Oglala Lakota College Strategic Plan 2012-2017

Goal I – Oglala Lakota College will produce graduates who demonstrate excellence in their chosen areas of study and fields of endeavor.

Objective A: OLC students will enter college with the skills and knowledge to pursue college level studies.

Strategy A1: Work with K-12 school administration, counselors, and students to align standards to prepare exiting students for OLC's academic placement requirements.

Strategy A2: Assess students in the areas of reading, writing and math upon application to the college for placement into appropriate foundation or college-level courses.

Strategy A3: Have students demonstrate adequate proficiency before matriculating to college-level courses.

Strategy A4: Evaluate the feasibility of OLC's placement instrument.

Objective B: Integrate adult basic education and foundational skills instruction.

Strategy B1: Assess the effectiveness of the alignment of adult basic education, foundation courses, and tutoring activities into one department.

Strategy B2: Develop a process to strengthen and document regular contact with high school counselors to identify candidates for freshman entry level, GED, and ABE.

Objective C: OLC students will demonstrate college level skills and knowledge before beginning advanced bachelor's level study.

Strategy C1: Assess OLC students for general education achievement after core curriculum has been completed.

Strategy C2: Assess the effectiveness of core completion.

Objective D: OLC students will perform academically on par with regional and national student populations in their chosen degree area.

Strategy D1: Establish expected learning outcomes and the means to assess these outcomes for all OLC graduates (academic programs).

Strategy D2: Set goals for comparison to relevant regional and national student populations.

Goal IA – Foster wolakolkiciyapi by promoting the acquisition and use of the Lakota language within the College and the communities it serves.

Objective A: Develop Lakota language immersion for Head Start.

Strategy A1: Focus on language immersion for Head Start Centers.

Strategy A2: Integrate, model and deliver Lakota Language by 2015 in Head Start Centers.

Objective B: Increase enrollment and grade levels of Lakota First School.

Objective C: Pursue development of instructional materials with Rosetta Stone, endangered language program.

Strategy C1: Make application to endangered language program

Objective D: Promote language use among OLC faculty and staff.

Strategy D1: Assess the faculty evaluation process for Lakota language proficiency as applied to all faculty and staff.

Strategy D2: Develop orientation training opportunities for all to learn, implement and teach/model the Lakota language and culture.

Strategy D3: Research and develop mentorship program to linking Lakota speakers with non speakers as part of the faculty and staff orientation process.

Strategy D4: Develop appropriate language proficiency levels for faculty and staff.

Goal III – OLC will provide learning experiences that foster student preparedness, academic success, and involvement in the life of the college.

Objective A: To design and implement programs and actions that ensure effective advising and placement into courses and programs appropriate to ability and readiness.

Strategy A1: Evaluate, standardize, and monitor the Jenzabar faculty and staff development program.

Strategy A2: Review and refine the current advising program.

Strategy A3: Improve administrative software applications to ensure effective registration practices.

Objective B: To broaden the array of graduate programs that meet the needs of current and future students and respond to the needs of the marketplace.

Strategy B1: Complete a market study for the graduate program to determine current and future labor needs in the region.

Strategy B2: Complete needs assessment to determine student interest in alternative graduate programs

Strategy B3: Assess the availability of graduate faculty to teach in targeted graduate programs.

Strategy B4: Determine base funding needs, capital budget needs, and revenue sources for targeted graduate programs.

Strategy B5: Seek approval from the HLC to increase the graduate course credit offerings from 30 to 60 non program credits.

Objective C: To broaden the opportunity for students to be involved in college life.

Strategy C1: Form academic learning communities to assist and support entering students.

Strategy C2: Provide the support that enables students to make normal progress toward a Bachelor's degree and participate in college activities.

Strategy C3: Determine the feasibility of providing childcare for students during classes

Strategy C4: Evaluate academic support services to identify ways to align existing services to better meet the needs of students

Strategy C5: Expand intercollegiate speech and drama activities.

