



COKV HECVLKE NVKAFTETV CVKO  
COLLEGE OF THE MUSCOGEE NATION STUDENT CENTER

MUSCOGEE N

**COKV HOCICKV  
EM VLOSETV  
(STRATEGIC PLAN)**



**2023 - 2028**

**Mvskoke Etlwv Nakcokv Mvhakv Svhlwecvt**  
College of the Muscogee Nation

***Cokv Hocickv Em Vlosetv***  
**(Strategic Plan)**  
**2023-2028**



Okmulgee, Oklahoma

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## INTRODUCTION

The purpose of the *Cokv Hocickv Em Vlosetv* (Strategic Plan) for the College of the Muscogee Nation (CMN) is to provide direction for the tribal college's development by establishing goals, objectives, and priorities that focus on the future. These include the planned growth, accreditation criteria, and Land Grant mission.

Paving the way for the College was the Creek Treaty of 1866 between the Muscogee Nation and the United States government. Leaders of the Muscogee Nation included in the treaty the right to build educational facilities within Creek territory. This educational legacy and foresight of our ancestors established the precedent, which 138 years later allowed the tribal college to open its doors. Through careful planning, the college will continue the vision of our Mvskoke Creek ancestors.



*Creek Leaders holding last Creek Nation Constitutional Election in 1903, prior to statehood.*

This Strategic Plan ushers in a new era of development and growth for the college. It takes us from the more short-term operational planning function used in the first strategic plan, to a more conceptual

long-range blueprint, which will guide decision-makers into 2027.

## CMN Planning History

*En Nenne Hecetv* (Strategic Planning) for CMN began with the Tribal College Work Study Group in 2003. This group, composed of Muscogee (Creek) citizens, tribal employees, tribal leaders, and Oklahoma State University Executives, provided a broad spectrum of representation for the planning process. Organized to determine the feasibility and to initiate a Strategic Plan for the proposed institution, stakeholders were identified, forming the fourteen member group. The first plan of action was to assess needs data and select priorities to be considered when developing the Tribal College. In addition to internal and external environments, available resources were analyzed, revealing that tribal and intertribal support was essential for the proposed college to be successful. Consequently, in 2003 a Resolution of Support was obtained from the Intertribal Council of the Five Civilized Tribes (Cherokee, Choctaw, Chickasaw, Muscogee (Creek), and Seminole Nations).

During the early stages of development, the College of the Muscogee Nation planning activities were affected by an evolving organization climate, limited faculty/staff, and minimal funds and facilities. Therefore, while implementation of student services and academics were ongoing, the planning process was adjusted to best fit the ever-changing college environment.

In addition, the Group reviewed the Tribal College Checklist developed by the Bureau of Indian Affairs, and assessed the potential for establishing a Tribal College. A study was organized according to twelve Tribal College Work Statements addressed by

quantitative and qualitative data that, when summarized, provided a list of priorities for developing the institution.

The initial planning task was to begin data and resource analysis. This took place during the first three years of college development, from 2003 through 2006. In 2004 the feasibility of the institution was assessed, utilizing the data and resource analysis. From 2005 to the present, the Strategic Plan (2007-2012), Unit and Master Site plans were formulated to provide focus for the college. Planning was a continuous process, with the intent of updating the Strategic Plan periodically.



*The College of the Muscogee Nation Strategic Plan—2007.*

Planning for CMN has been an effective tool for its initial development and growth. As an example, the planning process for the College of the Muscogee Nation, which began in 2003 with the Tribal College Work Study Group, resulted in baseline research and determination of the potential for the proposed Tribal College. One year before CMN opened its doors; feasibility was established and was followed by initiation

of the Strategic Plan. The Board of Regents adopted the Strategic Plan in August of 2007, and the updated versions in 2013 and 2019. Additionally, Unit plans for major college functions, and plans for the Master Site and Landscaping for the new campus have been developed. Upon receiving Initial Accreditation and Land Grant status, it was decided that a revision was necessary to reflect these achievements, which this document addresses.

### CMN Planning Perspective

The fundamentals for planning are in place and provide clarity for the many functions and activities at this developing institution. Additional data analysis is conducted to support the demonstration of need for grants and special projects, as well as for projecting fiscal needs for submission to the National Council. The majority of student data that can be used for planning purposes is collected through the Anthology Student Information System in the Registrar's Office. Types of student data collected are related to the constructs of student performance, enrollment tracking, and graduation information. The Registrar's Office prepares the AIHEC AIMS report which includes American Indian Measures of Success; an Annual Report is submitted to AIHEC for inclusion in their Congressional Report.

A strategy has been developed to analyze and design the CMN information technology vision, strategy, and infrastructure to provide a current technology environment for the campus. Academic planning utilizes the New Program Request process to establish the need and feasibility for proposed degree programs such as the Associate Degree in Gaming. A follow-up planning activity involving a Post-Audit Review of the

Gaming Degree Program was completed to document areas of effectiveness in relation to goals for enrollment, graduation, and plans for meeting determined degree program goals.

Strategic planning provides clarification of the college organization and community with a presentation of events and timeframes. Through this process of planning, the College is more capable of addressing the higher educational needs of Natives in a changing society; thus, one of the primary functions of the President is to update the planning process to maintain strategic goals that will be compatible with the CMN mission.

To ensure accountability, the President is given, in the Board of Regents Bylaws, the responsibility to propose long range plans for College programs, recommending to the Board on occasion such changes in programs and services as he or she deems desirable to fulfill and is consistent with the scope of the mission, stated philosophy and goals of the College. (CMN Board of Regents Bylaws, 2011, Article 15.2(n))



*The CMN logo features a pre-Columbian symbol found on pottery shards in Muscogee ancestral grounds that symbolizes two raven heads. Ravens traditionally represented a catalyst of change with the ability to transform and resurrect--the raven brought light to the earth. The raven is also symbol of knowledge. Traditionally, the symbol represents unity and strength. The logo's perimeter represents the circle of life, community, family, the earth and the universe. It is reflective of CMN's objective to preserve the past and to cultivate the futures of our students.*

### Ohmucv Secetv Mvskoke Opunvkv (Mvskoke Language Revitalization)

Language revitalization refers to a process of assessing the current status of a language under threat of extinction, understanding the complex causes of language decline, engaging in public and political advocacy, documenting languages, and most important, working with members of the communities whose languages are threatened by supporting their efforts to save or revive the language. CMN is uniquely positioned as the higher education institution for the Muscogee Nation emphasizing native culture, values, language and self-determination to promote a revitalization plan for the tribal nation.

