

# RED LAKE NATION COLLEGE

## STRATEGIC PLAN

2011 to 2015



**Our Red Lake Nation College Mission:**

*“To provide excellent higher education that is grounded in the Ojibwe language and culture of the Red Lake Nation.”*

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## **Red Lake Nation College Strategic Plan 2011 to 2015**

### **Executive Summary**

The Red Lake Nation College (RLNC) Board of Directors immediately initiated institutional planning for the development of this strategic plan with the hiring of new President Dan King in August of 2010. Under President King's leadership, the Red Lake Nation College (RLNC) has revived and redesigned an aggressive institutional planning process.

Although the RLNC was formally chartered by the Red Lake Nation Tribal Government in 2001, there have been many progress starts and stops due to frequent changes in leadership in the President position. With the hiring of President King in August 2010, a mutually agreed upon long-term management agreement and plan have been the foundation of our new drive for growth, development and stability. During the first six months of President King's tenure, from August 2010 through February 2011, we have accomplished the following:

- Retained the services of Laurie Neadeau as the Director of Student Services.
- Searched and hired a highly educated and qualified Red Lake Tribal Member as our Academic Dean, Steven A. StandingCloud.
- Completed first drafts of our College Catalog, College Policies & Procedures Manual, Student Handbook and Faculty Handbook.
- Searched and hired a qualified, experienced and professional Native person as our new Director of Development, Eugene McArthur.
- Reviewed, analyzed and changed our College mission, vision and motto to reflect our new strategic plans and our current and future Tribal community needs.
- Reviewed the Higher Learning Commission's five criteria for accreditation and their minimum standards for accreditation. These were used as structural guides and reference points for directing and measuring our institutional progress.
- Created as the center piece for our new College goals, an aggressive three year timeline for entrance into the Higher Learning Commission's Candidacy Program.
- After careful review of our past analysis and current Tribal education and training needs, established a set of Academic Program priorities as Ojibwe Language & Culture courses, Environmental Science, Business, Vocational Training, Customized Training, Environmental Science and Health Care.
- We are implementing these various RLNC academic programs and training programs based on careful assessment and analysis of current and projected future Red Lake Community needs.
- Worked with our educational partners, the Fond du Lac Tribal & Community College, to make an aggressive two year plan to create original Red Lake educational programs starting with new Ojibwe Language and Liberal Arts courses starting in the Fall of 2011 and finishing in the Spring of 2013.
- Almost doubled our 2011 Tribal budget allocation from \$250K per year to \$450K by providing excellent academic and student services plans for 2011 to 2015.
- Created a new Recruitment & Retention Counselor position in the 2011 RLNC budget that will provide assistance with recruitment of new students and help improve retention by offering more individualized

assistance and personal attention to help students solve problems and overcome obstacles that sometimes cause students to drop out or stop out.

- Searched for and applied to several grant funding agencies that support our College mission and vision statements and our strategic plans.
- Applied and obtained an IRS 501(c) (3) tax exempt status so we can apply to private foundations and individuals for grants and donations to raise funds for College academic programs and services.
- Increased student enrollment to the highest point in our College history with 70 enrolled students at the start of Fall semester of 2010.
- Searched for and hired architects to complete a Facilities Master Plan Process from February 2011 through May 2011. This process will be completed in May 2011 and financing for a new campus has already begun.
- Completed our five year Strategic Plan for 2011 to 2015. This includes a five year budget plan for 2011 to 2015.

Our strategic planning framework included within this initial document builds upon the initial and continuous planning meetings and ongoing discussions with both internal and external people and resources over the period from 2001 through February 2011.

As part of our commitment to continuous improvement, annual review of this Strategic Plan will be part of our new RLNC Continuous Improvement Circle process that is explained further in this document.

This strategic plan for 2010 to 2015 was submitted to the RLNC Board of Regents for their review at the February 2011 monthly Board meeting. Based on Board and RLNC Leadership Committee input, we will make appropriate adjustments for improvement utilizing our RLNC Continuous Improvement Circles model.

**Red Lake Nation College (RLNC)**  
**Guiding Ojibwe Culture Principles & Values**

The Red Lake Ojibwe follows the greater Anishinaabe philosophy of life and living. According to this philosophy and view of the world, humans did not create or weave the web of life, we are merely a strand in it. Whatever we do to the web, we do to ourselves.

As a result of this philosophy, kinship among all of creation, not the mastery of our relatives (other humans, animals, plants, etc.) is vital to harmonious living. **At the Red Lake Nation College, we will use, follow, encourage and support following the below listed Ojibwe Culture Principles & Values.**

**If we all follow these seven Ojibwe principles & values, this will lead to a more harmonious and happier life:**

**1.) Dabasendizowin (Humility)**

- To be modest in one's actions
- To demonstrate sensitivity to others
- To recognize oneself as a sacred and equal part of the Creation
- To develop and practice good listening and observation skills

**2.) Debwewin (Truth)**

- To speak the most honestly one can, according to our own perceptions
- To be loyal in all our relationships, avoiding hypocrisy

**3.) Zoongide'iwin (Courage)**

- To face difficult situations with bravery in spite of our natural fears
- To acknowledge one's personal weaknesses and develop the strength to combat them
- To develop the ability to take initiative and to speak forthrightly

**4.) Gwayakwaadiziwin (Honesty)**

- To maintain truthfulness, sincerity and fairness in all of our individual actions
- To possess the ability to manage confidential information
- To communicate with others and transmit information fairly and truthfully
- To recognize our own strengths and weaknesses and acknowledge the capacity for self-growth and change

**5.) Manaaji'idiwin (Respect)**

- To be respectful of the thoughts and ideas of others
- To accept cultural, religious and gender differences
- To maintain high standards of conduct at all times
- To safeguard the dignity, individuality and rights of others

