



UNITED TRIBES
TECHNICAL COLLEGE

UNITED TRIBES TECHNICAL COLLEGE STRATEGIC PLAN FY 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.

Goals

1. Deliver a high quality educational experience for all students.	Academic Affairs: Academic Council, Assessment of Student Learning Committee, Extended Learning Committee, Program Advisory Committees
2. Facilitate the timely attainment of student completion rates.	Student Services: Jenzabar Committee (Measuring Achievement)
3. Recruit and retain skilled employees and students of various backgrounds.	Human Resources and Student Services: Diversity Committee and Healthy Community Coalition Committee
4. Implement an academic culture of collegial research, practice, and assessment.	Academic Affairs and Institutional Research - Curriculum Committee (Academic Integrity) and Institutional Review Board Committee
5. Improve facilities, modernize technology and plan for new construction.	Campus Services: Administrative Council and Facilities Committee
6. Expand our development infrastructure to foster new funding opportunities.	Administration and Institutional Resources – Administrative Council and Diversity Committee

Strategic Area #1 – COMMITMENT TO STUDENT LEARNING

Strategy 1a: Improve and sustain instruction through the assessment of student learning outcomes

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Develop and implement systematic approaches to measure, assess, document, and communicate student learning outcomes <ul style="list-style-type: none"> ○ Assessment workshops for all faculty 	<ul style="list-style-type: none"> • VP of Academics, Directors of Institutional Assessment, Career & Technical Education and Extended Learning, 	<ul style="list-style-type: none"> • Beginning spring 2015, ongoing 	Assessment workshop participation Curriculum maps Program outcomes Assessment of Student Learning Plan

<ul style="list-style-type: none"> • Integrate soft skills (reading, writing, speaking) across the curriculum <ul style="list-style-type: none"> ○ Revised institutional learner outcomes • Provide high quality learning options through online learning and dual credit <ul style="list-style-type: none"> ○ Implement a quality assurance process for online courses and online instructors ○ Increase number of students and course offerings 	all faculty	<ul style="list-style-type: none"> • Beginning fall 2016, ongoing 	<p>Integrated Gen. Ed. assessment schedule</p> <p>Extending Learning policies and procedures</p> <p>Number of students enrolled in online courses</p> <p>Number of online courses offered</p>
SUMMARY OF PROGRESS			

Strategy 1b: Employ highly qualified faculty

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Create a common performance evaluation system for all UTTC faculty <ul style="list-style-type: none"> ○ Annual performance evaluation policy and template ○ Policy for 9-month employee contracts ○ Teacher evaluation survey for students (Qualtrics) • Develop policy that defines faculty qualifications <ul style="list-style-type: none"> ○ Include levels of education, professional credentials/certification, tested experience ○ Complete qualifications form for all faculty 	<ul style="list-style-type: none"> • VP of Academics, Human Resources, Department Chairs • VP of Academics, Human Resources, Department Chairs 	<ul style="list-style-type: none"> • Beginning fall 2015, ongoing • Beginning fall 2016, ongoing 	<p>Annual performance evaluation policy</p> <p>Employee contracts</p> <p>Teacher evaluation survey completed by students</p> <p>Faculty Qualifications policy</p> <p>Faculty Qualifications form on file in Human Resources</p>
SUMMARY OF PROGRESS			

Strategic Area #2 – STUDENT SUCCESS AND COMPLETION

2a: Improve quality and integration of services throughout the learner experience

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Improve systems, processes, and training to increase response time and achieve better integration of service throughout the learner experience <ul style="list-style-type: none"> ○ Enrollment Services ○ Housing ○ Student Accounts ○ Information Technology (IT) ○ Wellness Services ○ Cafeteria and Cozy Creek ○ Security ○ Transportation 	<ul style="list-style-type: none"> • VPs of Student Services and Campus Services, Department Directors, IT Staff, A'viands Staff, Director of Institutional Assessment, President, Board of Directors 	<ul style="list-style-type: none"> • Beginning fall 2016, completed fall 2018 	<ul style="list-style-type: none"> Customer Services training Policies for all departments and flow chart connecting departments Satisfaction surveys completed by students Survey results data collected, analyzed and reported
SUMMARY OF PROGRESS			