Every aspect of Muscogee identity is rooted in the language. Therefore, it is imperative that a concentrated effort be made to revive the language and maintain our sovereign presence throughout higher education and into the political functions of the tribal government. The Muscogee Nation's Language Program estimates fewer than 1% of the entire population to be fluent speakers. For this reason, a primary focus of the tribal college will be *Ohmucv Secetv Mvskoke Opunvkv* (Mvskoke Language Revitalization).

Revitalization of the Mvskoke language will require a considerable amount of time and resources from both the tribal government, tribal programs, and CMN. The tribal college will lead the initiative to set language proficiencies, performance assessments, and curriculum development for language teaching. Milestones will include creating Mvskoke language speakers, a language teacher preparation program, and a secondary teacher preparation program for the purposes of supporting a Mvskoke language K-12 immersion school. The tribal college will leverage our existing associate and certificates in language and language teaching to augment the efforts of the tribal nation in developing speakers, language teachers, and K-12 immersion teachers.

### ***En Nenne Hecetv* (STRATEGIC PLANNING)**

#### CMN Planning Structure

The planning effort consisted of a working group that represented main functions of the Tribal College. Specifically, the core group included the President, Regents Director for Institutional Effectiveness, Dean of Academic Affairs, Dean of Student Affairs, Director of Business Affairs, Director of Enrollment Management, a Faculty Representative, Librarian, a Student Services Representative and a Student Representative. This group organized departmental meetings and articulated the *En Nenne Hecetv* (Strategic Planning) goals, objectives, and priorities that were closely aligned with each departmental function. During writing sessions, each department was discussed, and group consensus was achieved for appropriateness of each item as it related specifically to the

future of the College of the Muscogee Nation.

The organizational framework of the college is the framework for long range strategic planning. The team analyzed each function of the college and addressed the anticipated growth and development. At the onset, input was obtained from each department to solicit their comments on the process.



*CMN faculty and staff*

#### Planning Strategy

The core planning group began by analyzing the former strategic plan, with relation to where the college is today. By reviewing the many developments and amount of growth since the last plan, the group was able to focus on a realistic plan for future development. Taking into consideration the faculty/staff, budget, and facility constraints of the former plan, the work group was able to project into the next five years by looking back on the accomplishments of the college since Fall 2004.

Communication among departments in the college was a critical step in achieving an



effective process of reviewing and adopting the Plan. The entire CMN campus and CMN alumni were the primary sources for the development of the objectives and goals. Each department: Academic Affairs, Business Affairs, Enrollment Management, Executive Affairs, and Student Affairs, and current CMN students, and CMN alumni participated in the planning process. All CMN faculty and staff were engaged in planning sessions by department. Current CMN students and alumni were engaged in two separate groups. The process was similar for each group. Academic Affairs had a retreat to bring the group together through social and teambuilding exercises. The group then began the process of identifying *yekce* (strengths), *ehaperke* (weaknesses), *tektvnke* (opportunities), and *vnrapv* (threats) of their department.

All the other CMN departments met for shorter meeting sessions and began with engagement ice breaker sessions then began the *YETV* (SWOT) analysis process. Each faculty and staff member was able to write his/her opinion of CMN's *YETV*. The process continued as each department identified the top four priorities for each of the *YETV* categories as it related to the work function. Each department, student group, and alumni group participated in this process. The data was compiled and analyzed to develop themes for the institution. A CMN data analysis report was presented to the Strategic Planning Committee for review. The report and the themes were given to each department to go back into work groups and develop their own objectives. All of the departmental objectives were collected and integrated into this comprehensive plan. This process guaranteed participation by all and an opportunity to provide their opinion and suggestions.

This strategic plan is a living document that is expected to change over time. It offers a common framework and flexible guide for future decision-making within the College of the Muscogee Nation, and should foster unity across departments. However, it is also designed to be adaptable enough to leave significant room to pursue academic excellence.

### Organization of the Plan

The Plan has been divided into three major sections:

Section one is the Introduction which provides CMN historical events and the Strategic Planning focus since the college began in 2004. Addressed here is the value of the Mvskoke language, educational legacy, and foresight of our ancestors which established precedence for the tribal college to open its doors. This section explains the importance of planning for the college to continue the vision of our Mvskoke Creek ancestors.

Section two is the development and growth for the college which is described in the Strategic Planning section. It explains the short-term operational planning function used in the first strategic plan to accommodate an evolving organization climate, limited faculty/staff, and minimal funds and facilities. Further discussion was on adjusting the process to match the ever-changing college environment with the understanding that it would be the basis for a more conceptual long-range strategy to guide decision-makers.

Section three is the Strategy for Growth which focuses on planning priorities for the future. Reflective discussions relating to the CMN Plan by the Core Planning Group were used as a catalyst to synthesize



Strategic Planning components, incorporating college variables and logically addressing CMN's departmental needs. Each of these was shaped into a statement specifically relevant to the activities and programs available through the College of the Muscogee Nation, and speaks to where the college plans to be in five years. Our Land Grant Status is addressed in the Plan Objectives.



*Faculty and Graduating Class of 2019.*

## **STRATEGY FOR GROWTH**

The College of the Muscogee Nation's future was the focus of college leadership dialogue—recognizing that a strategic document was needed for guidance as the college developed. Much of the discussion from meetings, planning research, and CMN data was translated into goals, objectives, and priorities – a blueprint for the tribal college. Following are the departmental and college goals that are supported by objectives and clarified through sets of priorities:

### **Academic Affairs: Goal One**

As a primary means of ensuring the mission of the College of the Muscogee Nation is being carried out, Academic Affairs will establish and maintain standards for faculty qualifications, instructional quality, student

learning, community involvement, and academic resources.

