UNITED TRIBES TECHNICLA 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
• Develop and implement systematic approaches to measure, assess, document, and communicate student learning outcomes o Assessment workshops for all faculty	• Vice of Academic Affairs, Directors of Institutional Assessment, Career & Technical Education and Extended Learning,	• Beginning spring 2015, ongoing	Assessment workshop participation Curriculum maps Program outcomes Assessment of Student Learning Plan
• Integrate soft skills (reading, writing, speaking) across	all faculty	• Beginning fall 2016,	Integrated Gen. Ed.

		ongoing	assessment schedule
the curriculum o Revised institutional learner outcomes			

• Provide high quality learning options through online learning and dual credit
  o Implement a quality assurance process for online courses and online instructors
  o Increase number of students and course offerings
			Extending Learning policies and procedures
			Number of students enrolled in online courses
			Number of online courses offered

SUMMARY OF PROGRESS

2016 – 2017: Assessment workshops for faculty and staff have been ongoing and future workshops have been scheduled. Systematic assessment has been established with the creation of program, General Education, and institutional assessment plans. As these have recently been created, results and impacts of these plans will be reported next year. Soft skills have been assessed with a common writing rubric, and based on faculty feedback, the rubric has been updated and is being implemented again in the fall of 2018. Online faculty must complete an online training program prior to being assigned an online course. There are 26 Dual Credit students enrolled for the fall of 2017, representing four high schools. As a group, the Dual Credit students do very well, and these students have an average mid-term percentage of 90%. Online course enrollments have decreased from fall of 2016, with 24 online courses currently offered compared to 29 for the fall of 2016. Online enrollments are also down, with 250 enrollments in online courses, compared to 308 enrollments in fall of 2016The number of online course offerings is driven largely by the number of students. As student numbers increase, the number of online courses being offered will increase accordingly. For the fall of 2017, there are 462 students enrolled, which is down from 483 students reported for fall of 2016. While overall enrollments are down from the prior academic year, a recruitment plan is being developed, and Enrollment Services has begun participating in recruitment activities.

Strategy 1b: Employ highly qualified faculty

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME

• Create a common performance evaluation system for all UTTC employees
  o Annual performance evaluation policy and template
  o Policy for 9 month employee contracts
  o Teacher evaluation survey for students (Qualtrics)
	• VP of Academics, Human Resources, Department Chairs	• Beginning fall 2105, ongoing	Annual performance evaluation policy
			Employee contracts
			
			Teacher evaluation survey completed by students

• Develop policy that defines faculty qualifications
  o Include levels of education, professional credentials/certification, tested experience
  o Complete qualifications form for all faculty
	• VP of Academics, Human Resources, Department Chairs	• Beginning fall 2106, ongoing	Faculty Qualifications policy
			
			Faculty Qualifications form on file in Human Resources

SUMMARY OF PROGRESS
2016 – 2017: A performance evaluation process is in place and a common faculty performance evaluation form has been developed. All annual performance evaluations are completed and in the employees' files in HR. A policy for qualified faculty has also been developed, and faculty qualification forms are on file in HR. The teacher evaluation surveys completed by the students have not been administered yet but will be during the 2017-2018 academic year. An employee contract template was approved by the Board of Directors and implemented in April 2017 for the 2017-2018 academic year. The employee contract process, and timeline for executing the contracts, was well received by all 9 and 10 month employees who reported satisfaction with being offered a contract prior to the end of the previous academic year.

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

• Improve systems, processes, and training to increase response time and achieve better integration of service throughout the learner experience
   o Enrollment Services
   o Housing
   o Student Accounts
   o Information Technology (IT)
   o Wellness Services
   o Cafeteria and Cozy Creek
   o Security
   o Transportation
	• VPs of Student Services and Campus Services, Department Directors, IT Staff, A'viands Staff, Director of Institutional Assessment, President, Board of Directors	• Beginning fall 2016, completed fall 2018	Customer Services training
			
