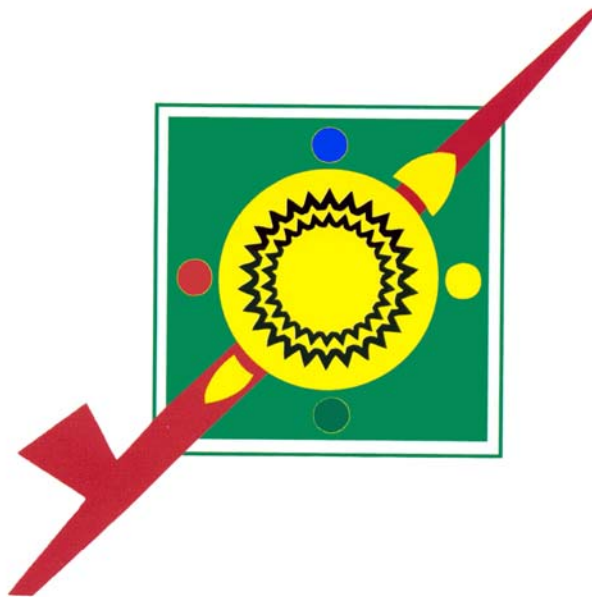


# Leech Lake Tribal College Strategic Plan 2009-2014



Leech Lake Tribal College provides quality higher education grounded in Anishinaabe values.

Leech Lake Tribal College aspires to be recognized as a center of academic excellence  
that advances the Anishinaabe worldview and empowers lifelong learners  
who are fully engaged citizens, stewards, and leaders.

OFFICIAL RELEASE DATE: 11/16/2009



# Leech Lake Tribal College

## Strategic Plan Executive Summary



Institutional planning for the development of this Strategic Plan was initiated by former President Leah Carpenter in late 2006/early 2007. The first formal leadership team meeting was held in August 2007 to train on the planning process identified in *Strategic Planning in Higher Education* by Sherie A. Tromp and Brent D. Ruben. The Higher Learning Commission's five criteria for accreditation were also reviewed.

The strategic planning framework included within this document builds on the initial and continuous planning meetings and ongoing discussions with both internal and external constituents over the period of August 2007 through March 2009.

The *Strategic Plan for 2009-2014* was submitted to the Board of Trustees for their review at the October 2009 quarterly meeting.



## Guiding Principles

*"It is vitally important that Native people a) have a sense of history and are able to connect contemporary and historical issues; b) have a sense of values; c) acknowledge physical kinship and our responsibility to these relationships; and d) understand the Circle of Life as both a privilege and a responsibility." - Dr. Henrietta Mann (Cheyenne)*

In keeping with Dr. Mann's philosophy, Leech Lake Tribal College has established the following guiding principles for following the College's Strategic Plan:

- We will acknowledge and embody the core values inherent in Anishinaabe culture and tradition.
- We will practice conscientious stewardship of our institutional resources: fiscal, human, intellectual, physical, and natural.
- We will value employees and promote professional development and growth for faculty, staff, and administrators.
- We will serve as a set of technological, intellectual, and cultural knowledge for the communities we serve.
- We will foster positive relationships with multiple constituents, collegial associations, and communities of service.
- We will help build a stronger community through promotion of healthy living, leadership, and dissemination of the Anishinaabe worldview.
- We will proactively promote a campus community that honors teaching, learning, and service.

To those ends, LLTC pledges to prepare its students to:

- Exemplify leadership skills, creative engagement, pride, and dedication to their chosen profession and civic and social responsibilities.
- Acquire the knowledge, skills, and abilities to achieve personal and professional goals.
- Demonstrate the ability to articulate an understanding of the Anishinaabe values and worldview.
- Possess the skills to research, identify, and interpret information to inform problem-solving and to inspire lifelong learning.
- Demonstrate competency in oral, written, and technological communication.
- Demonstrate competency in financial, cultural, numerical, and analytical literacy.





## Strategic Planning Implementation

A strategic plan is only as good as its implementation and execution. As a result, the College will monitor implementation and take actions as necessary to ensure the success of its 2009-2014 Strategic Plan.