**6.) Zaagi'idiwin (Love)**

- To show kindness and compassion toward others
- To work cooperatively and harmoniously with others
- To demonstrate acceptance and the empowerment of others
- To offer hope, encouragement and inspiration to others

**7.) Nibwaakaawin (Wisdom)**

- To persist in acquiring knowledge and improving skills
- To strive for the accomplishment of goals and dreams
- To seek guidance from elders and qualified advisors
- To acknowledge the opportunity to learn from others
- To practice ethical behavior at all times
- To take time to reflect on all our experiences

## **RLNC Strategic Planning (2011 to 2015) Implementation**

The Red Lake Nation College will monitor implementation, review our Strategic Plan on a quarterly basis, make appropriate adjustments and take actions as necessary to ensure the success of our 2011 to 2015 Strategic Plan. A very important component of our plans will be the development of relevant departmental work plans that define more specifically, the written strategies, indicators and measures of progress toward our goals and objectives.

Written annual reports will be provided to the Board of Directors, College Community, Tribal Community and other stakeholders. This annual report will summarize College progress toward its goals and objectives. Additionally, regular quarterly updates will provide the college leadership with more current progress reports on College goals and objectives.

### **RLNC Strategic Planning Leadership Committee**

This strategic planning leadership committee will work to establish the College's original goals and objectives. Further, this committee will lead the efforts at making regular reviews of the College's progress toward our efforts. Also, this committee will recommend appropriate changes to our strategic plan based on the review process and our commitment to the Continuous Improvement Circles process that we follow.

- |                                  |  |
|----------------------------------|--|
| 1.) <b>Lucy Barrett</b>          | Indian Studies Faculty Member (and graduate of RLNC), RLNC                 |
| 2.) <b>Rob Blue</b>              | Board of Regents, RLNC   |
| 3.) <b>Dr. Leah Carpenter</b>    | 3M Chair of Accounting, Bemidji State University (BSU)                     |
| 4.) <b>Lorena Cook</b>           | Chairwoman, Board of Regents, RLNC   |
| 5.) <b>Dr. Anna Fellegly</b>     | Vice President of Academic Affairs, Fond du Lac Tribal & Community College |
| 6.) <b>Tessy Johnson</b>         | President, RLNC Student Council  |
| 7.) <b>Dan King</b>              | President, RLNC  |
| 8.) <b>Bill May</b>              | Board of Regents, RLNC   |
| 9.) <b>Eugene McArthur</b>       | Director of Development, RLNC  |
| 10.) <b>Laurie Neadeau</b>       | Director of Student Services, RLNC   |
| 11.) <b>Steven StandingCloud</b> | Academic Dean, RLNC  |

## **RLNC Organizational Chart**

## **RLNC Continuous Improvement Circles**

One of the most important aspects of our Strategic Plan process is the use of our Continuous Improvement Circles. This concept will work to help us keep our focus on the never ending cycle of constantly seeking to improve and make our educational programs and services better.

The concept is that we will constantly seek to review, refine and improve our Strategic Plan in the following manner:

1. Start with past and present data to analyze a situation
2. Set goals for future improvement based on the past and present data
3. Establish strategies for further improvement
4. Analyze results

Then the process starts all over again in a continuous circle. Please see the drawing below that summarizes the continuous process of improvement:

**1.) Start with past & present data  
to analyze a situation**

**2.) Set goals for future improvement  
based on the past & present data**

**4.) Analyze Results**

**3.) Establish strategies for  
further improvement**

In following our Continuous Improvement Circles, we will continually seek to improve our educational and training programs, student services and all other aspects of our College operations.

Lastly, our Continuous Improvement Circle will also be taught to individual students here at the college and encourage them to follow it after they leave here too so they are continuously striving to improve their life and life challenges they face.



## **RLNC Learning Circles**

This is the foundation of our educational structure. Our RLNC Learning Circles are the general cycle of all learning at our College. All education falls into one sector of the Learning Circle. The main concept is that all learning is a continuous circle and we need to strengthen each sector in order to achieve a well-rounded citizen of our Tribal Community.

### **1.) Tribal Identify & Knowledge of Self**

- \* Ojibwe Language courses
- \* Red Lake Nation Culture
- \* Red Lake Nation History
- \* Federal Indian Law & History
- \* Individual growth
- \* Self-knowledge training such as personality profile

### **2.) Liberal Arts Education, Vocational Training & Other Training**

- \* Liberal Arts education
- \* Academic departments & courses
- \* Academic Survival Skills training
- \* Vocational Training & Education
- \* Academic preparation to transfer to a 4 yr. college
- \* Offer customized training to Tribal organizations that request specific, tailored training programs to address Tribal and Community needs

### **4.) Confidence & Tribal Pride**

- \* Through exposure to other 3 areas, this will lead to greater self-confidence, self-identify & pride
- \* Communication skills development in the other 3 areas will also lead to greater confidence
- \* Through improved writing, speaking & reading skills, confidence to move beyond a 2 yr. degree will also be achieved
- \* With exposure & education about their own Tribal Identity, this will lead to improved Tribal Pride

### **3.) Specific Job Training Skills**

- \* Practical training in writing, communication & public speaking will be provided throughout all academic courses
- \* Resume, cover letter writing & interviewing skills will be obtained before graduation
- \* Providing power point presentations will be expected from all students at the Graduation Ceremony
- \* Exposure to technology & computer literacy training will be provided to prepare all students for success in the 21st century work place
- \* Training on how to research, identify, interpret & analyze information will be provided to all students so they can succeed at any further college they transfer to

Lastly, our RLNC Learning Circle will be taught to individual students here at the college and encourage them to follow it after they leave here so they are continuously striving to gain more lifelong knowledge and training.

