

2021-2025



UNITED TRIBES
TECHNICAL COLLEGE

Strategic Plan



Leadership Begins Here



UNITED TRIBES
TECHNICAL COLLEGE

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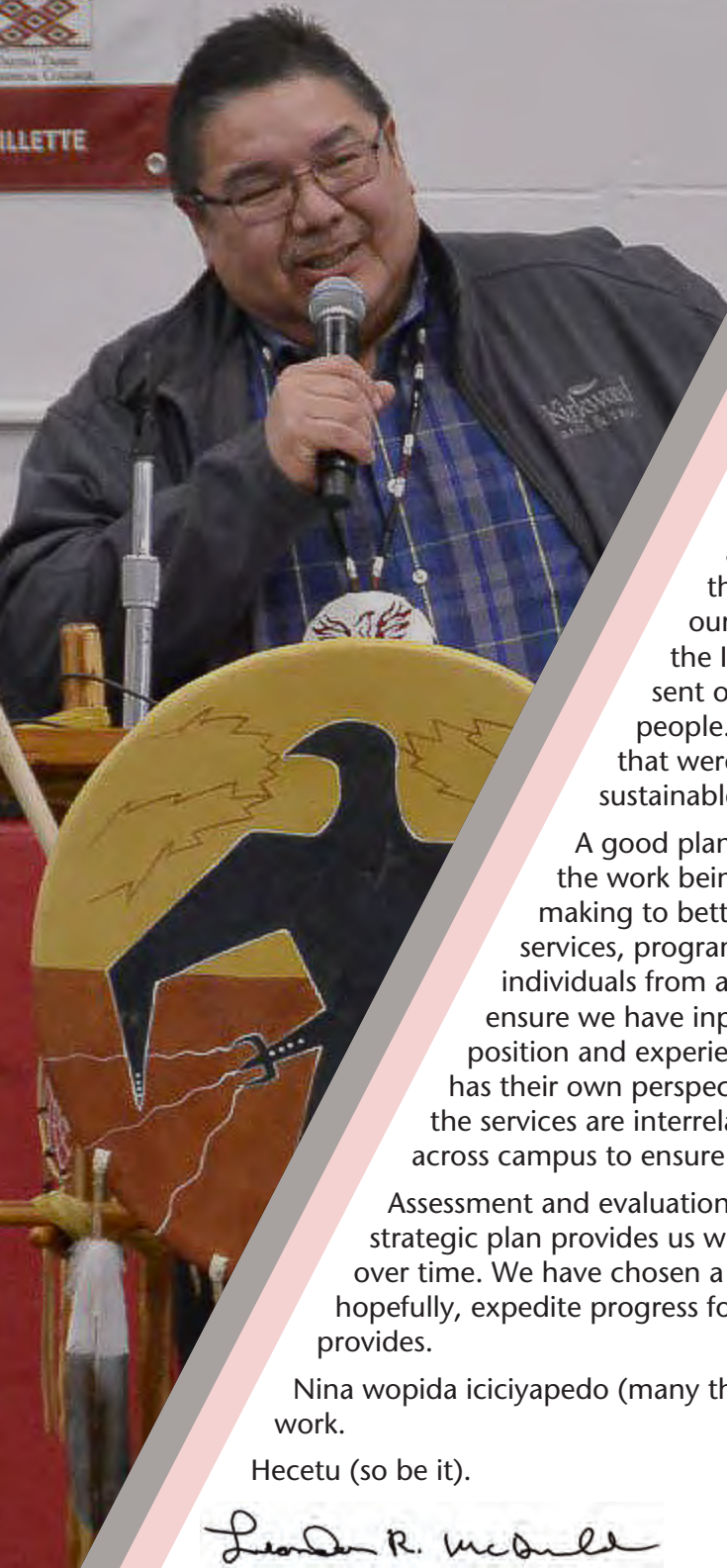
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11 President's Message



*Hau' Mitakuyapi na Mikodapi
(hello my relatives and my friends):*

United Tribes Technical College (UTTC) celebrated our first 50 years of workforce development and educational service in 2020. UTTC continues to build on a firm foundation of providing the necessary skills for our students to succeed in today's competitive workforce. We recognize the importance of indigenous culture in the provision of customer and academic service to our people as well as the diversity that exists outside of our tribal communities. I believe this is why UTTC provides a unique academic experience as a tribal college and university located in the urban environment of Bismarck, ND.

