC provides education that inspires.
9. We believe NWIC needs to stay strongly committed to native content and relevancy.
10. We believe in strengthening tribal communities.
11. We believe NWIC to be community based.
12. We believe NWIC is a place where spirituality is respected.
13. We believe NWIC provides opportunity to share different cultures.

### WHAT WE BELIEVE ABOUT EDUCATION

1. We believe in life long learning.
2. We believe we contribute to the community.
3. We believe that education helps you be a better person, healthier.
4. We believe that education develops skills and gifts.
5. We believe that education should be available to everyone.
6. We believe education should be holistic.
7. We believe in positive emotions and self-confidence prompt learning and we should work to promote those feelings and emotions in students.
8. We believe that education is a way out of poverty and dysfunction.
9. We believe it is important to develop critical thinking skills.
10. We believe people are empowered through education.
11. We believe that community and family have an important role.
12. We believe that the college should help students understand importance of the environment.
13. We believe that teachers are here to learn, too.
14. We believe that students have capacity to support one another.
15. We believe that NWIC can provide ways for students to support each other.
16. We believe that curriculum should have Native content.
17. We believe that NWIC has the flexibility to have new ways of educating students unique to their needs.

### WHAT WE BELIEVE ABOUT STUDENTS

1. We believe that NWIC is a place to re-establish tribal identity.
2. We believe that students want to be welcomed and accepted.
3. We believe that each student comes to NWIC with his/her own set of beliefs and experience.
4. We believe in Learning Communities i.e. learning together.
5. We believe that students learn in different ways.
6. We believe that when students learn they are joyful and invigorated.
7. We believe that students respond well to faculty and staff who believe in them.
8. We believe that students are resilient.

## STRATEGIC INITIATIVE ONE



NWIC strengthens individual and tribal prosperity through excellent and culturally relevant academic and vocational education, research, and training.

### PERFORMANCE INDICATORS

### Implementation Goal One: High Quality Academic and Vocational Programs

- 1) Offer outstanding educational programs in certificate and associate degrees.
- 2) Increase instructional services by improving distance learning and site-based access for all NWIC students.
- 3) Enhance institutional assessment directed at improved services.
- 4) Develop baccalaureate degree programs in areas of high priority to tribal communities in the NWIC service area.



1. Increase student enrollment by 10% annually over next five years
2. Increase student graduation rate by 10% annually
3. Increased number of partnerships providing training and technical assistance
4. Demonstrated increase in cultural competency of students
5. Teaching and learning grounded in tribal knowledge and contemporary best practices.
6. Increased student completion of individual courses and programs of study.

### Baseline Data

- Annual Enrollment Report
- Current rate of retention, completion and transfer
- Current programs, degrees and certificates
- Current assessment strategies

### Intended Results

1. Increase sustainable programs of study that meet needs of tribal communities.
2. Graduates improve quality of life in their families and communities.
3. Increase student enrollment through full service programming at Lummi and extended campus sites.

Through this goal, NWIC will ensure that the investment of its institutional resources meets the needs of Northwest Tribes in the areas of education, natural resources, human services, Native studies and workforce development.

## Implementation Goal Two: Support for Tribal Prosperity

- 1) Promote training opportunities for vocational skills and professional development for tribal and community program employees.
- 2) Implement training opportunities that support workforce development and enterprise efforts of tribal nations.
- 3) Develop a Human Resources Inventory Database of tribal communities for economic and workforce development initiatives..
- 4) Collaborate with the Lummi Nation and other Northwest tribal nations on the implementation of NWIC's land grant and NICMERE strategic plans.
- 5) Form partnerships with tribal nations and community development agencies to address economic conditions of our communities.
- 6) Provide financial education services to tribal citizens.



### Performance Indicators

1. Increase Native representation in employment areas requiring technical personnel.
2. Trained Native personnel provide stewardship of tribal human and natural resources.
3. Increase the number of Native people in professional and service careers.
4. Increase successful establishment of tribal and individual enterprises.

#### INTENDED RESULTS:

1. Increase community and individual living standards.
2. Resource base data supports tribal priorities.
3. Diverse working partnerships with tribal entities and communities.

