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Nations Cultural College, we are first and foremost about students. Our purpose is to engage our students in an academic context, with a view towards the significant part they will play in forming and shaping the future. We also see students play a critical role in their own progress and development. MCC's philosophy statement under provincial legislation is: a commitment to improve the lives of people in our communities by furthering the intellectual, physical, social and cultural development of our people (s.3(f), *Maskwachees Cultural College Act*, Ch. -51, 1088 "the Act"). We will continue to engender a rich spirit of collaboration and interaction in the process of achieving these goals.

Furthermore, we will not forget where our strength lies. It is in the wisdom of our Elders and members of the Maskwacis Cree community. With this in mind, we will continue to advocate for the Treaty 'Right to Education', while teaching and maintaining the traditional values for the people of Maskwacis. In 2016 the Four Chiefs of Maskwacis signed the Nêhiyawêwin language declaration to confirm the support, protection, and continued survival of Maskwacis Cree knowledge transfer.

Vision and Values

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Our Vision

The Maskwacis Cultural College (MCC) is a Centre of Excellence in Academics and Cree Indigenous Knowledge.

Statement of Values

As a First Nation Institution of higher learning, we must ensure that we honor our past. Members of the MCC community share a responsibility to conduct themselves in a manner that promotes a working and learning environment characterized by integrity of the Plains Cree Values and Natural Law.

We use the value system based on the Plains Cree Culture. i.e. wíchítowin (help), sahkitowin (love/care), kitimahketowin (compassion), kisteyhtowin (showing respect in a compassionate way).

Those who choose to attend MCC will conduct themselves in a manner that is consistent with the mission and the vision of the college. Students will promote the image of the college, value diversity, acknowledge the dignity and safety of each individual, and to promote the well-being of all members of the college.

Our Guiding Principles

- The Creator (Kisemanito) is the heart of the college.
- We will continue to advance, preserve: iyiniw pimatsiwin, ekwa iyiniw mamitoneyicekan (indigenous forms of life and thinking)
- At its most fundamental level, we will remember nistameymahkanak dreams and a vision for future generations. It was the vision of the founding members of Maskwacis College that embraced the concept for higher learning.

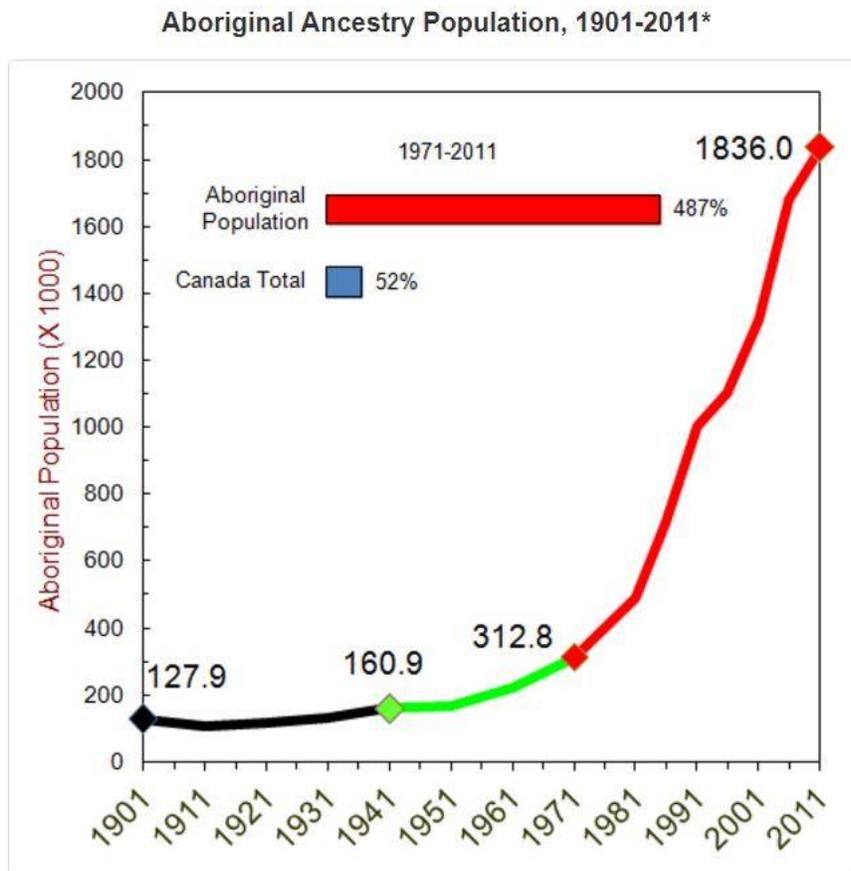
Population Growth - Aboriginal Ancestry Population, 1901-2011