We are moving into the second five-year strategic plan of my tenure as the UTTC President. We have had successes and challenges over this time that have made us stronger in this good work to enhance the knowledge and leadership of our students and Nations. Education and planning is not new to the Indigenous people of these lands. Historically, our leadership sent out scouts to determine the best places to camp as nomadic people. These scouts were trained to locate defensible locations that were close to water, wild game, and good soil to ensure safe sustainable camps as they moved from place to place.

A good plan not only enhances success, but also brings accountability to the work being conducted. The goal has been to be strategic in decision making to better utilize our limited resources to continually improve our services, programs, and overall campus community. A cross section of individuals from across campus have participated in the planning meetings to ensure we have input from all areas. This is important as knowledge varies by position and experience in their service to UTTC and each employee or student has their own perspective of success or failure. One prevalent thought is that all the services are interrelated, and we need great communication and coordination across campus to ensure time and cost efficiencies occur at the highest level.

Assessment and evaluation are critical to ensuring we are on track for success and the strategic plan provides us with the necessary metrics to ensure we are making progress over time. We have chosen a five-year time period as we want to closely monitor, and hopefully, expedite progress for the higher education and supportive services that UTTC provides.

Nina wopida iciciyapedo (many thanks to everyone) for providing input into this important work.

Hecetu (so be it).

Leander "Russ" McDonald, PhD
President

UTTC Mission

United Tribes Technical College provides quality post-secondary education and training to enhance knowledge, diversity, and leadership for all indigenous nations.

Core Values

Diversity – We value diversity in our student body and organization.

Education – We value education to enrich knowledge and visualize opportunity.

Leadership – We exercise leadership to guide our mission and achieve our vision

Integrity – We demonstrate integrity in instruction and organizational practices.

Valor – We honor valor in our accomplishments, events and ceremonies.

Empowerment – We empower individuals to reach their potential.

Respect – We respect our campus, community, and tribal governance.



Strategic Area #1:

Commitment to Student Learning and Academic Success



Strategy 2021.Ia:

Improve and sustain instruction through the assessment of student learning outcomes

- i. Implement assessment of all ILOs
- ii. Determine and address equity gaps in student performance on ILOs
- iii. Utilize student learning assessment data to improve instruction, delivery, and design.
- iv. Utilize student learning assessment data to inform planning and budgeting

Strategy 2021.Ib:

Continually improve academic offerings

- i. Collaborate with other colleges to expand current degree and course offerings.
- ii. Expand regular general education and core course offerings through development of online options.
- iii. Integrate social justice into academics and co-curriculum
- iv. Refine a quality assurance process for online courses and online instruction

Strategy 2021.Ic:

Expand academic supports for students

- i. Refine CARE Center support for students
- ii. Improve communications to students about academic supports
- iii. Improve use of the Retention Module to help proactively students



Strategic Area #2:

Student Recruitment and Innovative Programming



Strategy 2021.2a:

Increase student enrollment through recruitment strategies

- i. Determine goals for enrollment
- ii. Assess current recruitment strategies for effectiveness
- iii. Develop recruitment and communications plans aligned with instructional programs.
- iv. Implement Recruitment Plan
- v. Revise college marketing plan to align with recruitment strategies

Strategy 2021.2b:

Streamline the admissions process for prospective students

- i. Improve process for communicating with students throughout the admission process
- ii. Implement career exploration and planning for all students, prior to and during the admissions process
- iii. Improve process for students to apply and be admitted to college in an online format
- iv. Improve process for admitted students to access campus services