### Baseline Data

1. Current professional development for Tribes.
2. Current workforce initiatives with and in tribal communities.
3. Tribal economic indicators.

Achievement of this goal ensures that NWIC is responsive to the economic and social needs of tribal citizens within the context of tribal plans and initiatives.

**Implementation Goal Three:****Increase student participation and expand qualified College Personnel**

- 1) Implement a proactive, high quality marketing and recruitment plan to attract students to NWIC.
- 2) Provide services, growth opportunities and educational content designed to empower students by increasing their cultural competencies and resiliency.
- 3) Maintain a climate of student service and support through college bridge programs, internships, mentorships and service learning opportunities.
- 4) Ensure the practice of teaching and learning at NWIC is grounded in traditional knowledge and the use of contemporary best practices.
- 5) Provide a supportive, well-funded employment environment toward retention of staff and opportunities for staff to improve academic qualifications.
- 6) Widely recruit qualified Native persons to join the College's team.
- 7) Improved entry level academic counseling services to new and returning students.

**Performance Indicators**

- 1) Increased student completion, retention and graduation rates.
- 2) Increased student participation through enrollment of new students.
- 3) Improved qualifications of staff toward 4-year degree granting status.
- 4) Increased number of native personnel.
- 5) Increased faculty and professional development opportunities for NWIC staff.
- 6) Improved teaching and learning strategies with fully integrated cultural curriculum and assessment processes.

**INTENDED RESULTS:**

1. Programs at NWIC meet the needs of students in career and academic areas.
2. Student wellness and cultural competencies support persistence in education and career choices.
3. Improve quality of life in tribal communities and with individuals and their families.

**Baseline Data**

- 1) Annual Enrollment Report
- 2) IPED's Report
- 3) Compensation, research and analysis
- 4) Current rate of retention, completion and transfer

This goal ensures the College focuses on strategies to improve student success and increase the number and quality of native and non-native personnel.

**STRATEGIC INITIATIVE TWO**



# NWIC Increases Resources to Fulfill Its Mission

## Implementation Goal One: Ensure Adequate Financial Resources to Support Strategic Initiatives

- 1) Institutionalize Resource Development Planning and Processes
- 2) Ensure institutional programs and grant efforts fit the mission and goals of the College as well as tribal strategic plans.
- 3) Conduct a comprehensive campaign toward capital and operating fund acquisition.
- 4) Increase student financial aid resources through scholarships.
- 5) Improve long-term fiscal health of the College through endowments and good financial practices.



### Performance Indicators

- 1) Increase operating resources through private and public contributions
- 2) Increase scholarship funds by 10% annually
- 3) Balanced budget with 5% contingency
- 4) Meet annual goals of development performance plan
- 5) Sponsored Program Office ensure grants meet stated objectives.

### Baseline Data

- Annual Budget
- Projected Capital Needs for Campus Expansion
- Projected resource needs for competitive salaries and benefits.
- Student financial needs
- Development fundraising plan.

## INTENDED RESULTS

- 1. Increase student participation and completion rates through increased financial resources.
- 2. Adequate financial support for competitive salaries and benefits and for program support.,
- 3. Short and long-term financial stability

Through this goal, NWIC ensures adequate financial resources and high quality financial management toward excellent academic, vocational, community and student support.

NWIC demonstrates good stewardship of institutional resources.

**STRATEGIC INITIATIVE THREE**



NWIC enhances the living values of our tribal communities and embraces bringing traditional ways into living contact with contemporary society.

**Implementation Goal One: Develop Coast Salish Institute as a model For Tribal Teaching, Research and Development.**

- 1) Create a climate for lifelong learning in support of tribal community initiatives and creation of cultural opportunities for students and families.
- 2) Build the organizational structures needed to support change and encourage ceremony in the College's daily life.
- 3) Develop Lummi Philosophy of Education as a guide for a healthy organizational climate and a healthy educational environment.
- 4) Collaborate with other Tribal nations on the development of tribal specific philosophies.



**Performance Indicators**

- 1. High student satisfaction with college experience.
- 2. High employee satisfaction with college climate.
- 3. Community satisfaction survey ranks college as doing well in meeting community needs.
- 4. Demonstrated use of Lummi Philosophy of Education in decision making and programming.
- 5. Satisfactory collaboration with other Northwest Tribes in support of their cultural work.