Strategy C6: Plan and present cultural and intellectual events of interest to the local community, faculty, students, and staff.

Goal IV – Enhance the academic quality of the College by emphasizing teaching and applied research.

Objective A: Expand faculty professional development efforts through opportunities for staff education.

Strategy A1: Provide opportunities for faculty to enhance pedagogical methods and better integrate technology in the teaching/learning process.

Strategy A2: Acquire and fund faculty development grants to support faculty research.

Strategy A3: Develop a research review process, focusing on reviewing and approving faculty proposals to support research and findings.

Strategy A4: Assess the progress and effectiveness of the faculty evaluation process.

Strategy A5: Provide professional development training opportunities for faculty regarding Institutional Review Board (s) and Institutional Animal Control Use Committee (s) research requirements and protocols.

Objective B: Foster faculty-student research opportunities that respond to the needs of the community.

Strategy B1: Encourage field-based research projects involving students and faculty.

Strategy B2: Train faculty in the methodology of applied research by developing an online orientation course.

Objective C: Support and maintain only those programs that meet the College's standards of excellence and for which internal, external and emerging markets exist.

Strategy C1: Evaluate and strengthen the program review process.

Strategy C2: Develop new academic programs involving faculty and student based community research with profit and nonprofit, government, tribal, and local entities.

Goal V: Enhance institutional resources to achieve financial strength consistent with the mission of OLC.

Objective A: Increase capacity to attract government funding and foundation support.

Strategy A1: Have college grant writing consultant present at a workshop on how to find funding that is available to support the Mission and Purpose of OLC and to present the framework for writing grant application.

Strategy A2: Develop a more attractive and useful web page to attract foundation and donors to look to OLC as a great organization to give financial support.

Objective B: Increase endowment for faculty salaries and student scholarships.

Strategy B1: Raise the total endowment by 2018 by $16,000,000 through Phase 5: Rebuilding the Lakota Nation through Education.

Goal VI: OLC will develop facilities and service delivery system to meet the academic and support needs of students and faculty.

Objective A: Continue developing faculty/staff housing.

Strategy A1: Monitor the faculty/staff housing and build an on-slab handicap accessible four-plex if demand for additional housing warrants it. Consider a two bedroom duplex as a fifth building if need continues.

Objective B: Update facilities plan.

Strategy B1: Include in the facilities plan new facilities currently under construction and planned over the next five years with planned funding.

Strategy B2: Add additional classroom and a kitchen for the Lakota First School.

Strategy B3: Study the need for classroom/lab area for construction class.

Strategy B4: Include in the facilities plan a timeline for keeping the facilities in good working order such as when parking lots need resurfacing and roofs replacing with planned funding.

Strategy B5: Add to the facilities plan maintenance items that are to be included in the yearly budgets.

Objective C: Update technology plan.

Strategy C1: Include in the technology plan new technologies to be reviewed and potentially added the current technology at OLC.

Strategy C2: Include in the technology plan routine update that are to be included in the yearly budgets.

Objective D: Expand student access to transportation.

Strategy D1: Conduct needs assessment and feasibility study to determine the percent of OLC students' ability/inability to find transportation to classes.

Strategy D2: Work with OST public transportation and course scheduling to determine if an evening route one or two days a week would improve transportation for students.

Goal VII: Create and foster awareness of opportunities available at Oglala Lakota College.

Objective A: Develop a Public Relations Plan

Strategy A1: Enhance OLC's recognition and reputation in and around the region.

Strategy A2: Develop a "tag line" that distinguishes OLC from other education institutions.

Strategy A3: Using the tag line, develop a marketing plan to disseminate the new look of OLC through appropriate media outlets.

Strategy A4: Identify funds to support printing, marketing and advertising expenses.

Objective B: Develop a Recruitment Plan

Strategy B1: Identify student prospects from area schools.

Strategy B2: Identify best practices in student recruitment.

Strategy B3: Develop a student prospects plan.