## Strategic Planning Goals

- 1.) The Red Lake Nation College will be permanently guided by our mission statement that is listed below:

**Our RLNC Mission Statement is:**

*“To provide excellent higher education that is grounded in the Ojibwe language and culture of the Red Lake Nation.”*

- 2.) The Red Lake Nation College will be permanently guided by our vision statement that is listed below:

**Our RLNC Vision Statement is:**

*“To provide our students excellent higher education, knowledge of their language, culture and self, and to carry it forward into future generations.*

*Our College is striving to be the Center for Ojibwe language and cultural learning for our Tribe.”*

- 3.) The Red Lake Nation College is fully committed to an integrated process of continuous institutional and professional improvement of its delivery of educational services and learning. The use of our Continuous Learning Circles in all aspects of our educational and student services operations will help maintain our focus on continual improvement as an ongoing institutional goal.
- 4.) The Red Lake Nation College has started to develop its own academic courses with its own instructors starting with 24% (15 credits of 62 total RLNC credits offered) of our own RLNC courses offered in the Fall of 2011 and increasing to the point of offering 100% of our own courses by the Spring semester of 2013. Our primary academic goals are to create and build excellent and effective RLNC learner centered academic programs and student support services that serve the needs of our Tribal Community.
- 5.) As we achieve our main RLNC academic and student services goals, we are striving to obtain entrance into the Higher Learning Commission's Candidacy Program by the end of Spring Semester in June 2013.
- 6.) Our major enrollment goal is to recruit and retain at least 200 students in college by the Fall Semester of 2014 and maintain a three year graduation rate of at least 25%. These goals will be accomplished by building the capacity of the College while striving for standards of excellence and being an active member of our Red Lake Community.
- 7.) The Red Lake Nation College will plan, develop and aggressively seek public and private grant funding and financing to continually improve all College operations and a new RLNC campus. Our major facilities goal is to break ground on a new RLNC campus by 12/31/13. A new campus will be needed in order to provide the most ideal learning environment with the best possible educational resources for our Tribal Member students in an environmentally friendly facility.

**Goal 1:**

- 1.) The Red Lake Nation College will be permanently guided by our mission statement that is listed below:

**Our RLNC Mission Statement is:**

*“To provide excellent higher education that is grounded in the Ojibwe language and culture of the Red Lake Nation.”*

**Objectives:**

- 1.) We will strive to provide excellent liberal arts educational programs that allow students to start a path toward further and continuous higher education and life-long learning.
- 2.) Strive to provide excellent vocational training and other excellent customized training programs that addresses practical, job specific training needs in our Tribal Community and beyond our Tribal borders.
- 3.) Encourage and promote the use of the Ojibwe language and culture on campus, in all academic courses and in the Tribal Community in creative and positive ways.
- 4.) Provide all of our excellent academic programs and services in a positive, encouraging and supportive learning environment for all students.

## **Goal 1: Objective 1**

- 1.) We will strive to provide excellent liberal arts educational programs that allow students to start a path toward further and continuous higher education and life-long learning.

### **1.) Past & Present Data**

- \* Current articulation agreements
- \* Institutional Accreditation status
- \* Number of RLNC created courses
- \* Current and past rates of academic performance such as enrollment, attendance, graduation, retention and satisfaction rates
- \* Transfer rates of our students to 4 yr. colleges
- \* Use RLNC data and studies of RL Community needs from 2001 to 2011 to determine future academic programs & training needs

### **2.) Future Indicators of Improvement**

- \* Increased numbers of articulation agreements
- \* Increased number and % of RLNC courses & decreasing number of Fond du Lac courses offered
- \* Academic departments & courses offered
- \* Increased rates of academic performance such as enrollment, attendance, graduation, retention, satisfaction rates & transfer rates
- \* Increased educational partnerships and collaboration with external constituents such as other Tribal entities or businesses
- \* Accountability Measures reviewed quarterly & annually
- \* Institutional Dashboard reviewed quarterly & annually
- \* Surveys of outcomes of courses & student satisfaction

### **4.) Results**

- \* Higher employee & student satisfaction with RLNC resources and services
- \* Higher visibility of RLNC institutional successes & value to the local RL community, regional Education, & national & international Indigenous higher education
- \* Higher value of the RLNC degree for students
- \* Greater visibility of RLNC students and graduates successes
- \* Visible improvements in Accountability Measures & Institutional Dashboard

### **3.) Strategies for Improvement**

- \* Collaborate internally to ensure effective & excellent campus resources and services for current & prospective students and employees
- \* Collaborate externally to ensure effective & excellent transitions for students as they transfer to other 4 yr. colleges or chosen career fields expected from all students at the Graduation Ceremony
- \* Collaborate externally to increase the number of educational partnerships and agreements that will benefit the College and students
- \* Develop and implement a comprehensive marketing plan to communicate initiatives and successes to campus, the Tribal Community and the global community

## **Goal 1: Objective 2**

- 2.) Strive to provide excellent vocational training and other excellent customized training programs that addresses practical, job specific training needs in our Tribal Community and beyond.