			Policies for all departments
			
			Satisfaction surveys completed by students
			
			Survey results data collected, analyzed and reported

SUMMARY OF PROGRESS
2016 – 2017: Enrollment Services and Information Technology have been moved under Academic Affairs to provide improved integration of student services. Customer service improvements implemented this year include the installation and deployment of a new IT Help Desk system in order to streamline and improve IT's response to requests for assistance. SharePoint software integration has allowed for better document sharing within the IE Portal as well as allowing the Land Grant Department to communicate and disseminate Extension activities and documentation. The IT Department is currently testing new access points from WatchGuard, and will be piloting these in the Coed dorm. Enrollment Services has increased the numbers of hours staff are available, and students now have access to staff until 6:00 pm during the week. Admissions staff have been working on data integrity initiatives, with updates to the Admissions Application and completing data cleanup on existing student records. The Registrar's Office has also been working on increasing the accessibility of electronic records by scanning paper-based student files. This work was originally being completed by UTTC staff, however, this has been outsourced to Fireside Office Products, and approximately 75% of the paper files have been scanned. The Registrar's Office is working with the National Student Clearinghouse to begin

utilizing the Clearinghouse transcript request service, which will allow students to make transcript requests online through the Clearinghouse service center.

Financial Aid has made improvements to the LTE/Workstudy process, ensuring that the applications are processed in the order they are received, as well as utilizing FAFSA data to assist with identifying students for LTE/Workstudy opportunities. The Financial Aid Office continues to research and review loan default materials, and has been working on addressing the college loan default rate, which is a critical issue for the college and has significant financial aid ramifications.

The Wellness Center has been conducting training for staff on Domestic Violence, Landlord and Discrimination, Drug Awareness and ID, and First-Aid/CPR. The Housing Residential Assistants(s)staff has been focusing on engaging with students through personal interactions to address student concerns, as well as providing events for single students and families such as game and movie nights, as well as off-campus activities.

The Wellness departments have made significant progress to enhance services provided by Wellness and Health Promotion. A Healthy Campus Challenge was initiated by Student Health to administer flu shots to 25% of faculty and staff, while Chemical Health staff had a goal of becoming licensed by the State and HIS for Accucare. Both of these goals were met. Additional training for Wellness included having staff attend domestic violence Batter Training, and batter support groups are held weekly. Wellness staff have also been provided training on Practice Fusion for third-party billing. Health Promotion staff have launched an employee wellness initiative, and 55% of the college's employees completed a wellness assessment, and 77 employees have participated in at least one health challenge, and 55% of employees have participated in multiple challenges.

The Transportation Department has been renamed to "Motor Pool". A Facilities Motor Vehicle Policy has been established outlining operator requirements, driver responsibilities, and safe vehicle operations information, and use of personally owned vehicles. The Facilities Department has discontinued daily runs for picking up and dropping off students and the number of weekly trips for students to go grocery shopping.

Enhancements to the meal plans for students have resulted in increased use of the cafeteria. A OneCard system which integrates Jenzabar and the student's meal plan information facilitates the meal purchase processes. Although the cafeteria has added tables to increased seating space, cafeteria staff have noticed that the cafeteria is consistently full, and there has been an increased use of the cafeteria by faculty and staff. The cafeteria has increased the number of vending machines on campus, adding fifteen more vending machines during the 2016 – 2017 year, and the cafeteria has been promoting menus and services online.

Mailroom staff have been in closer communication with Housing and Registrar to know which students are on campus and need access to a mailbox. The mailroom staff have also worked with funding agencies to make sure the student's names are printed on the check envelopes to facilitate timely delivery of checks.

Student satisfaction with services provided across these departments is measured through feedback from Student Orientation and Graduate surveys.

Customer service training is still planned, and will be reported in next year's Annual Strategic Plan Progress Report.

2b: Increase degree completion rate

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME

• Increase degree and certificate completion rate to meet federal Carl Perkins criteria
   ○ Reduce degree and certificate credits required
   ○ Revise development 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
 	
• Develop a new business model that incorporates affordable institutional tuition and fees
	• VP of Academics, Dept. Chairs, Faculty, Directors of Institutional Assessment and Career & Technical Education, Academic & Personal Counselors
	
	• VP of Student Services
	
	• VP of Student Services, Financial Aid Director, Finance Office, President. Board of Directors
		• In progress, completed by Spring 2018
		
		• In progress, completed by Spring 2018
		
		• In progress, piloted Academic Year 2016-2017
			• 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 on UTTC website
			
			Native American Tuition Waiver
			
			New student fee structure

2016 – 2017: To reduce the time necessary to complete a program, as well as bring UTTC's programs in line with similar programs at other institutions, all programs were reviewed for total credit requirements, and where necessary, total credit requirements were reduced. In some cases, Associate Programs as high as 75 credits were reduced to total credits in the mid-60s. Developmental courses were also reduced from five credits per course to two credits.