An important part of this effort will be the development of relevant departmental work plans that define written meaningful strategies and indicators and measures of progress toward strategic plan execution of goals and objectives. Written quarterly reports to the Board of Trustees, College President, College community, and other stakeholders utilizing those indicators and measures of progress will be provided to the Board at their quarterly meetings.

## Leadership Committee

**Susan Butler**, Director of Information Technology

**Dr. Ginny Carney**, President

**Kyle Erickson**, Director of Advancement

**Dr. Sue Glidden**, Dean of Instruction

**Tony Jenkins**, Director of Facilities and Safety

**Dawn Kingbird**, Director of Human Resources

**Sharon Kotla**, Vice President of Operations

**Camille Naslund**, Dean of Student Affairs

**Shelly Pemberton**, Director of Finance

**Melissa Pond**, Director of Agindaasooowigamig/Library Services

**Juanita Wiley-Reopelle**, Director of the Office of Community and Continuing Education



## Strategic Planning Goals

1. Leech Lake Tribal College will be guided by its mission to provide quality higher education grounded in Anishinaabe values and by its vision to be recognized as a center of academic excellence that advances Anishinaabe worldviews and empowers lifelong learners who are fully-engaged citizens, stewards, and leaders.
2. Leech Lake Tribal College is committed to an integrated process of continuous institutional and professional improvement of its delivery of services and learning.
3. Leech Lake Tribal College will build effective learner-centered academic programs and student support services.
4. Leech Lake Tribal College will foster a spirit of inquiry and will promote culturally-responsible research among students and staff to increase knowledge and engagement in local and global society.
5. Leech Lake Tribal College will identify, engage, and serve both its internal and external constituencies.



## Goal 1

Leech Lake Tribal College will be guided by its mission to provide quality higher education grounded in Anishinaabe values and by its vision to be recognized as a center of academic excellence that advances Anishinaabe worldviews and empowers lifelong learners who are fully-engaged citizens, stewards, and leaders.

### Objectives

1. Promote the use of Ojibwemowin on campus in creative and positive ways.
2. Be known as a premier tribal college and a regional leader in education that provides a miikaana/pathway to the future for successful students and graduates.
3. Safeguard the integrity of the College through ethical, moral, and legal decisions and processes.





## Goal 1: Objective 1

Promote the use of Ojibwemowin on campus in creative and positive ways



### Strategies

- Utilize Ojibwemowin words and phrases in formal and informal, spoken and electronic communications.
- Incorporate Ojibwemowin in all curricula and in campus activities.
- Include and incorporate Ojibwemowin as a regular part of in-house employee development.
- Develop and implement bilingual Ojibwemowin/English physical campus signage and branding.

### Baseline Data

- Current use of Ojibwemowin on campus limited to greetings and conversational openers
- Number of employees who have taken or are taking Ojibwe classes
- Current number of bilingual signs on campus limited to all classrooms named in Ojibwe and bathroom signage

### Performance Indicators

- Increased use of Ojibwemowin on campus
- Increased number and variety of Ojibwemowin-learning support resources on campus
- Increased number of employees have taken or are taking Ojibwemowin classes
- Increased number of bilingual Ojibwemowin-English signs on campus

### Results

- Increased presence of Ojibwemowin in internal and external communications, including in newsletters, the website, and advertising.
- Increased number of in-house Ojibwemowin language-learning tools and opportunities on campus and in community
- Increased presence and usage of Ojibwemowin on campus and in spoken, written, and electronic communications
- Increased visibility of Ojibwemowin on campus
- Increased employee and student fluency in Ojibwe

## Goal 1: Objective 2

Be known as a premier tribal college and a regional leader in education that provides a miikaana/pathway to the future for successful students and graduates.



