



UNITED TRIBES  
TECHNICAL COLLEGE

**Strategic Plan**

**2015 - 2020**





## 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.

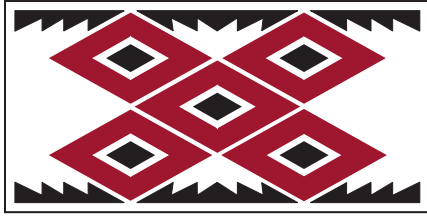
**Leadership** – We exercise leadership to guide our mission and achieve our vision.

**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.



# UNITED TRIBES TECHNICAL COLLEGE



Leander "Russ" McDonald, PhD  
(Dakota/Sahnish/Hidatsa)

## President's Message

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

On behalf of United Tribes Technical College (UTTC), I am pleased to present the UTTC 2015-2020 Strategic Plan. This five year strategic plan provides the vision of collective wisdom and experience from the UTTC Administration, Academic Affairs, Student Services, Campus Services, and Theodore Jamerson Elementary School.

Strategic planning is critical and necessary to ensuring UTTC continues to operate at the highest level possible in the provision of programs of study that prepare the student for the ever changing workforce. Changes are also constant in the areas of technology and innovation and we must continue to assess and reassess where we are to ensure we are competitive at all levels of service.

The following results recognize the interrelatedness of what is necessary to ensure student success and institutional sustainability.

### Summarized Results

- 1) Commitment to Student Learning
- 2) Student Success and Completion
- 3) Recruitment and Retention of Students and Employees
- 4) Institutional Research, Culture, and Effectiveness
- 5) Infrastructure Improvement, Renovation, and New Construction
- 6) Expanded Funding Self-Sustainability

UTTC considers these results our call to action as we create a team that is based in transparency and the core values of our College. Our team must be committed and accountable for ensuring tasks are completed on behalf of the students we serve and those students yet to come. We must evaluate our progress on an ongoing basis to ensure we are on track or to modify our course if needed. Lastly and most importantly, we recognize our culture and spirituality and how our relationship with the Creator strengthens our Campus Community to complete the plan for our lives and the lives of our students.

Wopida iciciyapedo (thanks to everyone) for providing input into this important work.

Mitakuye owasin (all my relatives).

Leander "Russ" McDonald, PhD  
President

# Strategic Area #1

# Commitment To Students

## Strategy 1a:

Improve and sustain instruction through the assessment of student learning outcomes

- Develop and implement systematic approaches to measure, assess, document, and communicate student learning outcomes
- Integrate soft skills (reading, writing, speaking) across the curriculum
- Provide high quality learning options through online learning and dual credit





# Learning

## Strategy 1b:

Employ highly qualified faculty

- Create a common performance evaluation system for all UTTC faculty
- Develop policy that defines faculty qualifications



## Strategic Area #2

## Student Success and Co

### Strategy 2a:

Improve quality and integration of services throughout the learner experience

- Improve systems, processes, and training to increase response time and achieve better integration of service throughout the learner experience

### Strategy 2b:

Increase degree completion rate

- Increase degree and certificate completion rate to meet federal Carl Perkins criteria
- Define and implement policies and procedures for addressing student complaints, grievances, and judicial processes
- Develop a new business model that incorporates affordable institutional tuition and fees





# Completion

## Strategy 2c:

Increase internship and job-shadowing opportunities and job placement rates

- Hire a full-time job placement officer
- Collect and analyze job placement data
- Increase internship opportunities for students
- Increase job-shadowing opportunities for students

## Strategy 2d:

Deliver comprehensive alumni services

- Create a comprehensive suite of alumni services to promote engagement and ongoing involvement with the College



## Strategic Area #3

## Recruitment and Retention

### Strategy 3a:

Develop and implement student recruitment and retention plans

- Hire Recruitment Specialist
- Update and implement plan
- Disseminate plan and responsible stakeholders
- Implement Plan