Objective C: Foster and develop K-12 partnerships in and around the reservation.

Strategy C1: Plan systematic and regular visits to high schools.

Strategy C2: Plan and develop ongoing K-12 partnerships in and around the reservation.

Goal VIII: OLC Administration, students and faculty will be active in the community to foster positive development and empowerment.

Objective A: Maintain a well-managed Head Start program on the Pine Ridge Reservation (ongoing).

Strategy A1: Maintain collaboration between Head Start and the OLC Early Childhood degree program to develop professional staff (ongoing).

Strategy A2: Recruit and support parent involvement in Head Start activities (ongoing).

Objective B: Develop a well-defined policy and strategy for offering continuing credits.

Strategy B1: Review and revise policy 78-200 on Continuing Education Units

Strategy B2: Develop procedures that complement the revised Continuing Education Units Policy.

Objective C: Conduct a community needs assessment.

Strategy C1: Conduct a needs analysis of appropriate curriculum for existing potential employment opportunities.

Strategy C2: Identify professional development needs in OLC's service area.

Oglala Lakota College Facilities Plan

2012 to 2017

Oglala Lakota College
490 Piya Wiconi Road
Kyle, SD 57752-0490
605-455-6000
www.olc.edu

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B. History of the College Facilities **2**

C. Current and Future Projects **3**

D. Facilities Maintenance Plan **4**

Attachments

1. Inventory of Current Buildings **5-6**

Oglala Lakota College Facilities Plan

2012 to 2017

A. Introduction

This Facilities Plan for Oglala Lakota College is meant to align with the OLC Strategic Plan.

The goal of Facilities Plan is to provide a framework for meeting the needs of the college community.

We have included a brief history, current inventory of buildings, projects in progress, priorities for new projects, and a maintenance plan.

We have attached resources and personnel needed. The Facilities Plan was developed with input from a Facilities Planning Committee which includes the VP for Business, Head Start Director, Center Director representative, and Maintenance Director with input from the President and Proposal Development Contractor.

B. History of the College Facilities

Oglala Lakota College began operations in 1971. From 1971 to 1993 the College was housed in a collection of army surplus buildings, log cabins, double-wide trailers and condemned government buildings. Classes were also taught in class room of reservation schools and in churches. In 1980 the Oglala Sioux Tribe leased us the first building at the administration campus, Piya Wiconi, about 8 miles southeast of Kyle, SD.

During the early 1980's building began using college students training in the vocation education department. These buildings sit on the main administrative campus. In 1994 the Kyle and Batesland Centers were built. From 1995 through the present, the remaining classrooms on the Pine Ridge Reservation and in Rapid City have been built. The Kyle Center was added onto and the Batesland Center was given a new roof and siding. Each site also received paved parking lots. Both the Kyle Center and the Pine Ridge Center have dorms and a motel like dorm was built by the new Nursing Center in Pine Ridge. The Piya Wiconi campus has also seen a large number of additions during this time including a Learning Resource Center, Math and Science building, a Historical Culture Center, a bookstore and staff housing.

In 2005 OLC began the operation of the Pine Ridge Reservation Early Head Start and Head Start Program at the request of the Oglala Sioux Tribe. The facilities of this program were in very poor shape so that upgrade of EHS/HS facilities became a major priority.

In 2006 OLC started up a college center on the Cheyenne River Reservation at the request of their tribe using the buildings from their former college.

Attachment A shows a list of all the current buildings and the year the construction was completed.

Oglala Lakota College Facilities Plan

2012 to 2017

C. Current and Future Projects

Funding sources used for facilities project include Title III funds, US Department of Housing and Urban Development, US Department of Agriculture, and tuition funds. Projects are completed in the order of need as determined by administration and the Board of Trustees.