The Aboriginal ancestry population has been growing substantially faster than the Canadian population since 1971.

There were three distinct periods of population growth:

- 1901 - 1941 Slow Growth
- 1941 - 1971 Rapid Growth
- 1971 - 2011 **Explosion**

Figure 2: Aboriginal Ancestry Population, 1901-2011



Sources: Statistics Canada, 1901 to 2006 Censuses of Population and 2011 National Household Survey, AANDC tabulations.

As a result of the reality of a population boom currently under way in the 0 – 19 years demographic MCC is challenged to address the emerging demand for on reservation post secondary education. MCC places a high priority in its capacity to anticipate and respond to the changing needs and demands of its students, faculty and community, and to the rapidly changing environment in which it operates. This commitment to ongoing environmental scanning enables MCC to respond appropriately to change.

External Opportunities and Challenges

- Continuously monitor Aboriginal Affairs and Northern Development policy and funding for the Post-Secondary Student Support Programs (PSSP) and also the Indian Studies Support Program, including Bill C-31 students. According to their website, the Government of Canada is committed to ensuring that Aboriginal peoples enjoy the same education opportunities as other Canadians.
With increased opportunities for employment, the Government will continue to foster partnerships that help Aboriginal people get the skills and training to take advantage of job prospects in the North and across Canada. Alberta Enterprise and Advanced Education and Technology's Roles and Mandates Framework provide the overall policy and planning environment for post-secondary education in the province. Ministry priorities under the Alberta Access Plan include: increasing access to health, business and science programs; enhanced collaboration among institutions; increased access for under-represented groups; and strategies to address immigrant education, bridging, international education and student retention.
- To maintain an open dialogue with the Assembly of First Nations Education Portfolio.
- Address increased enrolment pressure from the emerging "baby boom" generations, with more high school graduates projected over the coming decade.
- If experience from previous economic downturns is repeated, especially in First Nation communities, post-secondary institutions may face significant increases in applications, as people seek additional skills and knowledge to enhance their employability. At present, MCC is noting a 5% increase in applications for fall 2017, which suggests that this phenomenon may be recurring.
- MCC's existing programs are being sought after by other institutions and organizations.
- MCC's traditional systems of education e.g. teaching philosophy is led by traditional Cree methods of knowing and being, listening with four sets of ears (physical, spiritual, mental, and emotional).
- Despite the current economic slowdown, increasing opportunities for degree completion will be necessary to sustain Alberta's long-term economic position, as demand for degree-level preparation is growing in many occupational areas.
- The rapid growth, comparative youth, and generally lower educational attainment of Alberta's Aboriginal peoples will put pressure on and provide opportunities for institutions to better serve this population.
- Interest and participation in distance and distributed learning activities are growing and can be expected to increase further in the future. The provincial eCampus Alberta consortium continues to gain momentum and has sustained Ministerial support.
- The 2017 provincial budget provides for a 6% increase in institutional operating grants for 2017/18, but no increase is expected for 2018/19 and 2019/20. Tuition fee increases for the coming years will also be frozen as a result of the Provincial Government's effort to keep living expenses affordable in light of the economic downturn of the last two years. The combination of these factors will put significant pressure on MCC to identify operational efficiencies each year through 2020/21.
- Compliance requirements continue to increase, requiring ongoing review and revision of policies and processes to meet the expectations of governing and oversight bodies.