The First Year Experience (FYE) Courses revisions were based on feedback from student evaluation data from the prior year. The FYE courses now include a greater emphasis on engagement with critical departments and staff on campus, and the inclusion of many cultural and physical activities, classroom speakers, and developing skills writing for grants and scholarships. The FYE courses continue to be revised to increase student completion and satisfaction.

Developmental math courses have been revised to include ALEKS math software, and the course has been split into two different levels with placement dependent upon Accuplacer scores. Each section is two credits. It appears the number of students completing the revised courses has increased and student satisfaction has increased. An analysis of how these students are performing in their consecutive math courses will be reviewed in more detail in future assessment reports.

A Jenzabar Retention Module has been implemented, with faculty, advisors, and counselors using the early alert system to monitor and track at-risk students. The early alert system will continue to undergo refinements as the routing of alerts is evaluated to ensure the alerts go to the proper individuals. A retention model has also been put in place for the fall of 2017, and how students are retained as predicted by the model will be examined with the findings shared with campus staff.

The Native American Tuition Waiver (NATW) was established and available for students in the fall of 2016. Initial results of GPAs, completions, and retention rates of the 210 students receiving the NATW in the fall of 2016 as compared to the general Native students in 2015 indicated the NATW students had higher GPAs, as well as increased course completion and retention rates. We found this was not the case. Income from fees, cafeteria, housing, increased to offset the cost of the tuition wavier to the institution. Now that the program is entering its second year, a detailed analysis will need to be conducted to determine the overall financial impact of the program. Student feedback regarding the impact of the NATW program on their success has been extremely positive, as students indicated the NATW allowed them to focus on their studies rather than worry about how they will cover the costs of attending UTTC.

2c: Increase internship opportunities and job placement rates

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
• Hire a full-time job placement officer o Hire a career development counselor	• VP of Student Services, Human Resources	• Hired Career Counselor January, 2016	Career Counselor hired
• Collect and analyze job placement data	• Career Counselor	• In progress, ongoing	Data supporting graduates

			placed
• Increase internship opportunities for students • Increase job-shadowing opportunities for students	• Career Counselor, VP of Academics, Academic dept. chairs and faculty	• In progress, ongoing	Number of students participating in internships Number of hours students participate in internships

SUMMARY OF PROGRESS
2016 – 2017: A full-time Career Counselor has been hired, and this individual provides students with constructing resumes and cover letters.   .

2d: Deliver comprehensive alumni services

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
• Create a comprehensive suite of alumni services to promote engagement and ongoing involvement with the College	• Director of Institutional Resources, Alumni Office (Institutional Resources) staff	• Completed Spring 2018	Alumni Office policies and procedures document

SUMMARY OF PROGRESS
2016 – 2017: This activity is currently in progress. The Institutional Resources Office (IR) is developing organized alumni services. The IR Office is assembling a list of alumni from existing historical records as well as outreach activities conducted by IR staff, including engagement with each new graduating class prior to the students leaving the institution. These efforts are helping the IR Office to capture graduating student addresses and contact information which will be used for future alumni communications. .

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
• Hire Recruitment and Retention Specialist o UTTC process for recruiting and hiring • Update and implement plan	• VP of Student Services, Human Resources,	• Completed August 2015 • Recruitment plan –	Recruitment Specialist hired Recruitment plan

	President, Admissions Director	completed September 2015	Retention plan
o Write Recruitment Plan o Write Retention plan • Disseminate plan and responsible players o Admissions and recruitment o Implement Plan		• Retention plan - completed in summer 2015	Increased student enrollment

SUMMARY OF PROGRESS
2016 – 2017: The institutional Retention Plan is being updated with goals to increase retention by 5.5% each year, with the five-year goal of achieving a 60% retention rate. The plan was finalized in 2017, and an updated progress report will be provided in the fall of 2018, when the fall-to-fall retention rate is calculated.

