2021-2025
United Tribes Technical College
Strategic Plan

Leadership Begins Here
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President’s Message

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 defendable 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
Strategic Area #1: Commitment to Student Learning and Academic Success

Strategy 2021.1a:

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 2021.1b:

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 2021.1c:

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
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 2021.3b:**
**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

**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
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

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**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

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**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
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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