Strategy 2021.2c:

Provide innovative academic programs that align with Tribal and regional workforce needs

- i. Determine current Tribal and regional workforce needs
- ii. Expand degree programs offered online.
- iii. Expand academic program offerings
- iv. Determine potential new CTE program offerings
- v. Expand Bachelor degree program offerings



Strategic Area #3:

Student Retention and Completion

Strategy 2021.3a:

Increase student retention through targeted retention strategies

- i. Identify cohort groups based on New (N), Transfer (T), Returning (R) (stop out)
- ii. Determine goals for retention
- iii. Develop and implement integrated, targeted, and comprehensive retention and communications plans aligned with goals
- iv. Refine Retention Processes

Strategy 2021.3c:

Improve advising processes for new, returning, transfer, and continuing students

- i. Adopt an advising model for the college
- ii. Support student readiness and success through current best advising practices
- iii. Provide first year advising for students
- iv. Provide intentional advising for continuing, transfer, and returning students on academic probation

Strategy 2021.3b:

Improve quality and integration of services throughout the learner experience

- i. Improve service coordination between Academic Student Services and Campus Services to support student retention and completion
- ii. Improve service coordination between Academic Student Services, College Relations, and Finance Services to support student retention and completion
- iii. Improve service coordination between Finance Services and Campus Services to support student retention and completion
- iv. Improve service coordination between Academic Student Services, Campus Services, and IT to support student retention and completion
- v. Evaluate and improve communications with students across campus to support student retention and completion



Strategic Area #3:

Student Retention and Completion (Con't)

Strategy 2021.3d:

Improve tracking of internship and job placement or transfer rates

- i. Refine internship processes
- ii. Increase internship opportunities for students
- iii. Improve collection and tracking of job placement data for graduates

Strategy 2021.3e:

Develop comprehensive alumni services

- i. Develop an outreach plan to engage UTTC Alumni
- ii. Provide alumni services to promote ongoing engagement and involvement with the College
- iii. Develop an Annual Report for Alumni and other stakeholders



Strategic Area #4:

Mission-Driven Institutional effectiveness



Strategy 2021.4a:

Promote and document continuous improvement in all departments

- i. Utilize departmental action plans to improve Campus Services
- ii. Utilize departmental action plans to improve Academic Student Services
- iii. Utilize audit and other evidence to improve Financial Services
- iv. Expand institutional research capacity at UTTC to support institutional decision-making
- v. Utilize unit plan to ensure safety and emergency operations are up to date
- vi. Ensure continued accreditation with the Higher Learning Commission

Strategy 2021.4b:

Expand research capacity at UTTC

- i. Define research philosophy for the college
- ii. Foster a culture of research in STEM and Social Sciences
- iii. Increase Institutional support to promote sustainability for grants and research
- iv. Provide professional development and skill building to support responsible research
- v. Promote professional development toward credential building

Strategy 2021.4c:

Integrate American Indian Culture and Arts

- i. Increase student access to courses specific to Indigenous culture, art, and language
- ii. Increase student access to Indigenous culture, art, and language learning opportunities outside of academics



Strategic Area #5:

Infrastructure and Fiscal Stability



Strategy 2021.5a:

Improve funding base and fiscal resources

- i. Develop collaborations with tribal partners for development of funding mechanisms
- ii. Continue looking for non-federal revenue sources
- iii. Maximize internal revenue sources
- iv. Seek additional funding resources

Strategy 2021.5b:

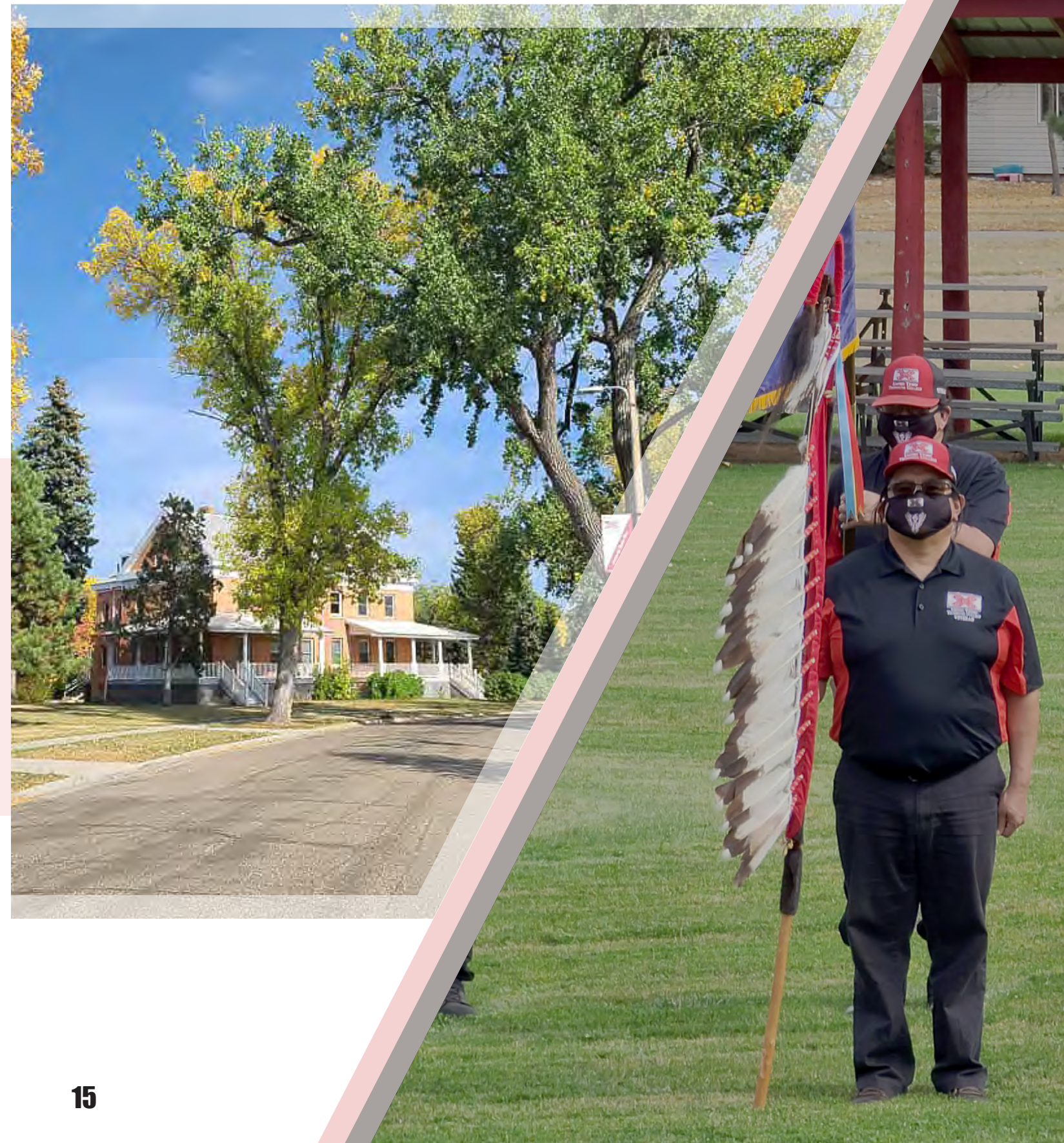
New Construction and Remodels

- i. Develop master plan for campus
- ii. Establish and secure funding for infrastructure according to the master plan
- iii. Construct new Land Grant Buildings
- iv. Construct new elementary school
- v. Rehabilitate the Education Building
- vi. Increase and update Student Housing
- vii. Better utilize existing space

Strategy 2021.5c:

Establish a firm fundraising foundation

- i. Stabilize fundraising relationships
- ii. Expand fundraising relationships
- iii. Seek private foundation support





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