### **Objective 1**

Administration over faculty and library to include the primary functions of academic instruction to meet the CMN learning outcomes.

#### **Priorities**

1.1.1. Establish and ensure standards for CMN faculty and librarian qualifications are being met.

1.1.2. Maintain and improve the quality of educational programs, learning environments, and support services.

1.1.3. Oversee and ensure course syllabi development and periodic review is being conducted.

1.1.4. Oversee and ensure student learning assessments are being conducted and documented.

1.1.5. Oversee and ensure program reviews are being conducted and documented.

1.1.6. Oversee and ensure CMN academic committees are fully staffed and addressing the appropriate needs of the institution.

1.1.7. Educational responsibilities of CMN continue to take primacy, ensuring academic freedom and intellectual advancement.

1.1.8. Research to include faculty led student research encouraged and supported by administration.

1.1.9. Continuous improvement and assessment of student advisement and learning by participating in the HLC Assessment Academy and Annual Conference.

### **Objective 2**

Administration over the development of the degree programs in the college catalog and course schedule.

#### Priorities

1.2.1. Review the degree programs and course descriptions in the college catalog to be submitted to Enrollment Management prior to the start of the enrollment of the academic year.

1.2.2. Develop the course schedule to be submitted to Enrollment Management prior to the start of the enrollment of each term.

### **Objective 3**

Administration over final grades, support services, and review students eligible for graduation.

#### Priorities

1.3.1. Ensure all final grades are posted in the student information system at the end of each term.

1.3.2. Integrate with Enrollment Management to develop and administer student career services for advisement.

1.3.3. Maintain and ensure academic accommodation requests are being carried out timely and appropriately.

1.3.4. Review and determine satisfactory academic progress status for each student.

1.3.5. Review students eligible for graduation.

### **Objective 4**

Develop the transition for the CMN academic schedule from trimesters to semesters by fall 2024.

#### Priorities

1.4.1. Conduct due diligence for the transition between trimesters to semesters for the college.

1.4.2. Organize a transitional planning team to develop the process for the semester academic term.

1.4.3. Collect and revise every document the transition will affect.

1.4.4. Develop full term semesters (16-week Fall and Spring) best practices for course scheduling and academic advisement.

1.4.5. Develop half term (8-week Summer) best practices for course scheduling and academic advisement.

1.4.6. Ensure academic planning and budgeting priorities align with and are consistent with the mission.

### **Objective 5**

Develop the transition of the Native American Studies Associate of Arts degree to a Bachelor of Arts Degree.

#### Priorities

1.5.1. Conduct due diligence for the transition between Native American Studies Associate of Arts Degree to a Bachelor of Arts Degree.

1.5.2. Organize a transitional planning team to develop the process for the Bachelor of Arts degree program for Native American Studies.

1.5.3. Collect and revise every document the transition will affect.

1.5.4. Develop a Native American Studies Bachelor of Arts program of study and propose it to the CMN Curriculum Committee.

1.5.5. Start the application process with HLC. In addition, CMN will notify of the Department of Education regarding the inclusion of a Bachelor of Arts degree program in Native American Studies.

1.5.6. Ensure that faculty qualifications are met, library resources are expanded, and additional classrooms and offices are provided.

1.5.7. Prepare for and complete the HLC site visit to accredit the Native American Studies Bachelor of Arts degree.

### **Objective 6**

Provide professional development for faculty to maintain current standards of the teaching profession.

#### Priorities

1.6.1. Assist Human Resources to establish a professional development curriculum schedule.

1.6.2. Assist Human Resources to conduct a wage and salary scale study to provide equitable wages.

1.6.3. Encourage faculty to include or expand Muscogee cultural representation in course activities when appropriate.

### **Objective 7**

Maintain the CMN mission as a 1994 Tribal College Land Grant institution.

#### Priorities

1.7.1. Ensure Natural Resources teaching qualifications are being met or exceeded for course instruction and for the addition of courses in an agricultural department.

1.7.2. Initiate Extension services that emphasize traditional ecological knowledge (TEK) including community gardens and providing supplies for gardening.

1.7.3. Initiate a garden expo and establish an Extension partnership board to facilitate innovative programs.

### **Business Affairs: Goal Two**

Conduct College Business Affairs in a manner that emphasizes integrity, professional ethics, and financial stewardship.

### **Objective 1**

Administration of processes of financial management, bursar, human resources, facilities, infrastructure, and auxiliary services on campus.

#### Priorities

2.1.1. Develop and ensure financial policies and procedures are in place for accounting services, bursar, bookstore, housing, and food services.

2.1.2. Develop and ensure operational policies and procedures for grant compliance and management, human resources, information technology, and facilities.

### **Objective 2**

Human Resources will optimize the operational efficiency of Human Capital of the College.

#### **Priorities**

2.2.1. Ensure staff training is properly conducted for all new and current employees to reduce human error and ensure consistency.

2.2.2. Develop a process to convert paper documents to digital forms when applicable.

2.2.3. In cooperation with other departments develop and establish a wage and salary scale committee to review promotions based on merit, education, and additional duties.

2.2.4. Establish policies and procedures for cross training staff to ensure office functions are maintained during staff absence as needed.

### **Objective 3**

The Accounting Office will ensure the effectiveness of the procurement, audits, and payroll processes.

#### **Priorities**

2.3.1. Ensure accounting policies and procedures are maintained and updated regularly.

2.3.2. Develop a process to reduce open purchase orders by using e-signature in purchasing paperwork.

2.3.3. Create an approved vendor list for ordering.

2.3.4. Conduct an analysis of Business Affairs staffing needs to manage the growing accounting duties and responsibilities.

2.3.5. Develop Training Workshops on Purchasing Procedures to include but are not limited to order placement, ordering forms, approval, and required documentation.

### **Objective 4**

The Grants Office will ensure that grants are managed efficiently and effectively to maintain compliance.