### Strategies

- Collaborate internally to ensure effective and high quality campus resources and services for current and prospective students and employees
- Collaborate externally to ensure transition processes and contact networks for students and graduates transitioning to post-LLTC education and chosen career fields
- Develop and implement comprehensive marketing plan to communicate initiatives and successes to campus, local area, and global community

### Baseline Data

- Current articulation agreements
- Current and past rates of academic performance, attendance, enrollment, graduation, retention, satisfaction, and transfers
- Current numbers of scholarships and internships awarded to LLTC students

### Performance Indicators

- Increased number of articulation agreements and transfers
- Increased communication and collaboration with external constituents, including the Leech Lake Band of Ojibwe, regional businesses, organizations, and higher education institutions
- Increased rates of academic performance, attendance, enrollment, graduation, retention, satisfaction, and transfers
- Increased numbers of scholarships and internships awarded to LLTC students

### Results

- Higher employee and student satisfaction with LLTC resources and services
- Higher visibility of LLTC students' and graduates' successes
- Greater visibility of LLTC's institutional successes and value to local community, regional education, and national and international Indigenous higher education



## Goal 1: Objective 3

Safeguard the integrity of the College through ethical, moral, and legal decisions and processes.



### Strategies

- Exercise personal and professional responsibility by upholding institutional, departmental, and academic policies, procedures, and best practices.
- Connect individual, departmental, and institutional decision-making processes and subsequent decisions to Anishinaabe values espoused by institution
- Abide by external contractual and legal obligations and responsibilities at the individual, departmental, and institutional levels.

### Baseline Data

- Current and past numbers of internal and external policy noncompliance incidents
- Current number of documented decisions, criteria, and rubrics incorporating Anishinaabe values espoused by the institution

### Performance Indicators

- Increased documentation of Anishinaabe institutional values influencing decision-making and decisions in meeting minutes
- Increased number of policy trainings for employees
- Reduction or lack of institutional and departmental policy noncompliance and exceptions
- Increased employee and student demonstrated understanding of and adherence to policies
- Increased grantor and external stakeholder satisfaction with LLTC

### Results

- Greater demonstrated institutional, departmental, and personal accountability and responsibility
- High levels of internal and external satisfaction with LLTC
- LLTC employees articulate and apply Anishinaabe values to individual work

## Goal 2

Leech Lake Tribal College is committed to an integrated process of continuous institutional and professional improvement of its delivery of services and learning.

### Objectives

1. Build the capacity of the College through adequate organizational processes.
2. Build the capacity of the College through a stable and adequate financial base for programs and activities.
3. Build the capacity of the College through optimal use of technology in support of programs and activities.
4. Build the capacity of the College through an adequate and efficient physical campus infrastructure in support of program and activities.



## Goal 2: Objective 1

Build the capacity of the College through adequate organizational processes.



### Strategies

- Explore opportunities for interdepartmental communication and collaboration including committee and data-collection initiatives
- Provide employees with consistent and routine policy and process training
- Build institutional and departmental accountability measures
- Disseminate and adopt best practices at all levels

### Baseline Data

- Current numbers and types of committees and meetings
- Current interdepartmental reporting and feedback procedures
- Current numbers of reported incidents of policy and procedure noncompliance issues
- Current number of policy and process training sessions

### Results

- Increased documented progress toward and achievement of LLTC institutional goals
- Smoother operations, higher levels of service, increased productivity and efficiency
- Greater stakeholder satisfaction

### Performance Indicators

- Documented improved process efficiency
- Increased numbers of campus policy and process training sessions
- Increased employee participation on committees and attendance at meetings
- Reduction or lack of campus policy and procedure noncompliance issues



## Goal 2: Objective 2

Build the capacity of the College through stable and adequate financial base for programs and activities.

### Baseline Data

- Current number of grants applied for and received relating to LLTC's mission, vision, strategic and campus plans
- Current numbers and incidents of employee volunteerism
- Current numbers of Leech Lake Band and Leech Lake area giving
- Current number of funding needs identified
- Current self-sufficiency status of Advancement Office
- Current numbers, policies, and procedures of major gifts and planned giving
- Current numbers, percentages of internal giving by LLTC employees
- Current numbers of local and area business/corporate donor giving
- Current numbers of fundraising event success – donations, participants, long-term giving relationship statistics
- Current number of contacts with current donors
- Current numbers of community volunteers involved in LLTC fundraising