Internal Opportunities and Challenges

- The demographic profile of MCC employees has becoming younger over the last 5 years and so it is likely that many of our experienced personnel will not be retiring in the next five to 10 years.
- Further development of degree programming will require that MCC increase professional development opportunities and research infrastructure, and recruit in competitive markets for faculty, particularly at the PhD level.

- Implementation of undergraduate degree programs has a range of implications for facilities, including increased enrolment and staffing, differing patterns of space utilization by four-year students, and greater requirements for informal learning and interactive space.
- With limited time and funding MCC's staff engage in curriculum development, course design and development, course and program assessments and evaluations.

Strategic Priorities

Strategic Directions

This document outlines four of the Maskwacis College's Strategic Priorities for the three year period beginning 2017 to 2021 along with the budget allocations intended to support these strategies. These strategies have been developed to address key issues and challenges in MCC's operating environment, which is the continuing growth in demand for access to undergraduate degree programs such as Indigenous Social Work. MCC's initiative is to develop undergraduate (baccalaureate) degree programming intended to respond to and address these demands.

Evolving To Meet Changing Needs

In the last year, Maskwacis College has re-organized to raise the profile of this institution. Over the next three years, MCC plans to develop and implement additional traditional and culturally relevant programs to expand prospective student's access to range and choice in post-secondary programming. MCC will continue to maintain its strong base of career-focused certificate and diploma programs, as well as preparatory programming to enhance students' success in further post-secondary studies.

Within the overall context of its' own mission and mandate, Maskwacis Cultural College has identified four key strategic initiatives as priorities for the next three years.

Priorities

1. Enhance the Department of Cree Language Curriculum Development.
2. Improve Communication and Community Awareness.
3. Secure the Financial future of the College through Good Governance.
4. Enhance student and College Services, based on benchmarked standards of excellence, to enhance students' overall experience.

MCC is aware of the need to improve and continue to track other college programs in other parts of the province. We also recognize that partnerships are important and will continue to maintain those partnerships with other campuses, business sector and industry. We believe that planning is vital in order to keep pace with the ever-changing environment. As told by the Elder, late Gordon Raine, 'we may never see the positive change in our lifetime, but we will look forward and continue to plan for a better future for our children.'

Performance Measures (Indicators)

Measure	Current Achievement	2017-21 Target	Source of Data
Student Success	Certificates, Diplomas, Degrees, Advanced degrees	80/100	Registrar analytical surveys
Student Focus	___ % fully satisfied (2017/18 survey)	80/100	*Registrar Designed Student Satisfaction Survey
Unqualified Audit	Balanced Budget	Surplus of \$150 K	General Accepted Accounting Principles (GAAP)
Programming	____% fully satisfied	80/100	*Follow other institute measures
Capital Fund-Raising for New Campus		**\$30 million	*TBD – Follow other institute measures

*Denotes the need to be developed.