#### **Priorities**

2.4.1. Organize all grant drawdowns, financial status reports, reporting deadlines, and closeouts.

2.4.2. Develop a process to digitize all current and closed grants.

2.4.3. Manage and update inventory purchased with each grant.

2.4.4. Evaluate software and automate activities for efficiency and effectiveness.

### **Objective 5**

The Facilities and Information Technology Offices will ensure that the respective facilities and information technology



systems are maintained to support the campus needs.

#### Priorities

2.5.1. Schedule and address service maintenance needs for equipment, vehicles, buildings, IT equipment, and campus infrastructure.

2.5.2. Address, repair, and document immediate maintenance needs for equipment, vehicles, buildings, and campus infrastructure.

2.5.3. Implement anti-phishing training software (KnowB4) to satisfy the Muscogee (Creek) Nation's ransomware insurance annual training requirement.

2.5.4. Conduct a campus IT security audit in coordination with AIHEC.

#### Objective 6

The Auxiliary Services functions will ensure that they operate at full capacity to support the campus needs.

#### Priorities

2.6.1. Develop and ensure policies and procedures are in place for each auxiliary function.

2.6.2. Bookstore management will develop and launch a website.

2.6.3. Bookstore management will conduct due diligence and analysis for expanding the area and to include a specialty coffee shop.

2.6.4. Café management will develop and manage an inventory system and expand on the menu items.

#### Enrollment Management: Goal Three

The College of the Muscogee Nation will provide an equitable opportunity for students to access higher education learning supported by services to ensure retention, completion, transferability, and career readiness.

#### Objective 1

Enrollment Management will administer the processes of admissions, student success, registration, and financial aid.

#### Priorities

3.1.1 Develop and ensure policies and procedures are in place for recruitment.

3.1.2. Develop and ensure policies and procedures are in place for admissions and testing.

3.1.3. Develop and ensure policies and procedures are in place for registration and college transcripts.

3.1.4. Develop and ensure policies and procedures are in place for financial aid.

3.1.5. Develop and ensure policies and procedures are in place for entry-year advisement, retention, graduation, and career services.

#### Objective 2

The Recruitment Office will develop and implement a strategy to increase student enrollment by 1% of the enrolled fall student population each year, for five years.

#### Priorities

3.2.1. Develop policies and procedures for recruitment strategies (admissions, academic programs, and student services) focusing on the Muscogee Reservation and populations outside the Reservation boundaries.

3.2.2. Develop a process to follow up on prospective students with the admissions office to determine priority status (high, mid, and low interest).

3.2.3. Assess and update recruitment materials, publications, promotional items, website, and contact information.

3.2.4. Establish relationships with JOM schools within the Muscogee Reservation.

3.2.5. Host opportunities for high school counselors to visit the campus.

### **Objective 3**

The Office of Student Success will develop and implement an academic advisement process to include first-year and returning students.

#### **Priorities**

3.3.1. Develop policies and procedures on advising and enrolling first-year and returning students by degree program in cooperation with Academic Affairs (faculty).

3.3.2. Develop a process to assign an academic advisor to each student determined by the Dean of Academic Affairs and Director of Enrollment Management.

3.3.3. Develop a program to educate student advisors on degree plans and

the process of creating schedules in the Anthology system in cooperation with Academic Affairs (faculty).

3.3.4 Provide regular advisor training for student degree planning to ensure timely graduation.

3.3.5 Implement an online self-registration process for returning students.

### **Objective 4**

The Office of Student Success will develop and implement a career services program to increase graduation by .5% each year for the next five years.

#### **Priorities**

3.4.1. Develop retention strategies that include attendance tracking, health and wellness referrals, emergency financial support, tutoring, and student life.

3.4.2. Ensure current students are being retained at 60% from fall to fall.

3.4.3. Ensure current students comply with the requirements for their program of study and graduation.

3.4.4. Ensure graduates whose goal is higher education are accepted into a bachelor's degree program before their final term at CMN.

3.4.5. Ensure graduates whose goal is employment are prepared for occupational opportunities and actively seeking a career prior to their final term at CMN.

### **Executive Affairs: Goal Four**

The College of the Muscogee Nation maintains the quality of its educational

programs, learning environments, and support services. The college evaluates its effectiveness for student learning through processes designed to promote continuous improvement.

### **Objective 1**

Executive Administration over HLC accreditation by providing directives to CMN staff regarding HLC requirements.

#### Priorities

4.1.1. Communicate with the HLC Liaison.

4.1.2. Participate in HLC Training relating to assessment, peer review, and annual conference.

4.1.3. CMN maintains policies that assure the quality of the credit it accepts in transfer.

4.1.4. Maintain college status regarding Standard Pathways Accreditation.

4.1.5. Exercise continuous improvement for the accreditation criteria, requirements for assurance arguments, and site visits.

### **Objective 2**

Executive Administration over Federal Grants and Student Aid and AIHEC by providing directives to CMN staff regarding Federal Grants application and compliance.

#### Priorities

4.2.1 Determine and apply for eligible grant opportunities.

4.2.2 Maintain college status regarding Federal Student Aid.

4.2.3 Communicate with AIHEC.

4.2.4 Maintain college status regarding AIHEC.

### **Objective 3**

Executive Administration over Muscogee (Creek) Nation (MCN) affairs by providing directives to CMN staff regarding MCN Comprehensive Annual Budget (CAB).

#### Priorities

4.3.1. Direct Tribal College Departments to establish funding objectives.

4.3.2. Coordinate departmental budgets into a comprehensive Tribal College Budget.

4.3.3. Forward the CAB to MCN Executive Office and Legislative Branch for approval from both branches of government.

### **Objective 4**

Executive Administration over special projects by providing directives to CMN staff regarding special projects.

#### Priorities

4.4.1. Encourage Tribal College Departments to embrace Mvskoke Language Revitalization efforts.

4.4.2. Encourage Tribal College Departments to embrace Donor Relations.

4.4.3. Direct Tribal College Departments to initiate transition to semester terms.

#### **Objective 5**

Initiate an Institutional Effectiveness program of college accreditation by designating an Accreditation Liaison Officer for CMN.

