United Tribes® Technical College



# 2026-2030 Strategic Plan

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# A Message from Leadership





United Tribes Technical College (UTTC) has served as a beacon of opportunity, bridging cultural heritage with workforce innovation for over half a century. The 2026–2030 Strategic Plan serves as our collective roadmap to deepen this impact as we look toward to the next five years. Developed through broad collaboration with our faculty, staff, students, and five governing Nations, this plan outlines our vision to cultivate resilient, skilled, and culturally grounded leaders who are prepared to empower and uplift indigenous communities.

This new five-year cycle builds directly upon the successes of our previous institutional milestones. In recent years, UTTC has made remarkable strides, meeting critical goals in student retention, increasing credit completion rates, expanding online program offerings, and achieving critical fiscal stability milestones - including the continuous growth of our institutional endowment. However, our landscape is rapidly changing. As we enter the late 2020s, our institution must proactively adapt to advancing workforce technologies, shifting student demographics, and the evolving needs of tribal economies.

More detail is provided throughout the plan with the heart of the 2026–2030 cycle remaining in our unyielding commitment to our foundational statements:

**Our Mission:** *UTTC provides quality post-secondary education and training to enhance knowledge, diversity, and leadership for all indigenous nations.*

**Our Vision:** *UTTC strives to build cultural, educated, and healthy leaders who empower and serve their communities.*

A strategic plan is only as strong as the community that breathes life into what is proposed. As we embark on this journey from 2026 to 2030, we invite our students, tribal leaders, alumni, and partners to join us. Together, we will continue to honor our past, innovate for our present, and secure a thriving future for the generations to come.

*The UTTC Board of Directors & Executive Leadership*

# 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.

## Advancing UTTC's Mission and Community Priorities

The United Tribes Technical College 2026–2030 Strategic Plan was developed with input from the UTTC Board of Directors, administration, students, faculty, and staff. The plan reflects a shared commitment to advancing the college's mission and responding to the educational, cultural, and workforce needs of the communities it serves. Building on the accomplishments, lessons learned, and priorities of the previous planning cycle, the plan carries forward priorities that remain important but were not fully achieved, while identifying new opportunities to strengthen the institution and support its continued development.

The 2026–2030 Strategic Plan is organized around five strategic areas that collectively address the student experience, academic relevance, institutional effectiveness, and long-term sustainability. Each area includes strategies, activities, measures, and goals intended to translate institutional priorities into meaningful action and provide a framework for monitoring progress.

## Unit Plans: Tracking Strategic Progress

Progress is tracked through Unit Plans, which connect each unit's work to the UTTC Strategic Plan.

The table below is the template that is used in the unit plan. Units identify two or three strategies that are most relevant to their work, establish what they will do to support those strategies, and identify measures or evidence to show progress. This approach allows units to focus on areas that are most meaningful to their work while providing a consistent way to monitor progress toward institutional priorities.

| | |
|---|---|
| **Strategy:** | Units choose a strategy from the strategic plan |
| **Lead Measure:** | A measure associated with the strategy selected |
| **Describe Unit Activities/Responsible:** | How the unit will work toward the strategy and/or measure selected |
| **Measure or Evidence:** | How the unit will monitor their progress |
| **Summary of Progress** | **(Completed in December)** A brief update of progress made by the end of the fall semester |
| **Summary of Progress** | **(Completed in May)** A brief update of progress made by the end of the Spring semester |

Unit plans also collect data relevant to each unit's work, providing a broader picture of activities and contributions across the College. For example, academic programs may report student participation in research, student clubs, community organizations, and volunteer activities, including community cultural events. Other units may report the number of students served, events sponsored, and student participation in those events.

This information, along with other institutional data, is used for broader institutional reporting, planning, and assessment. It also informs the annual report, which highlights how departments and units contribute to institutional goals and, where data are available, the impact of those efforts. Together, these processes allow the College to track progress toward Strategic Plan goals, assess results over time, and identify areas that may need additional attention or action.

# Student Success Infrastructure



**Student success is at the center of UTTC's mission. UTTC will continue to strengthen advising, academic support, tutoring, and early intervention while expanding culturally grounded mental and physical health services, financial literacy, and student life programming, with particular attention on ensuring that students across all instructional modalities have meaningful access to support. The lead measures and SMART goals were determined by UTTC faculty and based on benchmarks against other similar institutions as well as institutional baseline of student performance.**

## Strategies

- ➜ Improve academic support for students
- ➜ Expand trauma-informed, cultural student mental health personnel for students
- ➜ Provide financial literacy for students
- ➜ Improve Online learner support

## Activities

1. Advise entering students to take at least one math or English course in the first semester as relevant
2. Implement corequisite model for Developmental and Gateway math and English courses
3. Establish Tutoring center (i.e. learning lab or writing center)
4. Expand culturally grounded mental and physical health support for students
5. Coordinate student life skills workshops series that include financial literacy and incentive system to encourage student attendance
6. Develop alternative options for RSI in online courses
7. Design services to support online students