### Performance Indicators

- Increased number of targeted grants applied for and received relating to LLTC's mission, vision, strategic and campus plans
- Increased numbers of employee giving and incidents of employee volunteerism at campus and community events
- Increased number of Leech Lake Band and Leech Lake area giving
- Decreased grant demand on general funds
- Improvement toward goal of financial self-sufficiency of Advancement Office
- Increased numbers of major gifts over \$5000 and planned giving
- Improve internal giving to 100%
- Increased number of corporate donors at a rate of 2 new donors per month
- Increased numbers of fundraising event success – donations, participants, long-term giving relationship statistics
- Increased giving numbers from current donors
- Increased numbers of community volunteers involved in LLTC fundraising
- Reduction or lack of Finance Office policy noncompliance issues

### Strategies

- Cultivate internal giving by promoting employee philanthropy and volunteerism
- Identify and cultivate external mutually-beneficial relationships
- Target and apply for grants that align with the mission, vision, and goals of LLTC
- Responsibly and responsively administer LLTC institutional and departmental budgets to reflect the needs of LLTC
- Adhere to all Finance Office and grantor policies and procedures and fulfill all funding contractual obligations

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### Results

- Budgets that reflect and meet the needs and priorities of LLTC and its strategic plan
- Employees well-versed in Finance Office policies and procedures
- Increased Finance Office efficiency
- Increased stakeholder participation in fundraising
- Increased donor base
- Increased grant revenue

## Goal 2: Objective 3

Build the capacity of the College through optimal use of technology in support of programs and activities.



### Baseline Data

- Current use of technology in classroom instruction
- Current use of technology to facilitate knowledge management
- Current number of social media initiatives to advance the college
- Current measurements of electronic technology usage
- Current number of LLTC online feedback opportunities
- Current levels of satisfaction with technology resources

### Performance Indicators

- Increased use of technology to facilitate knowledge management and technological instruction
- Increased numbers of social media initiatives to advance the mission of the college
- Increased number of LLTC online feedback opportunities
- Increased electronic media usage measurements


### Strategies

- Provide state-of-the-art technology resources
- Develop simple, secure, seamless online giving on LLTC website
- Utilize LLTC website to collect feedback and suggestions
- Work with Information Technology to improve utilization of IT resources through policies and procedures
- Utilize social media to advance institutional and departmental missions, successes, and activities
- Demonstrate compliance with IT policies and procedures
- Provide technology training classes/ opportunities through OCCE
- Integrate student/graduate information management software between Finance Office, Student Services, and Assessment as appropriate and able
- Develop and maintain ITV and web-based course delivery capacity
- Develop central repository of key instructional technology

### Results

- Increased usage of LLTC website
- Increased use of technology by LLTC students and employees
- Greater LLTC online presence
- Integrated business and student databases





## Goal 2: Objective 4

Build the capacity of the College through an adequate and efficient physical campus infrastructure in support of program and activities.

### Baseline Data

- Current number of prospective capital funding sources identified
- Current number of green technologies/building concerns identified in campus building/grounds/maintenance planning
- Current number of academic space considerations identified
- Current number of environmentally-driven policies and procedures
- Current number of recycling initiatives and rates of recycling
- Number of grants identified to retrofit current buildings to green technology

### Performance Indicators

- Increased employee, student, and external stakeholder satisfaction with campus development
- Increased numbers 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 number of environmentally-driven policies and procedures
- Improvement toward goal of green and sustainable building technologies

### Strategies

- Develop 10-year master campus plan with a focus on green technology
- Identify and pursue sources of capital funding
- Implement environmentally-driven policies and procedures as appropriate
- Demonstrate compliance with Maintenance policies and procedures
- Protect and maintain campus physical resources through policies and actions

### Results

- High quality infrastructure and facilities
- Logical construction and development of LLTC physical campus
- Green campus will reflect institutional environmental values
- Campus policies and procedures will reflect environmental values
- Green buildings utilizing sustainable technology

## Goal 3

Leech Lake Tribal College will build effective learner-centered academic programs and student support services.

### Objectives

1. Provide an effective learning environment.
2. Build the capacity of the College to serve long-term student success.
3. Build the capacity of the College through a focus on first-year and continuing student retention.
4. Build the capacity of the College through excellent academic programs and focus on first-year and continuing student academic progress.
5. Build the capacity of the College through realistic and achievable assessment practices.