### **1.) Past & Present Data**

- \* Past & current vocational training programs on the reservation & at the RLNC
- \* Past & current Tribal job needs surveys or studies
- \* Current Tribal needs for trained Tribal Members & the fields where these positions are lacking
- \* Survey of the Tribal organizational & business training needs of the Red Lake Community
- \* Collaborative job training programs on the Red Lake reservation that presently exist

### **2.) Future Indicators of Improvement**

- \* Increased # of internal collaborative training agreements
- \* Increased number of new vocational & customized training programs offered through RLNC
- \* Increased number of vocational training grants obtained
- \* Increased rates of enrollment, retention & graduation at RLNC
- \* Increased educational partnerships and collaboration with external constituents such as other Tribal entities or businesses
- \* Increased enrollment in customized training and shorter term training programs by Community Members

### **4.) Results**

- \* Higher Tribal & student satisfaction with RLNC resources and services
- \* Increased RLNC value to the local RL community & region by addressing Tribal job & training needs that are currently not being addressed
- \* Higher value of the RLNC degree for students
- \* Greater student satisfaction by providing more access to education & training to a broader spectrum of RL Tribal Members
- \* Visible improvements in Accountability Measures & Institutional Dashboard
- \* Increased RLNC revenue streams from vocational & customized training programs

### **3.) Strategies for Improvement**

- \* Collaborate internally to provide more vocational & customized training programs that address real and urgent Tribal job & training needs
- \* Collaborate externally to provide more vocational & customized training programs that address real and urgent Tribal job & training needs
- \* Establish a Vocational Education & Customized Training department within the RLNC that coordinates all Tribal training programs so they work better for the benefit the College, Tribe and students
- \* Create an Entrepreneurs Training Program that provides customized training for Tribal Members who desire to start businesses – utilize existing Tribal grant funds to initiate this program
- \* Aggressively seek grant funds to expand vocational & customized training programs that serve the RL Community at the RLNC

### **Goal 1: Objective 3**

- 3.) Encourage and promote the use of the Ojibwe language and culture on campus, in all academic courses and in the Tribal Community in creative and positive ways.

#### **1.) Past & Present Data**

- \* Our current use of the Ojibwe language on campus is mostly limited to greetings & conversational opening statements
- \* Small number of current employees, faculty & staff who have taken Ojibwe language courses
- \* Small number of current bilingual Ojibwe/English signage on campus is very limited
- \* Other than the Ponemah Community, wide spread use of the Ojibwe language in the RL Community is similarly limited to greetings and conversational openers

#### **4.) Results**

- \* Increased Ojibwe language learning tools on campus & in the RL community
- \* Increased presence & use of Ojibwe on campus and in spoken, written & electronic communication
- \* Increased presence of Ojibwe in internal & external Communication such as newsletters, website & in RLNC marketing materials
- \* Increased signage visibility on campus and in the RL Community
- \* Increase fluency in Ojibwe from RLNC Administration, Staff, Faculty, Board & Students as a result of required courses that staff will be allowed to attend as part of their job duties

#### **2.) Future Indicators of Improvement**

- \* Increased use of the Ojibwe language on Campus
- \* Increased number & variety of Ojibwe learning support resources on campus
- \* New RLNC created academic courses offered in Ojibwe language in our Red Lake dialect
- \* Increased numbers of RLNC employees taking Ojibwe language & culture courses
- \* Increased number of bilingual Ojibwe/English signs on campus and in the Red Lake Community

#### **3.) Strategies for Improvement**

- \* Incorporate Ojibwe language into all courses, not just Ojibwe language course curriculum, & into all campus wide activities
- \* Utilize more Ojibwe language words and phrases in formal and informal, spoken and electronic communications with English subtitles
- \* In following our Tribal resolution declaring Ojibwe the official language of the RL reservation, Ojibwe will be the primary signage with English in subtitles
- \* Incorporate Ojibwe language & culture training as a required training for all RLNC employees
- \* Since the RLNC is starting the Ojibwe Language & Culture Center as the center for Ojibwe language and Cultural learning on the reservation, we will lead the efforts at expanding Ojibwe language use in the Community by offering free Ojibwe language courses
- \* We will also lead the Tribal effort at changing to Ojibwe language signage so Ojibwe will be the primary language with English subtitles

## **Goal 1: Objective 4**

- 4.) Provide all of our excellent academic programs and services with the highest of integrity and standards by following our Ojibwe values in a positive, encouraging and supportive learning environment for all students.

### **1.) Past & Present Data**

- \* Current and past numbers of internal & external policy noncompliance incidents
- \* Current number of documented criteria, decisions and incidents where our guiding Ojibwe values have helped us lead our direction and end results
- \* Current Mission Statement, Vision Statement & Strategic Plan where the foundation for our College is driven by our commitment to our Ojibwe Values, Language & Culture
- \* Current satisfaction levels of students

### **4.) Results**

- \* Greater demonstrated institutional, departmental and personal accountability & responsibility
- \* Higher internal and external levels of satisfaction with the RLNC
- \* RLNC employees articulate and apply our Ojibwe values to our individual and group work on a daily basis
- \* Improving Accountability Measures & steadily improving Institutional Dashboard
- \* Improving student satisfaction levels

### **2.) Future Indicators of Improvement**

- \* Increased documentation of guiding Ojibwe values influencing decision making and final decisions in various meeting minutes
- \* Increased employee and student understanding of and adherence to our RLNC policies
- \* Offering of more student support services that will help gain and retain more students
- \* Increased number of training programs offered to RLNC staff and students that will encourage more support and following of RLNC policies
- \* Increased grantor and external stakeholder satisfaction with RLNC

### **3.) Strategies for Improvement**

- \* All RLNC employees will exercise personal & professional responsibility by upholding institutional, departmental and academic policies, procedures & best practices
- \* Constantly compare, check and connect our institutional decision-making processes and final decisions to our guiding Ojibwe values
- \* Follow and abide by external contractual and legal obligations and responsibilities at the individual, departmental and institutional level
- \* Increasing student satisfaction levels & increasing RLNC employee satisfaction levels

## **Goal 2:**

- 2.) The Red Lake Nation College will be permanently guided by our vision statement that is listed below:

### **Our RLNC Vision Statement is:**

*“To provide our students excellent higher education, knowledge of their language, culture and self, and to carry it forward into future generations.*

*Our College is striving to be the Center for Ojibwe language and cultural learning for our Tribe.”*

## **Objectives:**

- 1.) We will strive to fulfill our vision statement by provide students with a strong self-identity, excellent education and training, specific job and technology skills that will lead toward greater self-confidence and Tribal Pride. This life-long cycle of learning is best explained in the RLNC Learning Circles that will be the model of learning that will be incorporated in everything that we are doing here at the RLNC.
- 2.) The RLNC will be the leader for the entire Red Lake Nation in Ojibwe language and cultural learning for our Tribe. We will fulfill this aspect of our vision statement through the development of our Ojibwe Language & Culture Center. This new Center will be a permanent Ojibwe language resource center for our Tribe and the World and will allow the RLNC to serve as “the Ojibwe Capitol of the World.”