##### Priorities

4.5.1. Communicate with the HLC Liaison to ensure that reports are in compliance.

4.5.2. Make faculty and staff aware of HLC Training relating to assessment, peer review, criteria revisions, and annual conference.

4.5.3. Develop strategies for CMN regarding Standard Pathways Accreditation.

4.5.4. Guide campus wide systems for continuous improvement for the accreditation criteria, requirements for assurance arguments, and site visits.

#### **Objective 6**

Facilitate Institutional Effectiveness functions regarding continuous improvement for campus planning and development by assisting departments with project goals and management.

##### Priorities

4.6.1. Coordinate efforts in applying for grant opportunities.

4.6.2. Coordinate efforts working with architects and construction firms.

#### **Objective 7**

Ensure that main Institutional efforts are focused on the CMN mission and outgoing communication is consistent with CMN core values and the mission statement.

##### Priorities

4.7.1. Facilitate the development of communication with input from department level staff.

4.7.2. Oversee processes for approval of institutional review board, research, publications, and curriculum committee.

#### **Objective 8**

Establish a culture of data driven decision-making by creating a process for collecting, analyzing, and reporting data.

##### Priorities

4.8.1. Establish protocols for identifying data from the student information system.

4.8.2. Determine the data analysis objectives.

4.8.3. Analyze data with SPSS.

4.8.4. Report data on an annual basis or as needed.

#### **Objective 9**

Utilize the data sharing software (Power BI) to establish annual reporting protocols to include dates and data points.

##### Priorities

4.9.1. Create a data report calendar.



4.9.2. Improve the coordination of student activities data collection.

#### **Objective 10**

Create an awareness of the value of assessment for decision making to improve the institution at all levels to establish annual reporting protocols to include assessment points.

##### **Priorities**

4.10.1. Create an assessment calendar.

4.10.2. Participate in the HLC Assessment Academy.

4.10.3. Coordinate co-curricular assessment.

#### **Student Affairs: Goal Five**

The Student Affairs plan will be divided into three main elements: Health and Wellness, Security, and Student Life involving the goals that would provide direction in relation to the office departments.

#### **Objective 1**

Maintain a positive Health and Wellness environment that will support overall student health and wellness on campus.

##### **Priorities**

5.1.1. Provide wellness kits to students during midterms and finals.

5.1.2. Provide cultural related activities for all students and as needed community members.

5.1.3. Provide on-campus mental health services to students.

#### **Objective 2**

Provide a safe and healthy living space for housing students.

##### **Priorities**

5.2.1. Provide living space that supports a secure atmosphere that encourages learning and socialization.

5.2.2 Provide activity opportunities, staff will engage students to build community.

#### **Objective 3**

Increase marketing visibility and communication to CMN campus, Mvskoke Creek Nation, state and national stakeholders.

##### **Priorities**

5.3.1. Assess the needs for CMN marketing.

5.3.2. Disseminate the Marketing Plan to the College community.

#### **Objective 4**

Maintain a safe and secure college community.

##### **Priorities**

5.4.1. Maintain a full staff of properly trained security officers.

5.4.2. The Security Department will be responsible for conducting training for staff, faculty, and students.

#### **Objective 5**

Provide opportunities for student growth that supports Mvskoke values and culture

as well as a sense of belonging and leadership.

#### Priorities

5.5.1. Coordinate culturally related activities for all students and as needed for community members.

5.5.2. Develop an extra-curricular program for student participation.

#### **Objective 6**

The Office of Student Affairs will support a respectful and positive student campus environment.

#### Priorities

5.6.1. Maintain a process for overseeing Student Conduct and/or complaints and grievances for on campus and/or student housing.

5.6.2. Ensure that each student has appropriate physical accommodations to access equal learning opportunities.

#### **Objective 7**

The Office of Student Affairs will develop additional student affairs functions to improve the overall student experience.

#### Priorities

5.7.1. Extra-curricular activities will be developed to enhance the Student Affairs and College visibility.

5.7.2. Increase visibility, an alumni association will be developed.

#### **The College of the Muscogee Nation: Goal Six**

The College of the Muscogee Nation will institute campus wide initiatives to effectively fulfill the mission.

#### **Objective 1**

CMN Leadership and all departments will effectively communicate information through a variety of outlets campus wide.

#### Priorities

6.1.1. CMN Leadership will meet weekly to determine campus priorities and updates that will be communicated to all departments.

6.1.2. CMN Leadership will share accurate and effective messaging on a regular basis.

6.1.3. CMN Faculty, Staff, and Students will be informed of important issues and activities of the college.

6.1.4. Departmental staff meetings will be held prior to the first day of registration, at the midpoint between registration and the beginning of classes, and one week prior to the first day of class to discuss the term readiness. These meetings will ensure that all student services such as admissions, textbooks, ID cards, course schedules, transcripts, testing, advisement, enrollment, financial aid, bursar, work study, graduation, housing, meal plans, student emails, D2L, and special activities such as bridge camp or Raven Ready are prepared for the first day of class.

6.1.5. CMN will effectively communicate necessary messages to

external departments and constituents.

## **Objective 2**

CMN will develop and maintain a process for onboarding new employees.

### **Priorities**

6.2.1. Human Resources will initiate drug testing, Paycom training, CMN HR policies and procedures, payroll, benefits, equipment check out, email, IT support, Raven Alert, office assignment, orientation, list of duties and responsibilities.

6.2.2. Departmental staff will assign an employee mentor to assist with training and institutional information.

6.2.3. The departmental mentor will follow up with new employee(s) after one week, one month, six months, and one year to ensure effective employee onboarding.

## **Objective 3**

CMN will develop and maintain an employee professional development, credentialing, recognition, and advancement program.

### **Priorities**

6.3.1. Develop and maintain policies and procedures for employee professional development, credentialing, recognition, and advancement program.