Current projects as of the summer of 2011 are:

Housing for the Oglala Sioux Tribe to use for safe houses.
Refurbishing of the Learning Center.
Parking for OLC vehicles.
Flooring at the centers and Piya Wiconi.
Landscaping for the staff/faculty housing.
Automotive teaching center.
Remodeling of the building purchased in Rapid City to expand that center.
Sealing of all the asphalt parking lots.

Future projects include:
Automotive service center in Kyle.
Lakota First School expansion.
Automotive Service center in Pine Ridge.
Student dorms.
Additional Staff/Faculty housing.
New office building for faculty and Head Start.
Remodeling of old applied science metal structure and wood structure to accommodate more meeting rooms and bathrooms to support the increase traffic.
Review the need for lab/classroom for the construction classes.
New bus garage for Head Start.
Faculty housing

D. Facilities Maintenance Plan

Building and ground maintenance is done locally for routine items, lawn care, fencing, snow removal, painting, floor maintenance, all cleaning, painting markings on the parking lot, plumbing repairs, etc.

New Roofs and other major repairs are done through the administrative office. All buildings have had new roofs and parking lots completed. There should be no need for additional work for about ten years or more.

Oglala Lakota College Facilities Plan

2012 to 2017

Continue the yearly contract to have HVAC inspected semi-annual at all sites on Pine Ridge and Rapid City. Have a yearly contract put in place to have the Cheyenne River College Center also inspected regularly.

Have all fire extinguisher inspected at least annually by outside representative and monthly by janitor staff, being sure that a log of inspections is maintained.

Every spring have all buildings checked inside and out for repairs to the building and the surrounding area. Document all repairs needed and assign the task for the repair to the appropriate person/department.

Have elevators inspector quarterly by outside representative.

Have area rugs cleaned regularly or use Several to maintain area rugs.

All HVAC filters are to be replaced or cleaned quarterly.

Pest control to be maintained monthly in the summer and winter as needed.

Any and all downspouts should be cleaned or checked each spring and fall.

Verify that the security system is operationally weekly and that people are setting the alarm when they leave daily.

Oglala Lakota College Facilities Plan

2012 to 2017

Year in Service		Transferred or Built Addition/Improvements		
1980	Piya Wiconi Admin Building	Transferred	1,600,000	
1981	Voc-Ed Building Metal Building	Built	150,000	
1988	Wooden Applied Science Building	Built/Imp 2004	92,662	
1994	Kyle Center	Built/Addition 2001	910,789	
1994	Batesland Center	Built/Imp 2008	393,791	
1996	Learning Resource Center	Built/Imp 2004	1,223,850	
1997	Porcupine Center	Built	420,930	
1997	Pine Ridge Center	Built/Addition 2005	989,438	
1998	Manderson Center	Built	310,112	
1998	Wanblee Center	Built	313,794	
1998	Oglala Center	Built	310,547	
1999	Allen Center	Built/Imp 2006	399,158	
1999	Martin Center	Built	457,011	
1999	Rapid City Center	Built/Addition 2007	1,407,941	
2001	Manderson Day Care Center Bldg from state	Purchase from State	72,088	
2001	Oglala Day Care Center Bldg from state	Purchase from State	72,198	
2003	Math & Science Building	Built/Imp 2004	789,737	
2003	Log Cabin	Built	512,704	
2004	Out Building	Built	9,769	
2005	Nursing Dorm	Built	135,754	
2005	Pow Wow Grounds	Built	52,099	
2005	Nursing Instruction	Built	995,985	
2005	Pine Ridge Headstart #1	Transferred/Imp	2,215,278	
2005	Pine Ridge Headstart #2	Transferred	86,000	
2005	Kyle Building #1	Transferred	40,000	
2005	Kyle Headstart #2	Transferred	40,000	
2005	Loneman School Campus	Transferred	260,000	
2005	Wanblee Headstart	Transferred	132,000	
2005	Kyle Headstart EHS	Transferred	40,000	
2005	Oglala Headstart EHS	Transferred	40,000	
2005	South Highway 40, Red Shirt	Transferred	140,000	
2005	Porcupine School Drive-Bus Garage	Transferred	30,000	
2005	Wounded Knee Headstart	Transferred	347,000	
2006	Porcupine Headstart - Green Building	Transferred	778,000	
2007	Allen Headstart	Transferred/Imp	200,000	