3b: Offer student academic and athletic scholarships

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
• Develop a feasible budget for scholarship offerings • Develop and implement an annual plan for academic and athletic scholarships that meets budget limitations	• Athletic Director, VP of Student Services, Finance Director, Director of Institutional Resources	• In process, ongoing	Campaign that provides an exact number to the responsible party that is adhered to year after year

SUMMARY OF PROGRESS
2016 – 2017: These efforts are ongoing, as the college is in the process of evaluating the most effective institutional structure for budgeting, awarding, and tracking of scholarships.

3c: Develop and implement a marketing plan

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME

• Hire qualified marketing director
   o Utilize existing staff to assist Recruitment office
• Update and implement existing marketing plan
   o Utilize existing plan to update
• Disseminate plan and identify responsible players
   o Provide a model for staff
• Change the perception/reputation of the college
   o Improve public view of quality of graduates
	• Director of Institutional Resources, OPI Director, VP of Student Services, President, Human Resources
	
	• Directors of
		• November 2015
		
		• November 2015 and ongoing
		
		• Ongoing
		
		• May 2017, ongoing
			Part-time coordinator hired
			
			An updated plan
			
			Plan awareness activities for all stakeholders
			
			Employer survey data of local

	Institutional Assessment, Institutional Resources, and OPI		businesses who employ UTTC graduates and if they consider them ready for employment

SUMMARY OF PROGRESS
2016 – 2017: Efforts on the establishment of a marketing plan will be reported in next year's Annual Strategic Plan Progress Report.

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

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
• Salary survey to include all personnel associated with UTTC, including TJES • Develop collective bargaining team • Plan for development and implementation of wage schedule	• Human Resources, All VPs, President, Board of Directors	• In progress, ongoing • Timeline is contingent on approval and agreement for such a unit • Contingent on stated goals, preferably by August 2016 or when attorney's opinion is complete	Salary Schedules for all employees Unit that provides an equitable form of negotiations for employee benefits Completed schedule to disseminate

SUMMARY OF PROGRESS
2016 – 2017: The Human Resources staff and college Administration met with multiple groups on campus to develop a salary schedule for all employees. The salary schedule has been approved and is now included in the Employee Handbook.

3e: Staff professional development

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME

• Individual professional development plans
  o Pursuing advanced degrees
  o "Grow our own"
  o Increased opportunities for training
	• President, HR, Title III Director, all UTTC personnel	• In progress, ongoing	Professional Development Policy

SUMMARY OF PROGRESS
2016 – 2017: An Education Assistance Program policy has been established and published in the employee handbook. The policy covers tuition waivers for attending UTTC, as well as an advanced degree tuition reimbursement process for employees earning advanced degrees at other

institutions. To encourage employees to continue their education and build institutional capacity, an advanced degree incentive is in place outlining incentive amounts for associate through doctorate-level degrees. Eight individuals are receiving support for their continued education.

Professional development days have been built into the academic calendar with two days at the beginning and end of each semester. .

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
• Convene Accreditation Team	• VP of Academics (HLC Accreditation Liaison Officer), President, Institutional Effectiveness Committee	• December 2015	Established Team
• Identify, refine and publish governance protocol	• President, all VPs, Board of Directors, UTTC personnel	• Begin immediately, completed by May 2016	Policy approval process, organizational chart, committee structure
• Develop master degree programs o Identify potential programs	• VP of Academics, President, VP of Student Services	• March 2015, completed by Spring 2017	An identified masters degree program
• To determine UTTC capacity of enrollment o Expansion of course and program offerings	• Director of Extended Learning, Director of Institutional Assessment, Director of Institutional Resources	• Begin immediately, completed by May 2016	Completed enrollment capacity survey of UTTC
• Develop collaborative degree programs unique to the culture (universal indigenous culture) o Available for CEUs to schools, colleges, and communities of five governing tribes	• Director of Extended Learning, all VPs, Human Resources, Curriculum Committee	• March 2020	Established staff for program Identified curriculum and degree or training program
SUMMARY OF PROGRESS			
2016 – 2017: The Accreditation Steering Committee was comprised of members of the Institutional Effectiveness Committee, who provided			

oversight for the writing of the Self-Study document as well as coordinate visiting HLC peer reviewer activities associated with the site visit.
A Committee-governance template was developed and implemented that guides the establishment, structure, and processes for all recognized campus committees.