### Strategy 3b:

Offer student academic and athletic scholarships

- Develop a feasible budget for scholarship offerings
- Develop and implement an annual plan for academic and athletic scholarships that meets budget limitations







## Retention of Students and Employees

### Strategy 3c:

Develop and implement a marketing plan

- Hire qualified marketing director
- Update and implement existing marketing plan
- Disseminate plan and identify responsible stakeholders
- Change the perception/reputation of the college

### Strategy 3d:

Develop a competitive salary schedule for the college – collective bargaining

- Salary survey to include all personnel associated with UTTC, including TJES
- Develop collective bargaining team
- Plan for development and implementation of wage schedule

### Strategy 3e:

Staff professional development

- Individual professional development plans

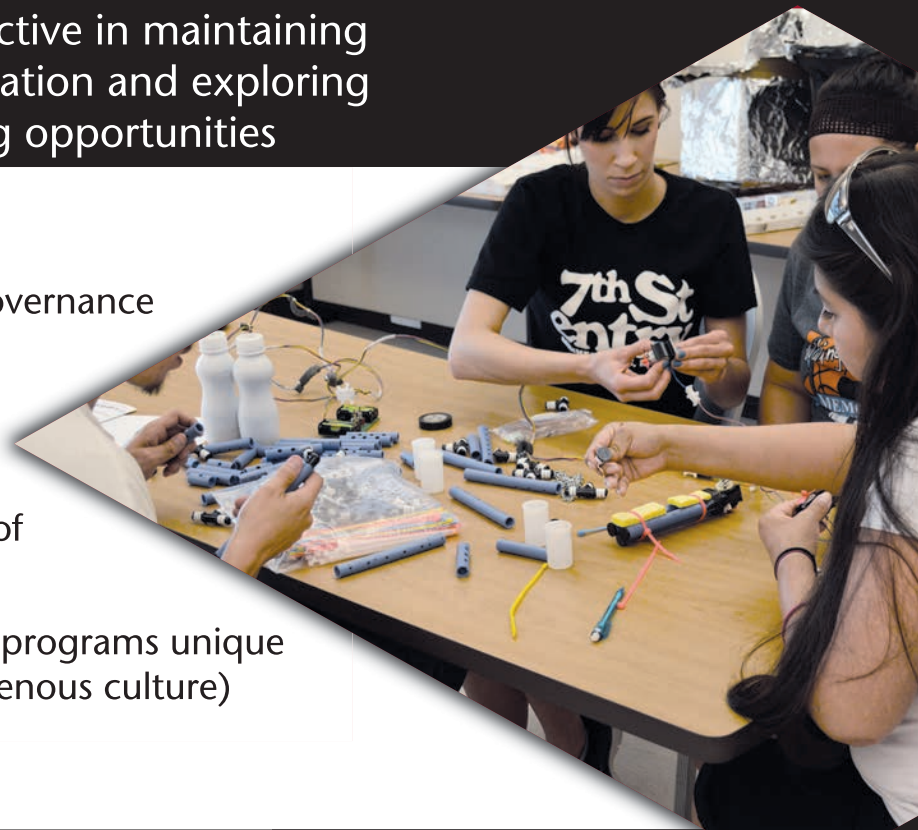
## Strategic Area #4

## Institutional Research, C

### Strategy 4a:

Be proactive in maintaining accreditation and exploring trending opportunities

- Convene Accreditation Team
- Identify, refine and publish governance protocol
- Develop master degree programs
- To determine UTTC capacity of enrollment
- Develop collaborative degree programs unique to the culture (universal indigenous culture)



### Strategy 4b:

Develop and implement a concise, sustainable institutional assessment system for continuous improvement

- Utilize strategic planning goals to complete plan
- Design, pilot, revise and implement assessment of student learning plan
- Design, pilot, revise and implement program review process



## Culture & Effectiveness

### Strategy 4c:

Develop an institutional  
research agenda

- Organizational common language for defining institutional research
- Define research focus for UTTC (e.g. competitive, convenient, cultural)
  - Hire faculty with research background and interests
- Develop system for release time for faculty conducting research and grant activities