** Need to determine the source and discussion around this figure.

GOALS and PRIORITIES

1. Enhance the Department of Cree Language Curriculum Development

1.1	Promote the Maskwacis Cree Nehiyawewin Language Declaration which was approved on June 21, 2016 by the Maskwacis Chiefs
1.2	Retain Qualified Fluent Cree Language Speakers & Experts to teach Cree
	1.2.1 Retain Elders in Residence
1.3	Maintain a Committee of Cree Language Advisory Experts (See Nechi Terms of Reference)
1.4	Evaluate Cree studies and course outlines
	1.4.1 Conduct an assessment of Current and Existing Resource Material.
	1.4.2 Cultural analytics research will be published in a protected manner to prevent un-authorized replication.
	1.4.2.1 Internal and external MCC advisory team to determine what MCC content should be publicly available and which should be protected
	1.4.3 Publish the MCC Cree Language Dictionary
	1.4.4 Publish Indigenous children's books
1.5	Publish and copyright Resource and Materials
	1.5.1 MCC content will be published in a protected manner to prevent un-authorized replication.
	1.5.1.1 Publish the MCC Cree Language Dictionary
	1.5.2 To extend our network to the Cree language and other teachers in Maskwacis and Pigeon Lake
	1.5.3 Extend support to the Plains Cree 'Y' dialect
	1.5.4 Providing cultural awareness training to outside organizations and entities
	1.5.5 Develop an intellectual property statement/agreement to protect traditional knowledge systems
1.6	Professional Development
	1.6.1 The support for MCC staff to increase their Cree writing, speaking & understanding abilities
	1.6.2 To extend our network to the Cree language and other teachers in Maskwacis and Pigeon Lake
	1.6.3 Extend support to the Plains Cree 'Y' dialect focusing on privileging syllabics first, roman orthography next and English last in stating Cree in written form
	1.6.4 Providing cultural awareness training to outside organizations and entities (Provincial, Municipal, and Corporate)
1.7	Research Funding Sources
1.8	Establish a Resource Centre beginning at Head-Start to Adult Level
1.9	Provide Cultural Skills
	1.9.1 Medicinal harvesting, tipi teachings and setup, feast preparations. Ceremonial teachings and protocols.
1.10	Create a Wahkohtowin Agreement with the Maskwacis Education Schools Commission (MESCC).
	1.10.1 Establish relationships with other K-12 school boards to create similar agreements on knowledge sharing

	1.10.2 Establish relationships with colleges & universities to create Memoranda of Understanding & Transfer agreements on Cree content & Indigenous Knowledge content for courses
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2. Improve Communication and Accessibility

2.1	Maintain a Communication Protocol both internal and external to the organization
	2.1.1 Develop a Protocol agreement for Indigenous Knowledge transfer
2.2	Continue to meet Community Need and Demand (based on community Assessment)
	2.2.1 Utilize on-line surveys to gain community input
	2.2.2 Train staff on survey construction, implementation, data analysis & report formation
	2.2.3 Obtain feedback from designated communities, organizations and agencies
2.3	Continue to affirm the invaluable role the staff plays in supporting the college at all levels. By doing so, We aspire to develop a more collaborative culture between Board of Directors and faculty and amongst staff, students, elders and all stakeholders.
	2.3.1 Hold an annual staff luncheon where Board of Directors, MCC staff & Student Council meet
	2.3.2 Establish regular Dean's Council meetings
	2.3.3 Establish regular program planning meetings where staff align program reports to MCC strategic plan
	2.3.4 Each MCC Dean develop an annual department workplan
	2.3.5 President create quarterly reports for the MCC Board of Governors & MCC staff
	2.3.6 President create messages to MCC students at the beginning and end of each academic term
	2.3.7 MCC website, electronic boards, and facebook page communicate events
	2.3.8 MCC Student Union communicate monthly with the student body
2.4	Maintain a welcoming environment for persons with disabilities by providing accessibility to the college.
	2.4.1 Establish wheelchair accessibility at all entrances
2.5	Gain Board of Governor's approval for all MCC by-laws, policies, and annual reports.
	2.5.1 Obtain approval of audited financial statements annually at Board meeting; publish in annual report & share at the AGM in December each year..
	2.5.2 Staff meet yearly in June to review policies
2.6	Meet with Maskwacis Chiefs & Maskwacis Cree Tribal Office
2.7	Meet with Treaty Six Confederacy Office.
2.8	Meet with Provincial, National and International Indigenous Post-Secondary institutions