6.3.2. Professional development related to the employee's position will be submitted for review and approval by CMN leadership. The employee will be responsible for participation, and documentation of the training to include but is not

limited to conferences, webinars, seminars, presentations, associations, and memberships.

6.3.3. Credentialing will focus on faculty advanced degrees and graduate college credits relating to general education courses transferable to bachelor's degrees. These requirements must meet HLC faculty credential standards of a master's degree in a specific field of study related to general education or a master's degree in any subject area with 18 additional graduate hours in a specific general education subject area.

6.3.4. CMN leadership will identify and select employees who are a positive influence on campus to receive recognition awards associated with time in service, exceptional work, or completing initiatives on an annual basis.

6.3.5. CMN employees may be eligible for career advancement and/or pay promotion for completing a higher education degree, certificate(s), and recognized for exceptional work that contributes to the mission of CMN.

APPENDIX



Appendix A.  
College Committees

1. Assessment
2. Bookstore Merchandise
3. Construction
4. Curriculum
5. Graduation
6. Housing Judicial
7. Institutional Review Board (IRB)
8. Marketing
9. Non Academic Review (NAR)
10. Publications
11. Title IX
12. Strategic Planning
13. Student Conduct
14. Textbook

EXHIBITS

EXHIBIT A.

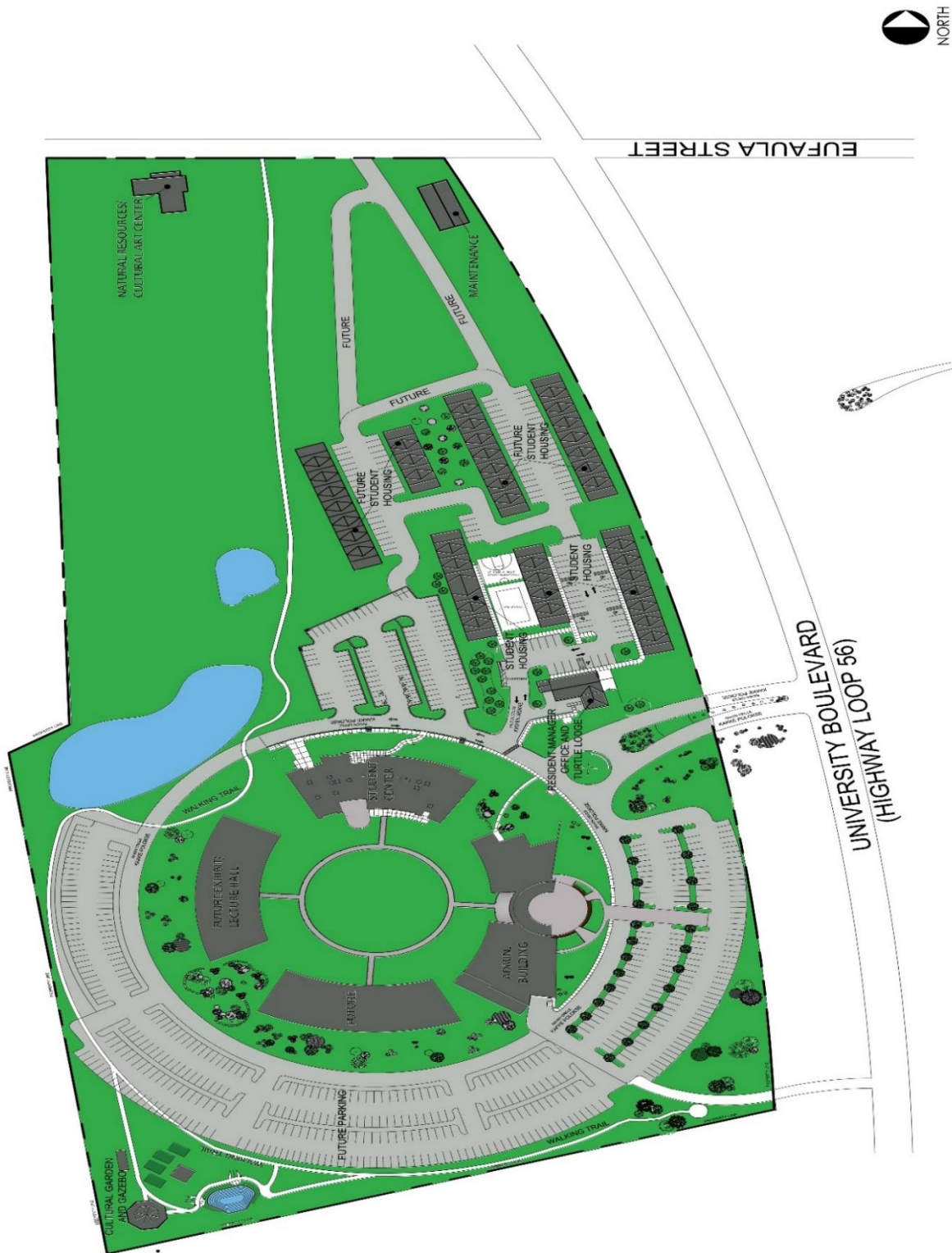
Academic Calendar



## 2022-2023 Academic Calendar

	<u>Fall 2022</u>	<u>Spring 2023</u>	<u>Summer 2023</u>
Registration Open	June 13 – Aug 26	Oct 24 – Jan 4	Feb 20 – May 1
Late Registration Ends	Aug 31	Jan 6	May 3
<b>CLASSES BEGIN</b>	<b>Aug 29</b>	<b>Jan 4</b>	<b>May 1</b>
Last Day to Add Course	Sept 2	Jan 10	May 5
Last Day to Drop with Refund	Sept 12	Jan 16	May 12
<b>LABOR DAY HOLIDAY</b>	<b>Sept 5</b>		
<b>MEMORIAL DAY HOLIDAY</b>			<b>May 29</b>
Last Day to Withdraw with W (1 <sup>st</sup> Half)	Oct 7	Feb 10	June 2
Mid-Trimester	Oct 17	Feb 20	June 14
Second Half Begins	Oct 19	Feb 22	June 19
<b>VETERAN'S DAY HOLIDAY</b>	<b>Nov 11</b>		
<b>SPRING BREAK</b>		<b>Mar 13-17</b>	
<b>CREEK FESTIVAL HOLIDAY</b>			<b>June 26</b>
<b>INDEPENDENCE DAY HOLIDAY</b>			<b>July 4</b>
<b>MUSCOGEE NATION SOVEREIGNTY DAY</b>			<b>July 10</b>
Last Day to Withdraw from full trimester with W	Nov 18	Mar 24	July 14
<b>NATIVE AMERICAN DAY</b>	<b>Nov 21</b>		
<b>THANKSGIVING HOLIDAY</b>	<b>Nov 24-25</b>		
<b>GOOD FRIDAY HOLIDAY</b>		<b>Apr 7</b>	
Last Day of Class	Dec 9	Apr 21	Aug 4
<b>GRADUATION</b>		<b>Apr 21</b>	
Grades Due	Dec 13	Apr 25	Aug 8

EXHIBIT B.  
Master Site Plan





*College of the Muscogee Nation Cokv Hocickv Em Vlosetv (Strategic Plan)*

EXHIBIT C.

Timeline

Academic Affairs Strategic Plan 2023-28 Activities Schedule

Academic Affairs: Goal One		2023-24			2024-25				2025-26				2026-27				2027-28			
		FA23	SP24	SU24	FA24	SP25	SU25	SB25	FA25	SP26	SU26	SB26	FA26	SP27	SU27	SB27	FA27	SP28	SU28	SB28
Objective One: Academic Instruction to meet learning outcomes	Qualifictns 1.1.1.	xx		x			x				x				x				x	
	Programs 1.1.2.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