Oglala Lakota College Facilities Plan

2012 to 2017

Year in Service		Transferred or Built Addition/Improvements				
2007	Bus Garage Storage Shed	Built		14,995		
2007	Veteran's Memorial	Built		92,769		
2008	Wanblee Headstart	Built		438,375		
2008	Pole Barn	Built		20,000		
2009	Martin Headstart	Built		455,160		
2009	Batesland Headstart	Built		233,168		
2010	Multipurpose Building	Built		3,474,446		
2008	Pine Ridge Dorms	Built		1,424,922		
2009	Kyle Dorms	Built		1,499,897		
2009	Bookstore	Built		660,396		
2010	Manderson Headstart	Built		733,421		
Construction in Progress						
2011	Faculty Housing (4 plex)	Built		110,470	*	
2011	Faculty Housing #1	Built		60,480	*	
2011	Faculty Housing #2	Built		60,480	*	
2011	Kyle Headstart	Built		505,335	*	
2011	Automotve Tech Building	Built		50,514	*	
2011	Rapid City New Classroom Building	Built		414,238	*	
* Final numbers have not yet been determined since they are in progress.						

OGLALA LAKOTA COLLEGE TECHNOLOCY PLAN

2012 TO 2017

Oglala Lakota College
490 Piya Wiconi Road
Kyle, SD 57752-0490
(605) 455-6000
www.olc.edu

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1. Technology Needs Assessment Executive Summary **5**

2. Network Evaluation Executive Summary **6**

Technology Plan 2012-2017

A. Introduction

This Technology Plan for Oglala Lakota College is meant to align with the OLC Strategic Plan. The goal of the Technology Plan is to provide a framework for meeting the technology needs of the stakeholders of Oglala Lakota College. The Technology Plan was developed with input from the Technology Committee, the Technology Director, the Distance Learning Coordinator and the Vice-President for Business. An executive summary of the technology needs assessment and the network evaluation is attached. The raw data from these documents is on file with the Assessment Director.

B. History of Technology at Oglala Lakota College

Oglala Lakota College has historically been an innovator in the use of instructional technology. OLC acquired personal computers in the early 1980s which were used with small LANs for instruction in word processing, databases and spreadsheets. In the early 1990s internet access was provided through dial-up connections and a 56k line to SDSM&T. In 1995 the BIA provided a T-1 for internet access. A VAX/VMS student management system was used in the 1990s which was later replaced with the Jenzabar system we use today. OLC's WAN was first utilized for videoconferencing in 1996 when T-1s were installed at Pejuta Haka and Pine Ridge. During the 21st century, OLC rapidly expanded its online presence with content management servers, blogging, a wiki, audio and video streaming as well as content filtering.

An institutional technology plan was first developed at Oglala Lakota College during the 2003-04 academic year. This plan and its successors provide the framework for numerous important activities involving computer and communications technologies. Technology resources, including hardware, software, networks, and support staff, have assumed increasingly important roles in the higher education enterprise. Given the rapidly changing nature of the technology environment, it is critical that institutional technology planning be strategic. Toward this end, a college technology planning committee was formed during the 2002-03 academic year.

The process is continually refined. This may involve, but is not necessarily limited to: reviewing progress toward existing Plan goals; modifying, deleting, or adding goals as necessary; identifying responsibility for particular plan activities; suggesting timelines for the completion of activities; recommending funding priorities to the Vice President for Instruction and the Vice-President for Business, and the Institutional Development and Instructional Affairs committees on matters related to instructional technology. Its' charge is to foster innovation and promote appropriate use of technology for the entire Institution. The Technology Committee together with the department of Technology Support Services (TSS) provides the entire Institution with the apparatus necessary for good analysis and decision making.