3. Secure the Financial future of the College through Good Governance

3.1	Secure external sources of funds – Project grants, Aboriginal-Crown Relations, Alberta Advanced Education, Alberta Works, , etc.
	3.1.1 Develop program based autonomous formulas & reviewed yearly.
	3.1.2 Ensure tuition are core funding.
	3.1.3 Create a government relations strategy to return core funding to MCC from the federal government
3.2	Secure Financial Stability of MCC through creative and effective management of its costs by operating within the resources it has or acquires yearly.
	3.2.1 Create, review & revise Business Plan, Strategic Plan, CIP, and Capital Fund raising plan as required
3.3	Obtain and maintain accreditation of College Institution by National Indigenous Accreditation Board (NIAB) and World Indigenous Higher Education Consortium (WINHEC)
	3.3.1 Pay annual membership fees to NIAB, NAIHL & WINHEC

4. Enhance Student and College Services, (based on benchmarked standards of excellence, to enhance students' overall experience)

4.1	Implement systems to benchmark college performance against other colleges/institutions
	4.1.1 Utilize the purist forms of inter-generational transmissions of Plains Cree Cultural and traditional knowledge as the primary means of knowledge transmission.
4.2	Implement and integrate Maskwacis specific and college-wide initiatives to support student success
	4.2.1 Juxtapose indigenous knowledge systems to colonial knowledge systems
4.3	Enhance student's ability to differentiate between Plains Cree cultural and colonial systems
4.4	Expand use of current technologies to deliver course/program content and to facilitate student learning
	4.4.1 Provide academic, cultural, and spiritual experiences that promote cross-cultural perspectives for students, faculty and staff
4.5	Create structures and systems that identify and define relationships with other institutions and organizations.
	4.5.1 Registrar maintain that all MCC courses are transferrable to other programs, including transfer agreements
	4.5.2 Ensure transfer agreements & memoranda of understanding determine relationships between institutions &/or organizations
4.6	Initiate Research for the development of programs
	4.6.1 Determine specific areas of research focus that is requested by Maskwacis leadership and band departments.
	4.6.2 Maintain up-to-date general statistical information relevant to the needs of Indigenous peoples.
	4.6.3 Develop working relationships with each of the four Nations departments & programs so as to consolidate relevant data benefitting Maskwacis community
4.7	Establish Research policies

Strategies and Work Plans

STRATEGY: Research and Design/Development			
Priority 1	Enhance the Department of Cree Language Curriculum Development		
Goal 1.1	<i>Retain Qualified Cree Language Experts</i>		
Actions	Who?	Who Else?	When?
Advertise and hire for position	Director	Committee Members	Completed
Review terms of reference	Director	Board Members	Completed
Update job description	Dean of Cultural Studies	Director, Head of Finance, Dean of Academic Studies	Completed

STRATEGY: Research and Design/Development			
Priority 1	Create a Department of Cree Language Curriculum Development		
Goal 1.2	<i>Recruit Committee of Cree Language Advisory Experts</i>		
Actions	Who?	Who Else?	When?
Identify Cree Language Instructors to serve as committee	Dean of Cultural Studies and Cree Language Development	Board Members	Completed
A mandate to be established for committee	Dean of Cultural Studies and Cree Language Development	Four Nation Cree Language Departments/Schools Committee of Language Experts	June 2014, On-going

STRATEGY: Research and Design/Development			
Priority 1	Create a Department of Cree Language Curriculum Development		
Goal 1.3	<i>Assess Current and Existing Cree Language Teaching and Resource Material</i>		
Actions	Who?	Who Else?	When?
Compile existing resource material for assessment	Dean of Cultural Studies CLD	CLD Committee Dean of Academic Studies	On going

STRATEGY: Research and Design/Development			
Priority 1	Create a Department of Cree Language Curriculum Development		
Goal 1.4	<i>Publish and copyright Resource and Materials</i>		
Actions	Who?	Who Else?	When?
Investigate how to publish and copyright materials	Registrar	Librarian	2019