## **Goal 2: Objective 1**

- 1.) We will strive to fulfill our vision statement by providing students with a strong self-identity, excellent education and training, specific job and technology skills that will lead toward greater self-confidence and Tribal Pride. This life-long cycle of learning is best explained in the RLNC Learning Circles that will be the model of learning that will be incorporated in everything that we are doing here at the RLNC.

### **1.) Past & Present Data**

- \* Current number of academic programs and services for students that address these crucial issues of personal development, growth and self-confidence
- \* Current number of academic programs and services that address Tribal identity and Tribal history
- \* Current number of programs that address specific job training skill development
- \* Past and present academic preparation for the transition to 4 year colleges

### **4.) Results**

- \* Higher levels of student satisfaction with RLNC resources and services
- \* Higher numbers of RLNC transfers to 4 yr. colleges
- \* Stronger RLNC Alumni loyalty and future participation of RLNC activities
- \* Improving Accountability Measures & steadily improving Institutional Dashboard
- \* Improving student satisfaction levels

### **2.) Future Indicators of Improvement**

- \* Increased numbers of academic programs and services that address each of the four segments of the RLNC Learning Circles
- \* Increased student success in all areas of academic performance due to exposure to the four segments of the Learning Circle model
- \* Increased visible indicators of Tribal Pride and Ojibwe language use on campus and in the RL Community

### **3.) Strategies for Improvement**

- \* Adding new programs such as the Mentor Program that matches up Faculty and Staff to serve as mentors with our RLNC students
- \* Additionally, we will add incentives such as the new Laptop Incentive policy that starts in Fall of 2011 to address improving technology training and student attendance and performance issues as well
- \* Other new policies will be such changes to help recognize and reward 1<sup>st</sup> year students will be the 1<sup>st</sup> Semester Graduation Ceremony for all new students
- \* More new changes will be the Student Graduation Ceremony Presentation where all graduating students will provide power point presentations of their life story to date and their future life goals and dreams –
- \* These new changes will encompass several of the four segments of the RLNC Learning Circles process
- \* Future new programs and policies will be added that will support our overall learning model and further improve student's self-confidence and commitment to life-long learning as indicated by the Learning Circle model
- \* The Learning Circle model will be taught in various RLNC training programs and study skills courses

## **Goal 2: Objective 2**

- 2.) The RLNC will be the leader for the entire Red Lake Nation in Ojibwe language and cultural learning for our Tribe. We will fulfill this aspect of our vision statement through the development of our Ojibwe Language & Culture Center. This new Center will be a permanent Ojibwe language resource center for our Tribe and the World and will allow the RLNC to serve as “the Ojibwe Capitol of the World.”

### **1.) Past & Present Data**

- Current number of Ojibwe language courses at the RLNC
- Current limited use of the Ojibwe language at the RLNC
- Current limited use of the Ojibwe language in the overall RL Community
- The limited number of fluent Ojibwe language speakers in the RL Community (only 100 to 150 remaining in RL) and an even smaller population worldwide
- The rising age of fluent Ojibwe language speakers and the limited number of speakers put us in a crisis mode of a race against time to take immediate action to save our Ojibwe language

### **2.) Future Indicators of Improvement**

- Increasing numbers of fluent speakers in at the RLNC, RL Community and world wide
- Increasing use of Ojibwe language on campus and in the RL Community
- Presence of the new Ojibwe Language & Culture Center at the RLNC as a permanent center for language resources for the RL Community and the World
- Increased enrollment of RL Community Members in free Ojibwe language courses
- More visible usage and fluency on campus and in the RL Community

### **3.) Strategies for Improvement**

- Require at least one Ojibwe language course for all students at the RLNC
- Require at least one Ojibwe language course for all RLNC employees, Board, Administration, Faculty and Staff
- Required Ojibwe language and culture training for all RLNC employees
- Seek and obtain more language preservation grants for our efforts
- Establish Ojibwe language immersion classes for young children in Head Start through 6<sup>th</sup> grade
- Offer free Ojibwe language courses at the RLNC for the RL Community
- Develop and implement bilingual Ojibwe language signage throughout the campus and in the RL Community

### **4.) Results**

- Increased use of RLNC Ojibwe language tools and resources by RL Community Members
- Increased enrollment in RLNC Ojibwe language courses by FT and PT students
- Higher use of RLNC as a resources center by external, non RL Tribal entities and educational institutions
- Greater use of the Ojibwe Language & Culture Center as an International center that other Tribes seek out information and resources from
- RLNC’s Ojibwe Language & Culture Center is viewed as the “Ojibwe Capitol of the World”

**Goal 3:**

- 3.) The Red Lake Nation College is fully committed to an integrated process of continuous institutional and professional improvement of its delivery of educational services and learning. The use of our Continuous Improvement Circles model in all aspects of our educational and student services operations will help us maintain our focus on continual improvement as an ongoing institutional goal.