	Syllabi 1.1.3.											x								x
	Assessments 1.1.4.			x				x				x				x				x
	Prog. rview 1.1.5.			x				x				x				x				x
	Committees 1.1.6.	x			x				x				x				x			
	Acad free 1.1.7.	x			x				x				x				x			
	Research 1.1.8.		x			x				x				x				x		
	HLC 1.1.9.		x	x		x	x			x	x			x	x			x	x	
Objective Two: Degree Programs	Catalog 1.2.1.		x			x				x				x				x		
	Schedule 1.2.2.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
Objective Three: Graduation	Post Grades 1.3.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Career Serv 1.3.2.				xx	x				x				x				x		
	Acad accom 1.3.3.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	SAP 1.3.4.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
Objective Four: Trimester transition to Semester	Graduation 1.3.5.		x			x				x				x				x		
	Due dilig 1.4.1.	x	x																	
	Planning tm 1.4.2.		x																	
	Doc revise 1.4.3.		x																	
	Sem schdl 1.4.4.				x				x				x				x			
	Sum schdl 1.4.5.						x				x				x				x	
Objective Five: Native Am Studies Associate transition to Bachelor's of Arts	Budget 1.4.6.		x			x				x				x				x		
	Due dilig 1.5.1.								x											
	Planning tm 1.5.2.								x	x	x									
	Doc revise 1.5.3.									x	x									
	Curr comm 1.5.4.											x								
	HLC/DepEd 1.5.5.												x							
	Rescrs met 1.5.6.												x							
Objective Six: Professional Dev.	Site visit 1.5.7.													x						
	Prof dev sch 1.6.1.						x					x				x				x
	Wage/Sal 1.6.2.						x	x												
	Cultl inclus 1.6.3.	x			x				x				x				x			
Objective Seven: CMN Mission 1994 Land Grant	NatRes qual 1.7.1.			x			x				x				x				x	
	Ext Serv 1.7.2.				x															
	Expo & Bd 1.7.3.					x				x				x				x		

*College of the Muscogee Nation Cokv Hocickv Em Vlosetv (Strategic Plan)*

Business Affairs Strategic Plan 2023-28 Activities Schedule

Business Affairs: Goal Two		2023-24			2024-25				2025-26				2026-27				2027-28			
		FA23	SP24	SU24	FA24	SP25	SU25	SB25	FA25	SP26	SU26	SB26	FA26	SP27	SU27	SB27	FA27	SP28	SU28	SB28
Objective One: Administration	Financial P/P 2.1.1.				x				x				x				x			
	Operation P/P 2.1.2.				x				x				x				x			
Objective Two: Operational Efficiency	Staff training 2.2.1.				x				x				x				x			
	Digital forms 2.2.2.						x								x					
	Wage/Sal com2.2.3.				x				x				x				x			
	Cross training 2.2.4.				x				x				x				x			
Objective Three: Accounting	Acctng P/P 2.3.1.					x								x						
	E-sign PO 2.3.2.							x												
	Vendor list 2.3.3.							x												
	Staffing needs 2.3.4.					x								x						
	Purchsing Tr 2.3.5.							x				x				x				x
Objective Four: Grants Management	Grant admin 2.4.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Digital procs 2.4.2.						x													
	Grant invty 2.4.3.			x				x				x				x				x
	Software eval 2.4.4.					x														
Objective Five: Facilities and IT	Maint schdl 2.5.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Repair needs 2.5.2.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Antivirus 2.5.3.																			
	Sec IT audit 2.5.4.																			
Objective Six: Auxiliary Services	Auxil P/P 2.6.1.							x								x				
	Bookstr web 2.6.2.								x											
	Bookstr expan 2.6.3.										x									
	Café expan 2.6.4.										x									