## Lead Measures

- **a)** Gateway math/English course completion rate in first year increases from 24% to 60%
- **b)** Increase 12/24+ credit accumulation rates in the first year from 41% to 45%
- **c)** First year credit completion ratio increases from 60% to 65%
- **d)** Increase fall-to-spring persistence by 6% for entering online students
- **e)** Increase fall-to-spring persistence from 74% to 78% for NTI
- **f)** # Students engaging in mental and physical health and wellness services
- **g)** # Students completing life skills workshops
- **h)** RSI that meets federal regulations is documented for all online courses

## Goals: By end 2029-30...

- **a)** Increase fall-to-fall retention rates for New and Transfer students from 50% to 52% (PDP)
- **b)** At least 75% of students score greater than 3.5 in belongingness, growth mindset, self-efficacy, and cultural connectedness on the Co-Curriculum survey
- **c)** Improve 3-year completion rates for new and transfer students from 46% to 50% (PDP)



# Relevant Academic Programs



**This strategic area ensures academic programs stay connected to workforce needs, community priorities, and the educational goals of Tribal Nations and the region. This includes preparing students for employment, further education, and meaningful contributions to their communities, and expanding Tribal language education as part of that mission. UTTC will expand hands-on learning through internships, apprenticeships, and field experiences and explore new or updated programs as needs change. Improved program review processes will help ensure programs remain relevant, sustainable, and positioned to serve students and communities well.**

## Strategies

- ➜ Expand work-based and authentic learning
- ➜ Create or adapt academic programs to meet local workforce and community needs
- ➜ Improve program review process

## Activities

1. Expand internships, apprenticeship programs, and field-based learning experiences
2. Conduct a needs assessment to identify workforce gaps and academic program opportunities in the trades, cybersecurity, political science, public and Tribal administration, and health-related fields.
3. Expanded Tribal language offerings
4. Develop method for objectively assessing academic program financial viability
5. Determine program capacity and strategies for reaching program capacity

## Lead Measures

- **a)** Catalog of work-based and authentic learning that is currently offered
- **b)** Identify new program(s) that meet local and tribal workforce needs
- **c)** One new Tribal language offering identified
- **d)** Dashboard for program health indicators available to department chairs
- **e)** Program capacity measures are established

## Goals: By end 2029-30...

- **a)** Increase work-based learning opportunities from 10% participation to 15%
- **b)** Offer at least one new academic program aligned to current local or tribal workforce needs
- **c)** One new Tribal language offered
- **d)** All academic programs are healthy and financially viable



# Student Enrollment and Outcome



**Growing enrollment and improving student outcomes requires attention to the entire educational pathway. This strategic area focuses on improving admissions and orientation to help more students get off to a strong start, while clearer program-to-career roadmaps will help students see a path to completion and employment. Better tracking of graduate employment and wages will help UTTC understand outcomes and inform future decisions.**

## Strategies

- ➜ Increase student enrollment and retention
- ➜ More effectively support students entering work or continuing education
- ➜ More effectively track graduates

## Activities

1. Improve Admissions communications processes
2. Assess and revise application processes
3. Enhance orientation programming to better support returning, online, and transfer students
4. Develop program to career roadmaps for students
5. Enhance Post-Graduation Employment Data Tracking
6. Improve Supports for Graduates and alumni
7. Improve supports for TJES

## Lead Measures

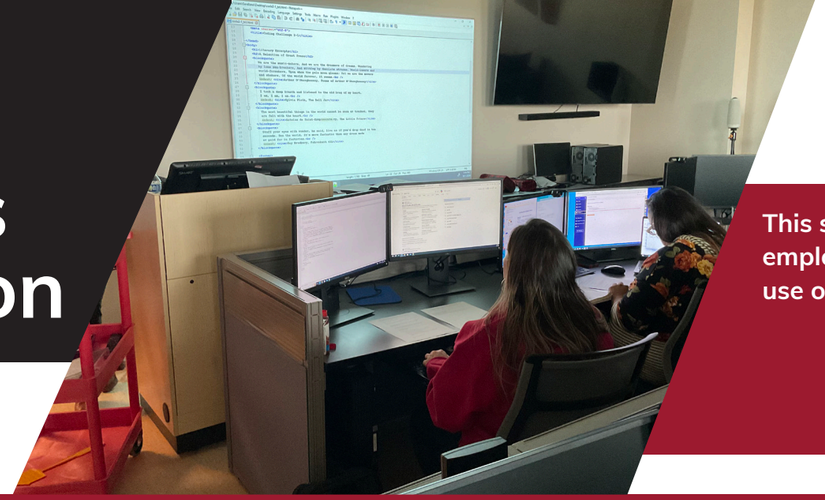
- **a)** Conversion rate of applicants-to-enrolled increased from 28% to 33%
- **b)** Orientation includes information for all entering students
- **c)** Increase new and transfer enrollments by 17% from 256 to 300
- **d)** Increase online-only enrollments by 11% from 225 to 250
- **e)** Decrease time to completion for AS and BS
- **f)** First Destination Survey response rates