**Objectives:**

- 1.) We will strive to build the capacity of the College through newly established organizational processes and by committing ourselves to the process of using our Continuous Improvement Circles that will ensure continuous improvement.
- 2.) We will strive to build the capacity of the College through a stable and constantly growing financial base for academic program and student services.
- 3.) We will build the capacity of the College through optimal use of technology in support of programs and services.

### **Goal 3: Objective 1**

- 1.) We will strive to build the capacity of the College through newly established organizational processes and by committing ourselves to the process of using our Continuous Improvement Circles that will ensure continuous improvement.

#### **1.) Past & Present Data**

- Present numbers and types of RLNC committees and meetings
- Present inter-department reporting and feedback procedures
- Present numbers of reported incidents of policy and procedure noncompliance incidents
- Present number of policy and process training sessions for staff and students
- Past limited RLNC budget and grant resources to provide academic programs and student services

#### **2.) Future Indicators of Improvement**

- Increased numbers of RLNC policy and process training sessions
- Increased employee and staff participation on committees and attendance at meetings
- Reduction in number of RLNC policy and procedure noncompliance incidents
- Documentation of improved efficiency of RLNC processes

#### **3.) Strategies for Improvement**

- Acquire the human and physical resources necessary to make improvements to our RLNC capacity
- Look for opportunities for internal, inter-departmental communication & collaboration
- Provide employees with proper training and job descriptions so they understand our policies and procedures
- Build institutional and departmental accountability measures
- Disseminate and adopt higher education best practices at all levels
- Perform quarterly and annual reviews of operational processes to analyze what is and is not working
- Publish an RLNC Annual Report which reviews our progress all aspects of our College operations

#### **4.) Results**

- Increased documented progress toward achievement of RLNC's institutional goals
- Improved levels of service for our students, increased efficiency and productivity from our RLNC staff
- Greater student and stakeholder satisfaction with RLNC through satisfaction surveys that will be utilized for most RLNC processes

### **Goal 3: Objective 2**

- 2.) We will strive to build the capacity of the College through a stable and constantly growing financial base for academic program and student services. Furthermore, we will become financially independent through aggressive grant fund raising efforts and achieving Candidacy Status by Spring 2013.

#### **1.) Past & Present Data**

- Past limited RLNC budget resources
- Past and present Tribal funding levels for the RLNC
- Past lack of an IRS Tax Exempt 5019(c)(3) status for RLNC limited grant application opportunities
- Past limited grants applied for was very minimal
- Past and present numbers of grant applied for
- Present lack of individual donor and Tribal community giving and fund raising events
- Past lack of an experienced Development Director and Grant Writer
- Past and present academic and students services needs that require financial resources
- Past lack of a long term RLNC development plan and grant fund raising strategy
- Past lack of corporate donors and private foundation fund raising

#### **2.) Future Indicators of Improvement**

- Increased numbers of grants applied for that support our RLNC mission and vision statements and long term strategic plans
- Decreasing requests for Tribal General Funds to establish financial and organizational independence that is required for acceptance into the HLC Candidacy Program
- Improvement toward goal of financial self-sufficiency and organizational independence
- Increased number of individual donor and Tribal community giving and fund raising events
- Increased number of corporate donors and private foundation donors
- Increased individual donations through College website donations tab

#### **3.) Strategies for Improvement**

- Continue aggressive current grant fund raising activities by applying for at least 10 grants in 2011
- Continue aggressive current grant fund raising efforts by raising at least \$1M in new grant in 2011
- Once we obtain at least three new grants in 2011, then hire a CFO to help lead our efforts at separation from the Tribe for financial self-sufficiency, independence & eventual HLC Candidacy by Spring 2013
- Focus on grants that align with the mission, vision and goals of the RLNC
- Responsibly follow and administer our College budget to reflect the needs of the RLNC and the granting agencies policies and procedures
- Monthly, Quarterly and Annual budget process that provides regular reviews of our financial situation
- Constantly seek out new potential revenue streams based on new education and customized training opportunities that align with our RLNC mission, vision and goals

#### **4.) Results**

- Annual Budgets that reflect and meet the needs, goals and strategic plans of the RLNC
- Qualified staff of a CFO, accounting, accounts payable and payroll staff to manage RLNC financial operations
- Increased donor base and numbers of donors
- Higher grant revenues relative to Tribal General Fund contributions to achieve financial independence from the Tribe by Spring 2013

### **Goal 3: Objective 3**

- 3.) We will build the capacity of the College through optimal use of technology in support of programs and services.

#### **1.) Past & Present Data**

- Past and present use of technology in classroom instruction
- Past and present use of technology to facilitate management information
- Present measurements of electronic technology usage
- Present lack of technological literacy and capability of students, faculty and staff
- Present number of suggestions and contacts from RLNC website
- Use of social media opportunities to advance the RLNC
- Present levels of satisfaction with technology resources at the RLNC

#### **2.) Future Indicators of Improvement**

- Increased use of technology in all classroom instruction, not just Computer classes
- Increased computer and technology capabilities of RLNC classrooms
- Improved software for management of higher education information and for financial management
- Increased electronic media usage measurements
- Increased numbers of social media initiatives
- Higher use of computer labs and higher participation in the Laptop Incentive Policy program

#### **3.) Strategies for Improvement**

- Build state of the art technology resources as a crucial component of our new RLNC campus
- Require at least one computer class for all RLNC students
- Develop simple, secure, seamless online giving on RLNC website
- Utilize RLNC website to collect feedback and suggestions for further improvements
- Fully integrate student and graduate information management software between Finance, Student Services and Assessment to better manage and analyze RLNC outcomes
- Develop and offer more ITV learning opportunities to bridge the great distances between Red Lake and other educational institutions
- Utilize social media to advance RLNC initiatives
- Provide technology training that is both formal and informal to students and community members such as our free Elder's Computer class
- Develop the use of an electronic message board on campus that provides up-to the minute information for students, faculty and staff
- Implement the Laptop Incentive Policy program to encourage ownership, usage and pride in being a RLNC student

#### **4.) Results**

- Increased use of technology by RLNC students and employees
- Integrated business and student databases for improved analysis of businesses
- Greater RLNC online presence
- Increased use of RLNC website
- Increasing student satisfaction levels regarding RLNC technology training and resources

**Goal 4:**

- 1.) The Red Lake Nation College has started to develop its own academic courses with its own instructors starting with 24% (15credits of 62 total RLNC credits offered) of our own RLNC courses offered in the Fall of 2011 and increasing to the point of offering 100% of our own courses by the Spring semester of 2013. Our primary academic goals are to create and build excellent and effective RLNC learner centered academic programs and student support services that serve the needs of our Tribal Community.