For the current (2012-17) planning cycle, Technology Committee members decided to address specific needs voiced by the students and staff of Oglala Lakota College. The technology needs assessment enabled the committee to identify and focus on the more significant issues, in an effort to better set the College direction in these important areas. Additionally, an external consultant was retained for the purpose of a network evaluation. Many of his recommendations have been and are being implemented through this planning process.

C. Current and Future Initiatives

Funding sources used for technology initiatives include Technology Fees, Title III funds, NSF/EPSCOR and tuition funds. Initiatives are completed in the order of need as determined by the Technology Committee and the Administration and the Board of Trustees.

Current initiatives as of the summer of 2011 are:

Replacement of database servers.

Maintenance of computer labs.

Video live-streaming to cable TV systems.

Increase Internet bandwidth at Pejuta Haka and Pine Ridge college centers to 5 MBps.

Replacement of internal DNS, DHCP, NAT and content filtering servers.

Installation of rack mounting system and centralization/consolidation of servers.

Implementation of fail-over generator and transfer switch for mission-critical communication systems at Piya Wiconi.

Implement Promethean Board in Graduate Studies department in the basement of the Culture Center.

Future initiatives include:

Continue with scheduled 3-year hardware replacement.

Re-cable 2nd floor Piya Wiconi Building to Category 6 specification.

Re-cable Pine Ridge College Center to Category 5e specification.

Install fixed-mount large format video display device in every college center (ie LCD/Plasma TV (42" or larger)).

Investigate installing Promethean type board systems at various locations provided additional funding can be found.

Replace Director, Counselor and Tutor workstations.

Increase internet bandwidth at various locations.

Implement managed gigabit 48-port switch at head-end of WAN.

Replace 802.11g Wireless Access Points with centrally managed 802.11x Wireless Access Points.

Provide sufficient battery backup solutions for (switches, servers, videoconferencing units, emergency lighting and wireless access points) to allow classes to complete in the event of power failure.

Continue student laptop purchase program.

Investigate long-distance point-to-point enterprise wireless backhaul technologies.

Technology Needs Assessment Executive Summary

In the spring of 2011, a technology needs assessment was conducted at Oglala Lakota College. Students and staff were asked to respond to a web-based survey while faculty was asked to respond by email. The staff and students overall are fairly well satisfied with existing technology solutions although frustrations with printing and slow internet were expressed and have been addressed. The faculty repeatedly expressed the desire for large-format displays and promethean type systems for classroom instruction. Faculty also expressed dissatisfaction with the videoconferencing systems, so these were updated and a parts inventory was acquired.

Network Evaluation Executive Summary

An onsite review of the OLC network was conducted on November 18 and 19, 2010. During the onsite review the Consultant toured the technology facilities of the Administration site at Piya Wiconi as well as one college center, Pejuta Haka, located in the community of Kyle.

The onsite review conducted by the Consultant was a combination of stakeholder interviews, observations, review of OLC supplied documentation, and some testing of the receptiveness of the network via the Internet. The report that follows takes into account the onsite review as well as research conducted by the Consultant with regard to best practices and ultimately the recommendations that have been prepared for OLC.

Weaknesses of the existing network include:

Hub is a single point of failure for entire network
IT staff is very limited in size
Multiple E-mail clients and multiple Web Proxies
Training and education of network users recommended along with strengthened communication between parties
Standardization of hardware and software images on the machines
Unrestricted network access and no user account authentication

Threats to the existing network include:

Power Failures (Outages, Brown outs, Dirty Power)
Data lines getting cut
Network Users
Malicious users outside the OLC network that can penetrate the servers and applications at OLC

Overall

Large numbers with widely varied technology literacy is apparent with the stakeholders of the Oglala Lakota College network. The work of Technology Support Services is challenging. Short term, there are patches that can be deployed to the existing hub and spoke network. Longer term and a more permanent solution can come from migrating to a distributed topology.