## Goal 3: Objective 1

Provide an effective learning environment.



### Strategies

- Improve physical campus environment with lifestyle improvements, including improved parking, conference center, and healthy food services
- Ensure academic study space available for students
- Improve the number and ratio of fulltime to adjunct faculty
- Provide faculty with means to maintain healthy work-life balance, including faculty lounge
- Expand distance education opportunities
- Develop campus interest groups/clubs, including drama and writing
- Develop physical and electronic library resource collections that reflect the academic and cultural needs and interests of LLTC library users

### Baseline Data

- Current fulltime/adjunct faculty ratio
- Current circulation statistics
- Current number of campus interest groups
- Current student research performance
- Current number of student amenities

### Performance Indicators

- Increased number of fulltime faculty
- Increased attendance and participation at campus events
- Increased distance learning opportunities
- Increased number of lifestyle improvements identified in campus master plan
- Increased stakeholder satisfaction with campus space and professional development resources

### Results

- Greater employee and student satisfaction
- More cohesive campus environment
- Effective learning spaces available to students



## Goal 3: Objective 2

Build the capacity of the College to serve long-term student success.

### Baseline Data

- Current number of alumni employer and local business contacts unknown
- Current numbers of LLTC alumni at 4-year institutions unknown
- Current numbers of LLTC alumni employed unknown
- Current library circulation and reference transaction statistics
- Current numbers of articulation agreements, accredited degrees
- Current rates of student academic success, job placement, retention, transfers

### Performance Indicators


- Increased number of alumni employer and local business contacts
- Increased numbers of LLTC alumni at 4-year institutions
- Increased numbers of LLTC alumni employed; current LLTC alumni reported success in chosen career field
- Increased library circulation and reference transactions
- Increased number of accredited academic degree programs
- Increased number of articulation agreements
- Increased numbers of students applying for and awarded internships and scholarships
- Increased numbers of tests administered
- Increased rates of student academic success, job placement, retention, transfers
- Increased Student Senate participation
- Increased student satisfaction with library

### Strategies

- Maintain and expand academic program and degree offerings appropriate for long-term student success
- Provide transfer trips to four-year academic institutions
- Assess LLTC graduate success in four-year institutions
- Target an increase in students continuing at four-year institutions and completing bachelor's degrees
- Develop a formal job placement program
- Administer test-proctoring services

### Results

- Accredited academic degree programs
- Increased number of articulation agreements
- Increased numbers of students applying for and awarded internships and scholarships
- Increased library circulation and reference transactions
- Increased rates of student academic success, job placement, retention, transfers
- Increased Student Senate participation
- Increased student satisfaction with campus resources



## Goal 3: Objective 3

Build the capacity of the College through a focus on first-year and continuing student retention.

### Baseline Data

- Current number of campus events with current numbers of employee and student attendance/participation
- Current numbers/percentages of new and returning students participating in orientation
- Current number of advising contacts/appointments during semester
- Current numbers of “special topics” workshops; current numbers of attendance at workshops
- Current number and amount of available scholarship funds
- Current number of TRiO advising sessions/student contacts
- Current numbers of students attending financial aid workshops
- Current numbers of students applying for scholarships, numbers and amounts of scholarships

### Performance Indicators


- Increased number of campus events with increased numbers of employee and student attendance/participation
- Increased number and amount of available scholarship funds; increased number of LLTC students earning scholarships and increased amounts of scholarships
- Increased numbers of Leech Lake area graduates attending and completing 2-year and 4-year degree programs
- Increased rates of academic success, enrollment, retention in targeted age group
- Increased student satisfaction with library resources
- Increased Learning Center usage statistics

### Strategies

- Provide student orientation
- Recognize and publicize student success
- Provide intensive academic advising
- Coordinate retention activities on campus
- Provide peer tutors/mentors
- Coordinate and facilitate student “special topics” workshops
- Attend, organize, or volunteer at campus and campus-sanctioned events
- Increase available scholarship funds
- Promote leisure reading with collection materials and displays
- Create library promotional information to hand out at orientation
- Monitor and coordinate Student Senate
- Provide student employment opportunities
- Communicate advertised internship and scholarship opportunities to students
- Provide financial aid workshops