**Objectives:**

- 1.) We will build the capacity of the RLNC to serve long-term student success.
- 2.) We will build the capacity of the RLNC through a focus on providing excellent academic programs, first year student success and continuing student retention.

## **Goal 4: Objective 1**

- 1.) We will build the capacity of the RLNC to serve long-term student success.

### **1.) Past & Present Data**

- Present numbers of RLNC graduates and their current employment status
- Present numbers of RLNC graduates at 4 year institutions
- Past and present numbers of articulation agreements
- Present number of degree programs and customized training programs offered
- Present job placement rates, academic student success, transfer rates to four year schools and retention rates

### **2.) Future Indicators of Improvement**

- Increased number of RLNC created courses and academic programs
- Acceptance into the Higher Learning Commission's Candidacy Program
- Increased number of RLNC alumni at four year institutions
- Increased number of RLNC graduates employed
- Increased number of articulation agreements
- Improvements in all aspects of the RLNC institutional dashboard
- Improvements in the Student Council and student activities participation
- Improvements in the number of students applying for and receiving scholarships
- Improved student satisfaction levels with their RLNC academic programs and services

### **3.) Strategies for Improvement**

- Create, maintain and build RLNC academic programs and degree programs that meet our Red Lake community Tribal needs
- Create, maintain and build RLNC academic programs and degree programs that are appropriate for long-term student success
- Coordinate and offer free "transfer campus tours" for potential four year transfer students to visit and host visits from four year schools
- Monitor and maintain contact with successful RLNC students at four year institutions
- Develop more formal job placement and career counseling services and programs
- Monitor and report on RLNC students at four year institutions

### **4.) Results**

- Acceptance into the Higher Learning Commission's Candidacy Program
- More accredited academic degree programs that meet the needs of our Red Lake Community
- Increased number of articulation agreements
- Increased rates of student academic achievement, job placement, retention and transfers to four year institutions
- Improvements in student satisfaction levels with academic programs, training programs and student services
- Improvements in the number of students applying for and receiving scholarships
- Improvements in all aspects of the RLNC institutional dashboard



## **Goal 4: Objective 2**

- 2.) We will build the capacity of the RLNC through a focus on providing excellent academic programs, first year student success and continuing student retention.

### **1.) Past & Present Data**

- Established “required” new student orientation programs as part of our “intrusive counseling techniques”
- Since our current and past analysis of our student data indicates our students do not have strong family educational histories or support structures to help them be successful in college, the RLNC must step in and fill that void
- Also, we will offer as many additional remedial courses as necessary to meet the demands of the current high school graduates from our Community school
- Past and present need for financial aid assistance to fill out forms
- Past and present need for help with application forms
- Past and present attendance at orientation workshops and first year student workshops

### **2.) Future Indicators of Improvement**

- Increased numbers of RLNC students graduating with two year degrees and attending and completing four year programs
- Increased usage of Free Tutoring programs for students
- Increase in number of campus events
- Increase in student and employee participation in campus events
- Increased student satisfaction levels with RLNC
- Improvements in all aspects of student retention rates
- Improvements in course completion rates and all aspects of the Institutional Dashboard

### **3.) Strategies for Improvement**

- Provide new student orientation programs
- Provide more “student retention workshops” to address student needs and retain students
- Add a new RLNC staff person as the Recruitment & Retention Counselor – with their main responsibilities to recruit and retain RLNC students
- Established a new Mentor Program that started in February 2011
- Establish more student activities and clubs to help improve retention
- Encourage and promote participation in Student Council
- Encourage and promote student participation in scholarship fund applications and student academic competitions
- Promote and encourage the new Laptop Incentive Policy for all students starting in the Fall of 2011 to help support increased student retention
- Promote the First Semester Graduation Ceremonies that will be held at the end of each Semester for students who successfully complete their first semester at RLNC to help celebrate initial academic success and encourage them to continue on toward RLNC graduation
- Continue to offer one-on one help with financial aid applications and RLNC registration

### **4.) Results**

- Increased student retention rates and increased numbers of students who graduate and continue on to four year degree programs
- Improvements in all aspects of the Institutional Dashboard
- Improved engagement and communication among students, faculty and employees

**Goal 5:**

- 5.) As we achieve our main RLNC academic and student services goals, we are striving to obtain entrance into the Higher Learning Commission's Candidacy Program by the end of Spring Semester in June 2013.

**Objective:**

- 1.) We have developed a human resources and management plan to address student and organizational needs in order to achieve our Higher Learning Commission's Candidacy Program goal by June 2013. This is a team approach we are utilizing to address several key aspects of HLC Candidacy Program requirements at the same time. This entire plan is detailed on the RLNC HLC Candidacy Program Flowchart listed in Appendix 1. Please see that one page summary of our plans and timelines needed in order to achieve our Candidacy Program goal.