STRATEGY: Research and Design/Development			
Priority 1	Create a Department of Cree Language Curriculum Development		
Goal 1.5	<i>Professional Development</i>		
Actions	Who?	Who Else?	When?
Provide an orientation to all staff and committee members to familiarize themselves with the Cree Language development project. Teaching the community about our Nehiyawewin Declaration 2016.	Dean of Cultural Studies CLD All MCC staff	Maskwacis Nehiyawewin Declaration 2016	Weekly

STRATEGY: Research and Design/Development			
Priority 1	Create a Department of Cree Language Curriculum Development		
Goal 1.6	<i>Research Funding Sources</i>		
Actions	Who?	Who Else?	When?
Seek funding opportunities from national/provincial /local organizations as well as church organizations	MCC President	Dean of Cultural Studies CLD	Ongoing

STRATEGY: Research and Design/Development			
Priority 1	Create a Department of Cree Language Curriculum Development		
Goal 1.7	<i>Establish a Resource Centre beginning at Head-Start to Adult Level</i>		
Actions	Who?	Who Else?	When?
Examine the basic principles of language instruction and how it is introduced at an early age and how it is developed as a child grows and matures. Develop Cree Language Scope and Sequence Implement Cree Language Scope and Sequence	MCC President	Dean of Culture	On-going On-going On-going

STRATEGY: College Programs and Services Promotion

Priority 2	Improve Communication and Community Awareness		
Goal 2.1	<i>Establish Communication Protocol</i>		
Actions	Who?	Who Else?	When?
Use media such as newsletters, bill-boards, radio announcements, college/student calendar and web-site/social media	Tech Support	Administrative Staff	On-going
Attend local events/trade fairs/functions/band meetings	Registrar's Department	Admin Staff	On-going
Partner with other colleges to collaborate courses/programs	MCC President	Faculty and Staff Registrar	On-going
Raise and research profile at MCC through communication strategies that include an annual report of achievements, newsletter articles and reports to internal and external stakeholders.	MCC President	Faculty Chair/Coordinator of Social Work/Director	On-going

STRATEGY: Improve College Programs and Services

Priority 2	Improve Communication and Community Awareness		
Goal 2.2	<i>Meeting Community Need and Demand</i>		
Actions	Who?	Who Else?	When?
Provide short term programs through-out the year	Dean of College Programs	Registrar, Faculty, Staff	On-going
Network with Four Nations departments and Social Agencies	MCC President	Faculty Registrar	On-going
Promote Indigenous Knowledge Centre information, e.g. customs, traditions, indigenous law, international law	Dean of Cultural Studies CLD	Elders, Librarian/Community Members, and Advisors	On-going
Invite professionals that have knowledge of local, national, and international issues	Faculty and staff	All Staff	On-going

STRATEGY : Faculty Support

Priority 2

Improve Communication and Community Awareness

Goal 2.3

Affirm the valuable role staff plays in supporting the college at all levels. By doing so, we aspire to develop a more collaborative culture for all who work here.

Actions	Who?	Who Else?	When?
Support MCC faculty in the achievement of their teaching mandate through orientation, evaluation, professional development and research activities designed to engage academic communities and enhance classroom enquiry.	Board/MCC President/ Identify lead instructor	Elder	On-going
Help faculty develop academic programs and enhance courses that are attractive to diverse populations.	MCC President /Deans	Programming Committee	On-going
Recognizing the importance of a quality faculty, the college will increase funding from institutional sources, government funds, and foundational grants for the purpose of supporting faculty scholarship and research.	Board/MCC President	Programming Committee	On-going
Increase Instructional Fees by \$2,000.00	Board/MCC President	Finance committee	On-going

STRATEGY: Student Support

Priority 2

Improve Communication and Community Awareness

Goal 2.4

Create a welcoming environment for persons with disabilities by providing accessibility to the college.