### Strategy 4d:

Institutionalize and sustain  
American Indian culture

- Increase ND Indigenous language fluency
- Increase ND Indigenous cultural knowledge
- Develop a ND Indigenous curriculum



# Strategic Area #5

# Infrastructure Improvement

## Strategy 5a:

New construction

- Elementary School
- Student Family Housing
- Library
- Auditorium

## Strategy 5b:

Renovation of existing structures

- Dormitories
- Roads & Walkways





# ment, Renovation and New Construction

## Strategy 5c:

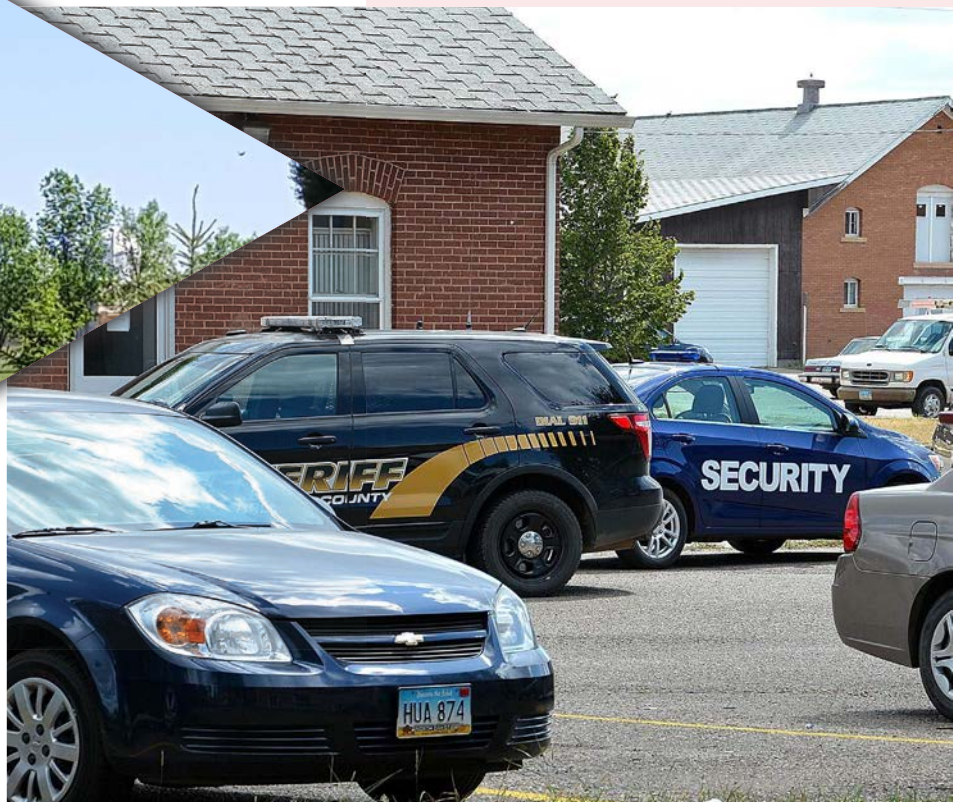
Improve and update technology

- Security System
- Emergency Management System
- Emergency management plan
- Communication System
- Maintain updated computers for students and employees



10.29

*Leadership Begins Here.*



## Strategic Area #6

## Expanded Funding For S

### Strategy 6a:

Search for additional funding sources (federal, state, private, etc.) to provide for self-sustainable campus

- Differentiate between grant writing for research and for sustainability of college
- Develop strategic/action plan for funding development
- Develop incentives to those that write and are successful in acquiring grant funds
- Develop teams for grant writing projects, follow protocol developed





## Self-Sustainability

### Strategy 6b:

Increase external and internal  
funding opportunities

- Hire full-time institutional resources director that includes tribal liaison capacity
- Seek additional/more tribal support
- Develop collaborates with five tribal partners for development of funding mechanisms
- Seek private foundation support





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