*College of the Muscogee Nation Cokv Hocickv Em Vlosetv (Strategic Plan)*

Enrollment Management Strategic Plan 2023-28 Activities Schedule

Enrollment Management: Goal Three		2023-24			2024-25				2025-26				2026-27				2027-28			
		FA23	SP24	SU24	FA24	SP25	SP25	SB25	FA25	SP26	SU26	SB26	FA26	SP27	SU27	SB27	FA27	SP28	SU28	SB28
Objective One: Administrative Processes	Recruit P/P 3.1.1.	x																		
	Admissions P/P 3.1.2.	x																		
	Registrar P/P 3.1.3.	x																		
	Fincl Aid P/P 3.1.4.	x																		
	Advismt P/P 3.1.5.	x																		
Objective Two: Recruitment Strategy 1% Increase	Mvsk Recrtmt 3.2.1.	x																		
	Prosp Std Intr 3.2.2.		x			x				x				x				x		
	Recrt Resres 3.2.3.		x							x								x		
	JOM Relations 3.2.4.				x															
	HS Counsl Vist 3.2.5.					x				x				x				x		
Objective Three: Student Success Advisement	Prog Advismt 3.3.1.			x																
	Co-op Advsmt 3.3.2.			x																
	Advsmt Traing 3.3.3.			x																
	Timely Grad 3.3.4.			x																
	Onln Self-Reg 3.3.5.			x																
Objective Four: Student Success Grad .5% Increase	Retent Stratgy 3.4.1.				x															
	Retent 60% 3.4.2.								x				x				x			
	Prg Stud Grad 3.4.3.					x				x				x				x		
	B.A. Trnsfr 3.4.4.								x				x				x			
	Career Emplt 3.4.5.					x				x				x				x		

## College of the Muscogee Nation Cokv Hocickv Em Vlosetv (Strategic Plan)

### Executive Affairs Strategic Plan 2023-28 Activities Schedule

Executive Affairs: Goal Four		2023-24			2024-25				2025-26				2026-27				2027-28			
		FA23	SP24	SU24	FA24	SP25	SU25	SB25	FA25	SP26	SU26	SB26	FA26	SP27	SU27	SB27	FA27	SP28	SU28	SB28
Objective One: HLC Accreditation	HLC Liaison 4.1.1.	x			x				x				x				x			
	HLC Trning 4.1.2.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Trnsfr Crdt 4.1.3.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Std Pways 4.1.4.	x			x				x				x				x			
	Accdt Critra 4.1.5.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
Objective Two: Federal Grants, Dept. Ed, AIHEC	Grant Apps 4.2.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Fed Aid 4.2.2.		x			x				x				x				x		
	AIHEC 4.2.3.	x			x				x				x				x			
	AIHEC Stats 4.2.4.	x			x				x				x				x			
Objective Three: MCN CAB	Fund Obj 4.3.1.		x			x				x				x				x		
	CMN Budgt 4.3.2.		x			x				x				x				x		
	MCN CAB 4.3.3.			x			x				x				x				x	
Objective Four: Special Projects	Mvsk Lng 4.4.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Donor Rel 4.4.2.			x																
	Sem Transtn 4.4.3.				x															
Objective Five: Accreditation Liaison Officer	HLC Reprts 4.5.1.		x			x				x				x				x		
	HLC Trning 4.5.2.		x			x				x				x				x		
	Accrd Strat 4.5.3.						x													
	Accrd Systm 4.5.4.						x													
Objective Six: CMN Planning	Grant Apps 4.6.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Constrect Proj 4.6.2.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
Objective Seven: Comms	Dept Comm 4.7.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Inst Process 4.7.2.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
Objective Eight: Data Driven Decisions	Stud Data 4.8.1.		x			x				x				x				x		
	Data Analys 4.8.2.	x			x				x				x				x			
	Data SPSS 4.8.3.							x				x				x				x
	Data Rep 4.8.4.					x				x				x				x		
Objective Nine: Power BI	Data Calend 4.9.1.				x															
	Std Act Data 4.9.2.				x															
Objective Ten: Assessment Annual Report	Assess Cal 4.10.1.					x														
	Assess Acd 4.10.2.			x			x													
	Co-Curr 4.10.3.				x				x				x				x			

## College of the Muscogee Nation Cokv Hocickv Em Vlosetv (Strategic Plan)

### Student Affairs Strategic Plan 2023-28 Activities Schedule

Student Affairs: Goal Five		2023-24			2024-25				2025-26				2026-27				2027-28			
		FA23	SP24	SU24	FA24	SP25	SU25	SB25	FA25	SP26	SU26	SB26	FA26	SP27	SU27	SB27	FA27	SP28	SU28	SB28
Objective One: Health/Wellness	Wellness Kit 5.1.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Cultl Actvty 5.1.2.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Mental Hlth 5.1.3.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
Objective Two: Housing	Secure Livg 5.2.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Community 5.2.2.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
Objective Three: Marketing/Comms	Assess Mrkt 5.3.1.	x							x								x			
	Mrkt Plan 5.3.2.	x							x								x			
Objective Four: Security	Sec Officers 5.4.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Sec Training 5.4.2.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
Objective Five: Student Growth	Cultl Act 5.5.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Extra Curr 5.5.2.				x															
Objective Six: Campus Environ	Std Condet 5.6.1.	x			x				x				x				x			
	Phys Accom 5.6.2.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
Objective Seven: Std Experience	Student Life 5.7.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Alumni 5.7.2.		x			x				x				x				x		

### College of the Muscogee Nation Strategic Plan 2023-28 Activities Schedule

The College of the Muscogee Nation: Goal Six		2023-24			2024-25				2025-26				2026-27				2027-28			
		FA23	SP24	SU24	FA24	SP25	SU25	SB25	FA25	SP26	SU26	SB26	FA26	SP27	SU27	SB27	FA27	SP28	SU28	SB28
Objective One: CMN Department Communication	Leadr Meet 6.1.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Effect Comm 6.1.2.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Infrm of Act 6.1.3.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Term Prep 6.1.4.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Extrl Comm 6.1.5.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
Objective Two: Onboarding New Employees	Orient 6.2.1.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Empl Mentor 6.2.2.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
	Mntr Fllwup 6.2.3.	x	x	x	x	x	x		x	x	x		x	x	x		x	x	x	
Objective Three: Employee Development	EmpDev P/P 6.3.1.				x								x							
	Emp ProDev 6.3.2.	x			x				x				x				x			
	Faculty Cred 6.3.3.			x				x				x				x				x
	Emp Awards 6.3.4.	x			x				x				x				x			
	Emp Promot 6.3.5.		x			x				x				x				x		