**Goal 6:**

- 6.) Our major enrollment goal is to recruit and retain at least 200 students in college by the Fall Semester of 2014 and maintain a three year graduation rate of at least 25%. These recruiting goals will be accomplished by building the capacity of the College while striving for standards of excellence and being an active member of our Red Lake Community.

**Objectives:**

- 1.) We will become a more active and involved member of our Red Lake Community to show our support for Community functions and to help provide more education and training opportunities for Tribal members through recruiting efforts during Tribal and Community events. We have developed a list of key RLNC marketing strategies to assist in the recruitment and retention of students.

## **Goal 6: Objective 1**

- 1.) We will become a more active and involved member of our Red Lake Community to show our support for Community functions and to help provide more education and training opportunities for Tribal members through recruiting efforts during Tribal and Community events. We have developed a list of key RLNC marketing strategies to assist in the recruitment and retention of students.

### **1.) Past & Present Data**

- Past and present recruiting percentages of high school graduates from our community
- Past and present number of external recruiting visits and efforts
- Past and present PSEO student enrollment of our Red Lake high school students
- Past and present numbers of customized training programs offered for Red Lake community businesses and organizations
- Past and present RLNC promotional brochures, websites and marketing materials for recruiting purposes
- Current records of RLNC facilities use by external parties

### **2.) Future Indicators of Improvement**

- Increased student enrollment and larger percentages of Red Lake high school students attending RLNC
- Increased numbers of recruiting visits to external locations in the Red Lake Community and beyond
- Higher traffic on RLNC website and larger numbers of donations to our website donations tab
- Improved visibility and professional presence of RLNC at Tribal and community events
- Increased regular visits to Red Lake High School of our RLNC staff
- Increased numbers of community education and customized training programs offered for Red Lake community members and Red Lake businesses and organizations
- Increased numbers of external stakeholders and partners identified

### **3.) Strategies for Improvement**

- Develop and publish a quarterly newsletter to inform the public and Red Lake Community of RLNC activities and events which will result in improved media coverage for the RLNC
- Hire a Recruitment & Retention Counselor to coordinate all RLNC recruiting efforts and visits
- Use Tribal PR representative to publicize RLNC successes such as the 2011 Education Summit
- Use RLNC staff and students to attend community events, pow wows and conferences as representatives and recruiting ambassadors
- Utilize social media tools to communicate RLNC educational and training programs, initiatives and events
- Establish the RLNC Ojibwe Language & Culture Center as the central resource for Ojibwe language & culture for our Tribe and the world
- Identify all external stakeholder groups that are critical to RLNC's success and establish a solid relationship with them
- Regularly attend and present to the Red Lake Tribal Council, Tribal Community and other critical external stakeholders

### **4.) Results**

- Permanent RLNC staff to focus on recruitment and retention
- Increased student enrollment and retention numbers and percentages
- Increased visibility, awareness and professional presence of RLNC and our education programs and training programs in the Red Lake Community
- Higher number of educational programs & customized training programs offered that meet the Red Lake Community needs
- Increased number of educated and trained Red Lake citizens and employees who benefit from the RLNC

**Goal 7:**

- 1.) The Red Lake Nation College will plan, develop and aggressively seek public and private grant funding and financing to continually improve all College operations and a new RLNC campus. Our major facilities goal is to break ground on a new RLNC campus by 12/31/13. A new campus will be needed in order to provide the most ideal learning environment with the best possible educational resources for our Tribal Member students in an environmentally friendly facility.

**Objectives:**

- 1.) We will develop and complete our detailed new campus Master Plans by May 31, 2011 and break ground on a new campus by 12/31/13 in order to provide an excellent learning environment for our students and Red Lake Community Members.

## **Goal 7: Objective 1**

- 1.) We will develop and complete our detailed new campus Master Plans by May 31, 2011 and break ground on a new green campus by 12/31/13 in order to provide an excellent learning environment for our students and Red Lake Community Members.

### **1.) Past & Present Data**

- Past and present data and information on RLNC and Red Lake Community educational and training needs that will need facilities resources to support these programs
- Present number of academic space needs, student services space concerns and staff and Community Member space needs identified
- Present number of potential grant and capital funding sources identified
- Present number of potential green technologies and building processes identified
- Present number of recycling initiatives and green technology operational efficiencies identified
- Present utility costs
- Past and present environmental academic and educational programs

### **2.) Future Indicators of Improvement**

- Increased number of capital funding sources identified and applications submitted
- Increased number of green, sustainable, renewable technology initiatives identified in campus master plan
- Increased number of department and program considerations identified and incorporated into campus master plan
- Increased employee, student and external stakeholder satisfaction with campus development
- Increased number of environmentally driven policies and procedures
- Reduction in utility costs and decreased carbon footprint
- Increased number of renewable energy training programs and resources available through RLNC and our community partnerships
- Developing an Environmental Science Program to address Red Lake Community education and training needs

### **3.) Strategies for Improvement**

- Complete RLNC Master Plan process by 5/31/11 and use this as the basis to plan and obtain grant and private financing for our new campus facilities
- Identify and aggressively pursue sources of grant and capital funding for the RLNC
- Implement environmentally driven campus policies and procedures
- Support and encourage student participation in recycling and “green campus” efforts that are environmentally friendly
- Communicate our “green campus” philosophy and how they are in line with our Ojibwe values of respect, honesty and humility that indicate we must live in harmony with Nature

### **4.) Results**

- Excellent, beautiful and sufficient new learning environment for RLNC students and Red Lake Community Members
- New green, lush campus that will improve the performance of students, faculty, staff and Community Members who participate in education programs or services at the RLNC
- Graduation Ceremonies performed in a powerful and spiritual Ojibwe setting
- Our “green campus” policies and procedures will reflect our Ojibwe values of respect, honesty and humility
- The RLNC will be recognized as a leader & center for environmentally friendly technologies, policies and environmental science education