Actions	Who?	Who Else?	When?
Seek ways to improve accessibility for students/staff with physical disabilities.	MCC President	Dean of Academic Services/Custodian	Completed
Seek ways to address learning/literacy challenges	MCC President	Deans	On-going
Coordination of tutorial services for one-on-one instruction	Deans	Funding agencies	On-going
Check with other institutions to see what they are doing to accommodate students and instructors			
Build new ramp for wheel chair accessibility in 2013	Director	Custodian	Completed 2015

STRATEGY: Policy Review

Priority 3	Secure the Financial Future of the College through good governance		
Goal 3.1	<i>Policy Development and Review. Revise the campus master plan to reflect the development and infrastructure that will appropriately support the needs of faculty and staff in regards to their professional activities.</i>		
Actions	Who?	Who Else?	When?
Review and edit existing by-laws and policies	Board Members	MCC President/Legal Counsel	On-going
Review personnel policies	Board Members	MCC President /Legal Counsel/Support Staff	Current
Review administrative policies	Board Members	MCC President /Legal Counsel	Currently Revised
Review Finance policies	Board Members	MCC President /Legal Counsel	Awaiting ratification
Launch a fundraising campaign with the primary goals of (a) increasing the endowment and (b) assisting in funding the priorities identified in the College strategic plan – the specifics to be determined based upon critical priorities, benefactor interest, and financial ability	Board/ MCC President	Fundraising Committee?	Current

STRATEGY: Enhance Financial Management and Decision-Making

Priority 3	Secure Financial Future of the College through Good Governance		
Goal 3.2	<i>Receive Unqualified Audit and Secure Financial Stability. MCC must creatively manage its costs in order to operate within its resources it has or requires.</i>		
Actions	Who?	Who Else?	When?
Follow generally accepted accounting principles (GAAP)	MCC President / Board	Head of Finance	On-going
Implementation of Financial Policies	MCC President / Board	Head of Finance	2017-2021
Presentation of Audit	Doyle & Co. (Auditors)	Head of Finance	December at AGM
Follow approved annual budget	MCC President	Head of Finance	On going
Enhance financial management and administrative processes and structures to improve decision support and enhance operational efficiency and effectiveness.	MCC President	Faculty	2017-2021
Develop and implement systems, operation, processes and procedures in support sustainability and environmental principles	Board/ MCC President	Finance/Staff	2017-2021

STRATEGY: High Quality Programming Based on Resources			
Priority 3	Secure the Financial Future of the College through Good Governance		
Goal 3.3	<i>Develop and implement an institutional marketing plan to achieve academic quality, enrolment, and fundraising goals.</i>		
Actions	Who?	Who Else?	When?
Develop an undergraduate student research strategy (based on the material that is available in the library).	MCC President	Chair of Finance/Dean of Programming	Complete
Showcase the resources available studying indigenous law and First Nation treaties	MCC President	Librarian	On going
Develop an integrated curriculum architecture to support access and transfer	MCC President	Department Heads	On going

STRATEGY: Develop High Quality Programming Based on Practices			
Priority 3	Secure the Financial Future of the College through Good Governance		
Goal 3.4	<i>Accreditation of College Institution</i>		
Actions	Who?	Who Else?	When?
Review programs for re-licensing; ECD	Director	Dean of College Programs	Completed
Seek accreditation from ACSW for programs; Social Work	Director	Dean of Social Work	Completed
Seek accreditation from NIAB	MCC President	Faculty	On-going

STRATEGY: Position MCC to be a recognizable higher education leader

(in First Nations Community, locally, nationally, and internationally.)

Priority 4	Enhance Student and College Services, based on benchmarked standards of excellence, to enhance students overall experience		
Goal 4.1	<i>Implement systems to benchmark college performance against other colleges/institutions.</i>		
Actions	Who?	Who Else?	When?
Implement systems to benchmark MCC performance against appropriate assessment standards (TBD)	MCC President	Deans	On going

STRATEGY: Position MCC to be a recognizable higher education leader in First Nations Community, locally, nationally, and internationally.