**Baseline Data**

- Current student survey data
- Organizational Health survey
- Current cultural resources
- Current collaborations with tribal cultural departments and community cultural resource people.

**Intended Results**

- 1. Increased organizational reliance on tribal philosophies and practices in educational and organizational programs and decisions.
- 2. Quality partnerships that aspire to revitalize tribal culture and languages.
- 3. Improved quality of life for our communities.

This goal frames the work of the College as it seeks to be part of the revitalization and use of our tribal cultural practices, languages and way of life.

We are committed to keeping alive that which makes us unique indigenous nations.

## Implementation Goal Two: Develop core Native Studies degree, course offerings and training programs.

- 1) Promote acquisition and sharing of tribal knowledge.
- 2) Promote tribal autonomy.
- 3) Native Studies degree program central to NWIC academic programs.
- 4) Ensure voice of native people in all teaching and learning environments.
- 5) Provide for integration of tribal knowledge throughout academic and vocational programs.
- 6) Create opportunity for Native student presentations to learn appropriate presentation of native identity and knowledge.



## Performance Indicators

1. Research opportunities for Native students and Native scholars interested in native knowledge.
2. Publications and conferences promote sharing of knowledge.
3. Curriculum and instructional methodologies demonstrate cultural foundation.
4. Increased native self-identity among students and program participants.

### INTENDED RESULTS

- 1) Improved understanding of native identity among NWIC constituents.
- 2) Supportive environment for Native scholars to strength tribal identity and nationhood.
- 3) Strong relationship between communities and the College environment.

## Baseline Data

1. Current research opportunities.
2. Current professional development opportunities for native scholars.
3. Self-identify of native students and faculty.

Achievement of this goal promotes the College's key leadership role in supporting the sovereignty of our tribal nations and individual autonomy of our students and our families.



### Implementation Goal 3: Revitalize native languages through preservation, instruction and community language development.

- 1) Develop certification programs for native studies instructors.
- 2) Develop language teacher endorsement.
- 3) Implement birth to elder Lummi language programs for community and school use.
- 4) Partner with extended campus sites to develop tribally specific language programs and curricula.



### Performance Indicators

1. Increase native language fluency among targeted populations.
2. Increase in the number and quality of Native Studies certified teachers.
3. Increase in the number and quality of Native language endorsed teachers.
4. Increase in number and quality of partnerships among providers of native language services

#### INTENDED RESULTS

1. Increased use of native languages in daily and ceremonial conversations.
2. Increased understanding of native knowledge due to increased understanding of language.
3. Healthier individuals and tribal families.

### Baseline Data

1. Current language fluency levels among target populations.
2. Current partnerships with tribal language programs and other language service providers.
3. Current number of certified Native Studies teachers.
4. Current number of endorsed language teachers.

This goal focuses on the College's vital role in providing opportunities for native knowledge and native languages to be shared among tribal people for the purpose of retaining our cultural identity and knowledge.



**STRATEGIC INITIATIVE FOUR**



NWIC builds sustainable tribal communities and people through promotion of healthy living, leadership development and community development.

**Implementation Goal One: Promote health and wellness opportunities at the College and with Tribal Communities.**

- 1) Offer competitive and cooperative recreational and sports activities.
- 2) Promote increased access to more effective health care including mental and physical health services for College community.
- 3) Collaborate with health and wellness related programs and services to provide program specific educational services.
- 4) Offer variety of educational services in health and wellness based in cultural knowledge and literacy.



**PERFORMANCE INDICATORS**

- 1) Increase NWIC inter-mural sports programs based on five year plan.
- 2) Increase NWIC competitive sports programs.
- 3) Annual Calendar of community based wellness programs
- 4) Annual increase in community health program services.
- 5) Improved access to health services by NWIC students and staff.

**Baseline Data**

- Current level of health and wellness services
- Current level of recreational and competitive sports programming.
- Current level of access to health services.

**Intended Results**

- 1) Improve student retention through improved student health and wellness.
- 2) Improve quality of life for students and communities.
- 3) Improved health services to students and staff.
- 4) Increased commitment to healthy living.