The development and delivery of a master's degree program is also included as a goal for a current Title III grant.

Work on determining enrollment capacity, development of collaborative degree programs, and expansion of CEU offerings will be ongoing with updates provided in the future Strategic Plan Annual Reports.

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

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
• Utilize strategic planning goals to complete plan	• President, all VPs, Directors of Institutional Assessment and Institutional Resources	• In progress, projected completion by 2019	Governance protocol in place Institutional outcomes identified as a roadmap for assessment items
• Design, pilot, revise and implement assessment of student learning plan • Design, pilot, revise and implement program review process	• Director of Institutional Assessment, VP of Academics, faculty/staff	• In progress, ongoing	Assessment of student learning plan Program review process

SUMMARY OF PROGRESS

2016 – 2017: Academic Affairs has developed a program review calendar, and a program review process was piloted with the Business programs. Based on feedback gained from the pilot, the data collection process and instruments were revised and implemented with the Business and Criminal Justice programs. Data from the reviews is being analyzed, and enhancements to the Program Review process will be identified and implemented as updates to the process are necessary.

Academic Affairs has developed an Assessment of Student Learning Plan for 2016 – 2020, and all Academic departments have created Unit Action Plans based on the Academic Affairs Strategic Plan. Non-academic departments have also developed their own action plans. Yearly updates are in the process of being collected, and results and progress of the action plans will be included in the Annual Institutional Assessment Report. All assessment plans are available on the Institutional Assessment Portal.

The Assessment of Student Learning (ASL) Committee has developed a schedule of annual assessment activities, timelines for completion, and

individuals responsible. The ASL Committee will also be participating in the Program Review process to assist academic programs with analyzing program review information and providing recommendations based on the analysis.

4c: Develop an institutional research agenda

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
• 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	• Directors of Institutional Resources and Institutional Assessment, President, IRB Committee, VP of Academics, Faculty researchers	• Begin immediately, ongoing	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			
2016 – 2017: Efforts regarding the expansion of institutional research capacity will be reported in next year's Annual Strategic Plan Progress Report.			

4d: Institutionalize and sustain American Indian culture

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME

• Increase ND Indigenous language fluency
 	
• Increase ND Indigenous cultural knowledge
 	
• Develop a ND Indigenous curriculum
   o Post-secondary
   o PreK-Grade 7
	• Director of Extended Learning, VP of Academics, IT Department, Human Resources, TJES	• Ongoing, completed by March 2019
		
		• Ongoing, completed by March 2017
		
		• Ongoing, completed by March 2019
			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
			Established staff
			
			Identified curriculum

2016 – 2017: The North Dakota Department of Public Instruction has developed a "Native American Essential Understanding Project", and staff from UTTC participated in events associated with the development of this curriculum. CEU courses sponsored by UTTC have not been provided, however, the college did provide CEUs for the Tribal Leader's Summit, a major culturally-relevant event in the Bismarck-Mandan community.

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

5a: New construction

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME

• Elementary School
   o Construction Planning Efforts
   o Define funding mechanism
   o RFP and Award Construction Firm
   o Begin and Complete construction
• Student Family Housing*
• Library*
• Auditorium*
	• Director of Institutional Resources, TJES Principal, Campus Planner
	• VP of Campus Service, Campus Planner, Librarian, Director of Institutional Resources
		• August 2015, ongoing
		
		• August 2015, ongoing
		• October 2015, ongoing
			Completed construction plan
			
			Funding secured
			
			Construction firm secured and contracted
			
			Construction and check list completed
			
			*Same outcomes for each goal

SUMMARY OF PROGRESS

2016 – 2017: Construction projects identified in the Strategic Plan have not yet started. A major challenge to these projects will be securing funding to support the project costs, and with the current economic and political climate, these projects are on hold until the funding questions can be satisfactorily resolved. The college did receive approval for expanding family housing, however, existing work on current projects has been considered a priority, and work expanding of family housing will not be initiated at this time.