Priority 4	Enhance Student and College Services, based on benchmarked standards of excellence, to enhance students overall experience		
Goal 4.2	<i>Develop and implement program-specific and college-wide initiatives to support student success.</i>		
Actions	Who?	Who Else?	When?
Facilitate seminars, workshops and discussion groups on topics related to student engagement, assessment, quality assurance, peer review and teaching dossier.	MCC President	Deans	On-going

STRATEGY: Position MCC to be a recognizable higher education leader in First Nations Community, locally, nationally, and internationally.

Priority 4	Enhance Student and College Services, based on benchmarked standards of excellence, to enhance students overall experience		
Goal 4.3	<i>Expand use of distributed technologies to deliver course/program content</i>		
Actions	Who?	Who Else?	When?
Assist individual faculty to maintain currency in their disciplines, pursue teaching excellence and scholarly interests and develop leadership skills.	MCC President	Deans	On-going
Support MCC faculty in the achievement of their teaching mandate through orientation, evaluation, professional development and research activities designed to engage academic communities and enhance classroom enquiry.	MCC President	Deans	On-going

STRATEGY: Position MCC to be a recognizable higher education leader in First Nations Community, locally, nationally, and internationally.			
Priority 4	Enhance Student and College Services, based on benchmarked standards of excellence, to enhance students overall experience		
Goal 4.4	<i>Hire a full time personal/career counselor for students that has experience</i>		
Actions	Who?	Who Else?	When?
Find a person who has a desire to see students succeed, demonstrate integrity, purpose and passion for their work.	MCC President	Deans	On going

STRATEGY: Position MCC to be a recognizable higher education leader in First Nations Community, locally, nationally, and internationally.			
Priority 4	Enhance Student and College Services, based on benchmarked standards of excellence, to enhance students overall experience		
Goal 4.5	<i>Provide an orientation to students of support services available in community</i>		
Actions	Who?	Who Else?	When?
Under the leadership of the school counselor, he/she can facilitate seminars, workshops and discussion with outside agencies that promote education and healthy lifestyles	MCC President	Deans / Registrar	On going

TABLE 1: Program Enrollments Schedule

Academic Year – September to April	2017-18	2018-19	2019-20
Adult Literacy and Numeracy	60	60	60
Adult Up-Grading Program (Derek)	20	20	22
Short Term Programs (4 – 6 week)	20	20	20
Certificate Programs (ECD, UCEP & LAC)	95	95	95
Diploma Programs (Social Work and Indigenous Business)	43	55	55
Undergrad Degree Transfers (Open Studies)	4	4	2
TOTAL:	242	254	254

TABLE 2: Tuition Fees Schedule

	Projection	Projected Revenue	Actual Enrollment	Actual Revenue
*Based on average tuition fees charged – to include all programs.	2017-18		2017-18	
Actual Student Enrolment	170 students @ \$3,000.00	\$510,000.00		
	2018-19		2018-19	
Projected Student Enrolment (20% incr.)	205 students @ \$3,000.00	\$615,000.00		
	2019-20		2019-20	
Projected Student Enrolment (20% incr.)	240 students @ \$3,000.00	\$720,000.00		

TABLE 3: Strategic Budget (2017-18)

Revenue from Tuition Fees		\$510,000.00
Revenue from Other Sources	INAC Alberta Works A.A.E.T. F.N.C.C.E.C. Program	\$1,818,455.00
Allocation of Expenses to Priority 1		
Allocation of Expenses to Priority 2		
Allocation of Expenses to Priority 3		
Allocation of Expenses to Priority 4		

TABLE 4: Operating Budget (2017-18)

Revenue(s)	\$2,328,455.00	
Expenses (-)	\$1,223,864.00	
Salaries (-)	\$1,104,591.00	
Projected Profit/Loss	\$ 0.00	

ACKNOWLEDGMENTS

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