By achieving this goal, NWIC demonstrates its commitment to a healthy tribal community and to providing a well-rounded educational experience for its students. NWIC also supports wellness as the best lifestyle choice for Native People.

### Implementation Goal Two: Provide leadership, management and board & committee training services specific to tribal needs.

- 1) Deliver a training program for board and committee service specific to tribal needs.
- 2) Provide leadership skill building opportunities for NWIC Board of Trustees and Student Leaders.
- 3) Provide a competency based managerial training program for directors and mid-level managers.
- 4) Implement an Executive Leadership Program for upper-level managers of non-profit and for-profit entities and divisions of Tribes.
- 5) Institutionalize an annual calendar of training events and professional development opportunities for NWIC staff.

### Performance Indicators

- 1) Demonstrated increase in competency and job satisfaction of training participants.
- 2) Increase in the number of Native professionals qualified for director and executive level positions.
- 3) Improved decision making and processes among participants in leadership initiatives.

#### INTENDED RESULTS:

1. Improve the leadership and managerial capabilities of Native staff toward quality management of tribal human and natural resources.
2. Promote a native based professional development experience for tribal leaders and managers.

### Baseline Data

1. Current level of competency of potential participants.
2. Current level of institutional services in managerial and leadership development.
3. Number of qualified professionals in managerial and leadership roles.

By fulfilling this goal, NWIC will promote the highest aspirations for the individuals in leadership and management roles in our tribal organizations and communities.

NWIC demonstrates its commitment to Native people in positions of decision making and leadership.



### Implementation Goal Three: Provide educational economic services focused of workforce development , entrepreneurship and community development.

- 1) Through a vocational advisory process, ensure appropriate, timely workforce programs and services are provided to tribal communities.
- 2) Provide a community based financial education program to promote financial literacy and entrepreneurship.
- 3) Provide community based strategies to support grassroots participation in decision making processes.
- 4) Support development of community based enterprise initiatives.
- 5) Provide technical assistance and training services to small businesses and home-based enterprises.
- 6) Provide job finding, workplace skills and career education services.



### Performance Indicators

- 1) Increase completion rate of ABE/GED program participants.
- 2) Improve individual knowledge of financial and economic decision making.
- 3) Increase access to business development resources for tribal citizens.
- 4) Increase participation of tribal people in community organizations and initiatives.

#### INTENDED RESULTS

- 1) Participation of tribal people in enterprise and business development increases.
- 2) Better educated population with more completion of high school equivalency and workforce training.
- 3) Participation of tribal people in community based organizations and initiatives.
- 4) Improved quality of life for individuals and families through participatory decision making.

### Baseline Data

- 1) Current community-based financial education services.
- 2) Current level of financial literacy in communities.
- 3) Current participation in business development services.
- 4) GED completions.

This goal responds to the critical need to support community and individual financial and economic development efforts.



### Implementation Goal Four: Provide culturally relevant parent and wellness education services.

- 1) Develop culturally relevant parent education curriculum.
- 2) Develop culturally relevant wellness curriculum.
- 3) Collaborate with community-based organizations to provide training and educational services..
- 4) Work with tribal communities to host timely community wellness events toward a common vision for individual and family wellness.
- 5) Provide site based parent support groups.
- 6) Provide site based wellness services during the regular academic calendar through NWIC main campus and extended campus collaboration.



### Performance Indicators

- 1) Increased capability of individuals to provide quality parenting and family support.
- 2) Culturally relevant curriculum available for widespread community use.
- 3) Satisfactory training and educational services provided on Lummi campus and at extended campus sites.

#### INTENDED RESULTS

- 1) Improved quality of life in families and communities.
- 2) Culturally relevant curriculum available for use by NWIC constituents.
- 3) Partnerships ensure shared delivery of services

### Baseline Data

- 1) Current survey of parenting skills of NWIC students.
- 2) Current level of parent education and wellness education services provided at NWIC sites.
- 3) Current availability of culturally relevant parent and wellness curriculum.

In pursuit of individual and family wellness as part of the College's educational mission, achievement of this goal helps restore native parenting and wellness practices and supports the development of healthy relationships.