2b: Increase degree completion rate

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Increase degree and certificate completion rate to meet federal Carl Perkins criteria <ul style="list-style-type: none"> ○ Reduce degree and certificate credits required ○ Revise developmental course structure ○ Identify professional tutors ○ Revise First Year Experience courses ○ Implement Jenzabar retention module ○ Improve and refine advising practices • Define and implement policies and procedures for addressing student complaints, grievances, and judicial processes 	<ul style="list-style-type: none"> • VP of Academics, Dept. Chairs, Faculty, Directors of Institutional Assessment and Career & Technical Education, Academic & Personal Counselors • VP of Student Services 	<ul style="list-style-type: none"> • In progress, completed by spring 2018 • In progress, completed by spring 2018 	<ul style="list-style-type: none"> • Degree plans • Course curriculum guides and syllabi for developmental courses • Tutoring schedule • First Year Experience course guides and syllabus • Faculty and staff use of retention module • Advising Handbook • Student Code of Conduct in Student Handbook and

<ul style="list-style-type: none"> Develop a new business model that incorporates affordable institutional tuition and fees 	<ul style="list-style-type: none"> VP of Student Services, Financial Aid Director, Finance Office, President. Board of Directors 	<ul style="list-style-type: none"> In progress, piloted Academic Year 2016-2017 	<ul style="list-style-type: none"> on UTTC website Native American Tuition Waiver New student fee structure
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SUMMARY OF PROGRESS			
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2c: Increase internship and job-shadowing opportunities and job placement rates

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> Hire a full-time job placement officer <ul style="list-style-type: none"> Hire a career development counselor Collect and analyze job placement data Increase internship opportunities for students Increase job-shadowing opportunities for students 	<ul style="list-style-type: none"> VP of Student Services, Human Resources Career Counselor Career Counselor, VP of Academics, Academic dept. chairs and faculty 	<ul style="list-style-type: none"> Hired Career Counselor January, 2016 In progress, ongoing In progress, ongoing 	<ul style="list-style-type: none"> Career Counselor hired Data supporting graduates placed Number of students participating in internships and job-shadowing Number of hours students participate in internships

SUMMARY OF PROGRESS			
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2d: Deliver comprehensive alumni services

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> Create a comprehensive suite of alumni services to promote engagement and ongoing involvement with the College 	<ul style="list-style-type: none"> Director of Institutional Resources, Alumni 	<ul style="list-style-type: none"> Completed spring 2018 	<ul style="list-style-type: none"> Alumni Office policies and procedures document

	Office (Institutional Resources) staff		
SUMMARY OF PROGRESS			

Strategic Area #3 – RECRUITMENT AND RETENTION OF STUDENTS AND EMPLOYEES

3a: Develop and implement student recruitment and retention plans

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Hire Recruitment Specialist <ul style="list-style-type: none"> ○ UTTC process for recruiting and hiring • Update and implement plan <ul style="list-style-type: none"> ○ Write Recruitment plan ○ Write Retention plan • Disseminate plan and responsible players <ul style="list-style-type: none"> ○ Admissions and recruitment ○ Implement Plan 	<ul style="list-style-type: none"> • VP of Student Services, VP of Academics, Human Resources, President, Admissions Director 	<ul style="list-style-type: none"> • Completed August 2015 • Recruitment plan - completed September 2015 • Retention plan – completed summer 2016 	<ul style="list-style-type: none"> Recruitment Specialist hired Recruitment plan Retention plan Increased student enrollment
SUMMARY OF PROGRESS			

3b: Offer student academic and athletic scholarships

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Develop a feasible budget for scholarship offerings • Develop and implement an annual plan for academic and athletic scholarships that meets budget limitations 	<ul style="list-style-type: none"> • Athletic Director, VP of Student Services, Finance Director, Director of Institutional Resources 	<ul style="list-style-type: none"> • In process, ongoing 	<ul style="list-style-type: none"> Campaign that provides an exact number to the responsible party that is adhered to year after year