5b: Renovation of existing structures

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME

• Dormitories
   o Construction Planning Efforts*
   o Define funding mechanism*
   o RFP and Award Construction Firm*
   o Begin and Complete construction*
• Roads & Walkways
	• VP of Campus Services, Campus Planner, Housing Director, Director of Institutional Resources	• February 2015, ongoing
		
		• February 2015,
			Completed construction plan
			
			Funding secured
			
			Construction firm secured and contracted

		ongoing	Construction and check list completed *Same outcomes for each goal

SUMMARY OF PROGRESS

2016 – 2017: Renovation projects that are underway or recently completed include new roofing, windows, and doors on Sakakawea Hall. Buildings 2, 3, 4, and 5 have also had new roofing installed.

Buildings 31 and 32 (Education Building) is undergoing roof replacement. Building 63 (Mailroom) is being renovated, and renovations are being done on Buildings 1A and 1B (Institutional Resources).

Roadwork will begin this fall on Sisseton Street and Rocky Boy Lane, which includes streets in front of the Skills Center and TJES. The street improvement will update the curbs, gutters, inlets, and creating additional parking spaces, and is being paid for through USDA Facilities funds.

5c: Improve and update technology

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME

• Security System
  o Define Security System and areas of need
 	
• Emergency Management System
  o Emergency management plan
• Communication System
  o UTTC Smartphone App
• Maintain updated computers for students and employees
	• VP of Campus Services, Safety Security, IT Director
	
	• VP of Student Services, IT Director
	
	• All VPS, IT Director
		• 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

2016 – 2017: UTTC has an Emergency Operations Plan (UTTC EOP) and an Emergency Action Guide that is utilized for students, staff, faculty and visitors to campus. The EOP is utilized by the college in response to any emergency event that impacts the college. The UTTC EOP is updated annually and utilized in tabletop exercises and drills on campus. The UTTC EOP needs MOU's updated and is slated this 2017. UTTC utilizes the UTTC EOP in the event of emergencies on campus. Tabletop Exercises and drills are also conducted annually to ensure preparedness on campus.

Annually the Annual UTTC Powwow event is utilized as a training exercise for UTTC, Burleigh County Emergency Services, North Dakota Department of Emergency Services, Bismarck Rural Fire Department, Metro Ambulance and NOAA National Weather Services. All entities work together and provide emergency management resources to ensure a safe event each year. An After Action Report is completed annually by the Burleigh County Emergency Manager to ascertain levels of preparedness and areas where we need to work on.

UTTC Safety & Security utilizes Thunder Alert, a free automated messaging service that can deliver an email, text messages. Digital signage is also used to display emergency alert messages at the front gate digital sign advising of the emergency situation and how to respond. An alert banner will also appear on the front page of the UTTC website advising of the emergency situation and how to respond. The phone system will deliver an automated voice message advising of the emergency situation and how to respond. Emergency dorm phones and 'panic buttons' in certain areas and offices where the risk level is higher due to the nature of daily operation, such as counselor's offices have been installed.

The replacement of computing equipment is driven by the IT Department's Obsolescence Plan. The Plan has established a replacement cycle of 3-5 years for computing equipment, including network servers. The primary goal of the plan is to ensure up-to-date and computing equipment is made available for public, departmental, and academic use. The implementation of the replacement cycle assures that faculty, staff, and students have access to adequate and functional technology.

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
• 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 o Insure proposals fall within the research agenda for college • Develop teams for grant writing projects, follow protocol developed	• Director of Institutional Resources	• Begin August 2015, completion as soon as possible • Begin immediately, ongoing	Development plan in process Establish list of approved proposals that are within the scope of the college research agenda and strategic plan
SUMMARY OF PROGRESS			
2016 – 2017: These efforts are ongoing, and progress on these activities will be reported in next year's Annual Strategic Plan Progress Report.			

6b: Increase external and internal funding opportunities

PERFORMANCE MEASURE	RESPONSIBLE PARTY	TIMELINE	MEASURABLE OUTCOME
• Hire full-time institutional resources director that includes tribal liaison capacity	• HR, Title III Director	• Completed	Institutional Resources Director hired

• Seek additional/more tribal support • Develop collaborates with five tribal partners for development of funding mechanisms • Seek private foundation support	• Director of Institutional Resources • President	• Begin immediately, ongoing • Begin immediately, ongoing	Funding Contributions for College sustainability

SUMMARY OF PROGRESS

2016 – 2017: A Director for the Institutional Resources office has been hired, and efforts to establish collaborations with tribal partners have been initiated, and there have been limited private foundation applications submitted to create targeted scholarships for students.