## Goals: By end 2029-30...

- **a)** Increase annual FTE by 10% from 1,283 to 1411
- **b)** Increased 6-year completion rates from 25% to 30%
- **c)** Improved collection of employment and wage data for graduates
- **d)** One new service specifically for Alumni developed



# Technology and Systems Modernization



**This strategic area focuses on strengthening technology and systems that support students, employees, and college operations. This includes improving digital systems, integrated responsible use of AI, reducing manual processes, and better coordinating information and documentation.**

## Strategies

- ➜ Improve efficiency using technology
- ➜ Effective use and application of technology and AI across campus

## Activities

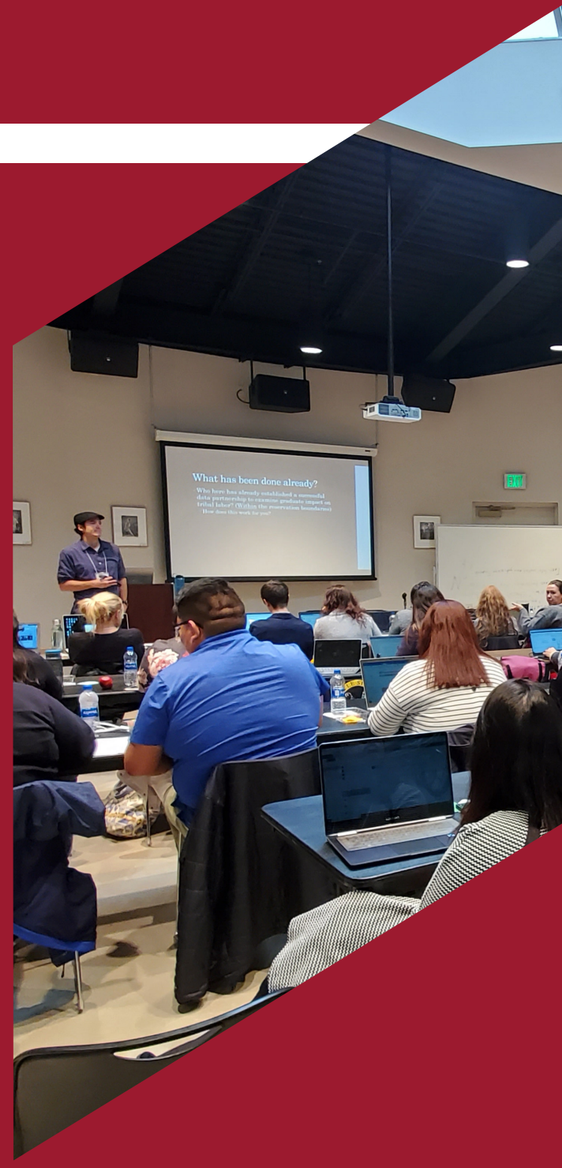
1. Develop Digital Master Plan for integrated web assets (e.g. LMS, J1Web, MyUTTC, Analytics, J1) that support student success and documentation
2. Implement Communications module in J1Web
3. Conduct training in AI and computer literacy
4. Establish a Committee to develop responsible AI use policy and method for monitoring

## Lead Measures

- **a)** J1Web Student (Advising) and Human Resources implemented
- **b)** At least five processes developed in J1Web Communications (one per year)
- **c)** Attendance tracking for activities in place
- **d)** PD records on AI and computer literacy
- **e)** Policies for AI implementation

## Goals: By end 2029-30...

- **a)** LMS, J1Web, MyUTTC, Analytics, J1, and other digital assets up-to-date and enhance efficiency
- **b)** Reduced manual processes for academic and student services
- **c)** Learning and workflows utilize AI and technology responsibly



# Institutional Advancement




**This strategic area focuses on ensuring that resources and investments support the College's long-term needs and community priorities. UTTC will diversify revenue through fundraising and better management of auxiliary services, strengthen its capacity to pursue external funding, support employee retention, and continue facility improvements through the Campus Master Plan.**

## Strategies

- ➜ Enhance revenue diversification
- ➜ EImprove employee retention
- ➜ Improve facilities to better support student learning and student life

## Activities

1. Grow alternative revenue streams like fundraising campaigns, auxiliary services, and targeted enrollment strategies
2. Increase engagement with community and Tribal partners
3. Establish a sponsored programs function
4. Develop employee retention plan based on CUPA data collected
5. Continue progress on Campus Master Plan

## Lead Measures

- **a)** Increase annual donations from state, corporate, and tribal partnerships by 2%
- **b)** Increase auxiliary programs annual income by 1%
- **c)** Increase support for students of TJES and student enrollment to 120
- **d)** Sponsored Program function institutionalized
- **e)** Employee retention plan in place
- **f)** Updated student housing, gymnasium, and other auxiliary infrastructure to enhance safety

## Goals: By end 2029-30...

- **a)** Increase annual non-federal funding by 10%
- **b)** Increase federal grant funding by 5%
- **c)** Reduce annual voluntary employee turnover by 3%
- **d)** Substantial progress on Campus master plan






## GET IN TOUCH:

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