SUMMARY OF PROGRESS

3c: Develop and implement a marketing plan

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Hire qualified marketing director <ul style="list-style-type: none"> ○ Utilize existing staff to assist Recruitment office • Update and implement existing marketing plan <ul style="list-style-type: none"> ○ Utilize existing plan to update • Disseminate plan and identify responsible players <ul style="list-style-type: none"> ○ Provide a model for staff • Change the perception/reputation of the college <ul style="list-style-type: none"> ○ Improve public view of quality of graduates 	<ul style="list-style-type: none"> • Director of Institutional Resources, OPI Director, VP of Student Services, President, Human Resources • Directors of Institutional Assessment, Institutional Resources, and OPI 	<ul style="list-style-type: none"> • November 2015 • November 2015 and ongoing • Ongoing • May 2017, ongoing 	<ul style="list-style-type: none"> Part-time coordinator hired An updated plan Plan awareness activities for all stakeholders Employer survey data of local businesses who employ UTTC graduates and if they consider them ready for employment

SUMMARY OF PROGRESS

3d: Develop a competitive salary schedule for the college – collective bargaining

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Salary survey to include all personnel associated with UTTC, including TJES • Develop collective bargaining team • Plan for development and implementation of wage schedule 	<ul style="list-style-type: none"> • Human Resources, All VPs, President, Board of Directors 	<ul style="list-style-type: none"> • In progress, ongoing • Timeline is contingent on approval and agreement for such a unit • Contingent on stated 	<ul style="list-style-type: none"> Salary Schedules for all employees Unit that provides an equitable form of negotiations for employee benefits Completed schedule to

		goals, preferably by August 2016 or when attorney's opinion is complete	disseminate
SUMMARY OF PROGRESS			

3e: Staff professional development

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Individual professional development plans <ul style="list-style-type: none"> ○ Pursuing advanced degrees ○ "Grow our own" ○ Increased opportunities for training 	<ul style="list-style-type: none"> • President, HR, Title III Director, all UTTC personnel 	<ul style="list-style-type: none"> • In progress, ongoing 	Professional Development Policy
SUMMARY OF PROGRESS			

Strategic Area #4 – INSTITUTIONAL RESEARCH, CULTURE AND EFFECTIVENESS

4a: Be proactive in maintaining accreditation and exploring trending opportunities

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Convene Accreditation Team • Identify, refine and publish governance protocol 	<ul style="list-style-type: none"> • VP of Academics (HLC Accreditation Liaison Officer), President, Institutional Effectiveness Committee • President, all VPs, Board of Directors, UTTC personnel 	<ul style="list-style-type: none"> • December 2015 • Begin immediately, completed by May 2016 	<p>Established Team</p> <p>Policy approval process, organizational chart, committee structure</p>

<ul style="list-style-type: none"> • Develop master degree programs <ul style="list-style-type: none"> ○ Identify potential programs • To determine UTTC capacity of enrollment <ul style="list-style-type: none"> ○ Expansion of course and program offerings • Develop collaborative degree programs unique to the culture (universal indigenous culture) <ul style="list-style-type: none"> ○ Available for CEUs to schools, colleges, and communities of five governing tribes 	<ul style="list-style-type: none"> • VP of Academics, President, VP of Student Services • Director of Extended Learning, Director of Institutional Assessment, Director of Institutional Resources • Director of Extended Learning, all VPs, Human Resources, Curriculum Committee 	<ul style="list-style-type: none"> • March 2015, completed by spring 2017 • Begin immediately, completed by May 2016 • March 2020 	<p>An identified masters degree program</p> <p>Completed enrollment capacity survey of UTTC</p> <p>Established staff for program</p> <p>Identified curriculum and degree or training program</p>
SUMMARY OF PROGRESS			

4b: Develop and implement a concise, sustainable institutional assessment system for continuous improvement

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • President, all VPs, Directors of Institutional Assessment and Institutional Resources • Director of Institutional Assessment, VP of Academics, faculty/staff 	<ul style="list-style-type: none"> • In progress, projected completion by 2019 • In progress, ongoing 	<p>Governance protocol in place</p> <p>Institutional outcomes identified as a roadmap for assessment items</p> <p>Assessment of student learning plan and report</p> <p>Program review process</p>

SUMMARY OF PROGRESS

4c: Develop an institutional research agenda

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Directors of Institutional Resources and Institutional Assessment, President, IRB Committee, VP of Academics, Faculty researchers 	<ul style="list-style-type: none"> Begin immediately, ongoing 	<ul style="list-style-type: none"> Research defined to allow for data driven initiatives Human Subjects Research Wet Lab Research Increased faculty scholarly research activity Alternative job description

SUMMARY OF PROGRESS

4d: Institutionalize and sustain American Indian culture

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> Increase ND Indigenous language fluency Increase ND Indigenous cultural knowledge 	<ul style="list-style-type: none"> Director of Extended Learning, VP of Academics, IT Department, Human Resources, TJES 	<ul style="list-style-type: none"> Ongoing, completed by March 2019 Ongoing, completed by March 2017 	<ul style="list-style-type: none"> Established resources for offering ND indigenous language trainings (CEUs) through partnerships (e.g. NSF’s Documenting Endangered Languages) Develop cultural competence training (CEUs) for the community

<ul style="list-style-type: none"> • Develop a ND Indigenous curriculum <ul style="list-style-type: none"> ○ Post-secondary ○ PreK-Grade 7 		<ul style="list-style-type: none"> • Ongoing, completed by March 2019 	<p>Established staff</p> <p>Identified curriculum</p>
SUMMARY OF PROGRESS			

Strategic Area #5 – INFRASTRUCTURE IMPROVEMENT, RENOVATION AND NEW CONSTRUCTION

5a: New construction

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Elementary School <ul style="list-style-type: none"> ○ Construction Planning Efforts ○ Define funding mechanism ○ RFP and Award Construction Firm ○ Begin and Complete construction • Student Family Housing* • Library* • Auditorium* 	<ul style="list-style-type: none"> • Director of Institutional Resources, TJES Principal, Campus Planner • VP of Campus Service, Campus Planner, Librarian, Director of Institutional Resources 	<ul style="list-style-type: none"> • August 2015, ongoing • August 2015, ongoing • October 2015, ongoing 	<p>Completed construction plan</p> <p>Funding secured</p> <p>Construction firm secured and contracted</p> <p>Construction and check list completed</p> <p>*Same outcomes for each goal</p>
SUMMARY OF PROGRESS			

5b: Renovation of existing structures

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Dormitories <ul style="list-style-type: none"> ○ Construction Planning Efforts* 	<ul style="list-style-type: none"> • VP of Campus Services, Campus 	<ul style="list-style-type: none"> • February 2015, ongoing 	<p>Completed construction plan</p>

<ul style="list-style-type: none"> ○ Define funding mechanism* ○ RFP and Award Construction Firm* ○ Begin and Complete construction* • Roads & Walkways 	Planner, Housing Director, Director of Institutional Resources	<ul style="list-style-type: none"> • February 2015, ongoing 	Funding secured Construction firm secured and contracted Construction and check list completed *Same outcomes for each goal
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SUMMARY OF PROGRESS			

5c: Improve and update technology

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> • Security System <ul style="list-style-type: none"> ○ Define Security System and areas of need • Emergency Management System <ul style="list-style-type: none"> ○ Emergency management plan • Communication System <ul style="list-style-type: none"> ○ UTTC Smartphone App • Maintain updated computers for students and employees 	<ul style="list-style-type: none"> • VP of Campus Services, Safety Security, IT Director • VP of Student Services, IT Director • All VPS, IT Director 	<ul style="list-style-type: none"> • March 2013, ongoing • In progress, ongoing • In progress, ongoing 	System available and fully implemented (cameras, monitors, tapes) Knowledge of system available for all students and staff Mode of system for communication Available computers for students and staff

SUMMARY OF PROGRESS			

Strategic Area #6 – EXPANDED FUNDING FOR SELF-SUSTAINABILITY

6a: Search for additional funding sources (federal, state, private, etc.) to provide for self-sustainable campus

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Insure proposals fall within the research agenda for college Develop teams for grant writing projects, follow protocol developed 	<ul style="list-style-type: none"> Director of Institutional Resources 	<ul style="list-style-type: none"> Begin August 2015, completion as soon as possible Begin immediately, ongoing 	<p>Development plan in process</p> <p>Establish list of approved proposals that are within the scope of the college research agenda and strategic plan</p>
SUMMARY OF PROGRESS			

6b: Increase external and internal funding opportunities

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> HR, Title III Director Director of Institutional Resources President 	<ul style="list-style-type: none"> Completed Begin immediately, ongoing Begin immediately, ongoing 	<p>Institutional Resources Director hired</p> <p>Funding Contributions for College sustainability</p>
SUMMARY OF PROGRESS			