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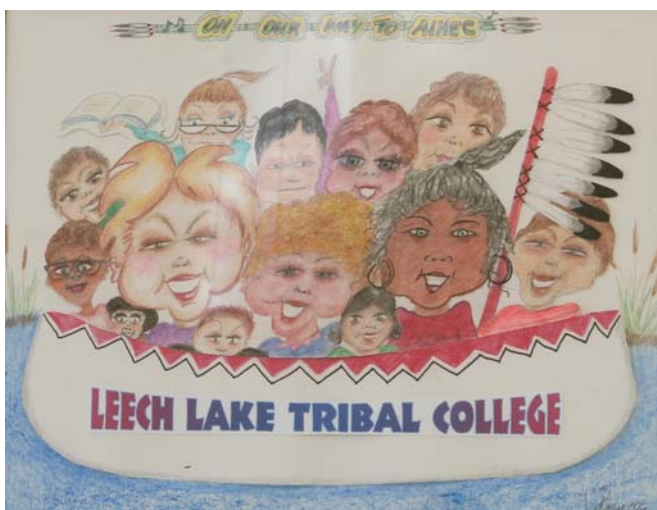
### Results

- More engaged students and employees
  - Higher quality interpersonal communication between employees and students
  - Decreased student financial stressors leading to increased academic engagement
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## Goal 3: Objective 4

Build the capacity of the College through excellent academic programs and focus on first-year and continuing student academic progress.



### Baseline Data

- Current numbers of enrollment in specific academic programs and courses
- Current rates of academic success
- Current collaborations between faculty and staff
- Current number of articulation agreements
- Current course documentation

### Performance Indicators

- Increased number and enrollments in academic programs and specific courses
- Increased rates of academic success
- Increased collaboration between faculty and staff
- Increased number of articulation agreements
- Documented improvement in course syllabi

### Strategies

- Maintain and expand academic program offerings
- Uphold academic expectations, policies, and standards
- Assure adequate resources for high quality course development and delivery
- Align syllabi, course outlines, course outcomes, course materials with institutional and departmental mission and goals
- Integrate academic curricula into development of library resources and services
- Develop and offer paid student internship opportunities integrated with academic degrees and certificates
- Maximize use of instructional technology for classroom and alternative methods of instructional delivery
- Develop behavioral and social science programs and articulation agreements

### Results

- High quality academic programs
- High quality academic support in information services
- Balanced curriculum offerings in Arts and Humanities, Science and Technology, and Professional Studies

## Goal 3: Objective 5

Build the capacity of the College through realistic and achievable assessment practices.



### Strategies

- Implement systemic review of curricula in current programs
- Implement assessment plans at the academic divisional, programmatic and course levels
- Improve student learning assessment and feedback
- incorporate assessment and feedback into course planning and review
- Maintain effective faculty performance review processes, including clear and objective criteria for standards of excellence
- Continue consistent collecting and reporting of data in monthly reports

### Baseline Data

- Current process for evaluating and revising syllabi outcomes and objectives
- Current midterm and end of semester student survey results
- Current use of a newly developed course evaluation to determine whether course objectives are being met in the classroom and to determine a need to change teaching strategies, assessment tools, and course outcomes.

### Performance Indicators

- Increased systemic review and assessment of curricula in all programs and levels
- Incorporation of assessment and feedback into course planning and review.
- Department heads have a systematic and equivalent document from which they can decide programmatic changes needed.
- Continued and effective ability to evaluate whether faculty and staff are meeting the mission of the College.
- Increased collection of assessment data

### Results

- Syllabi, assessment, and lesson plans for each class taught each semester will be on the college intranet site for easier review and progress checks.
- Ability to compile a master list of outcomes by program in order to determine programmatic effectiveness and whether programs are meeting the mission of the College.

## Goal 4

Leech Lake Tribal College will foster a spirit of inquiry and will promote culturally-responsible research among students and staff to increase knowledge and engagement in local and global society.

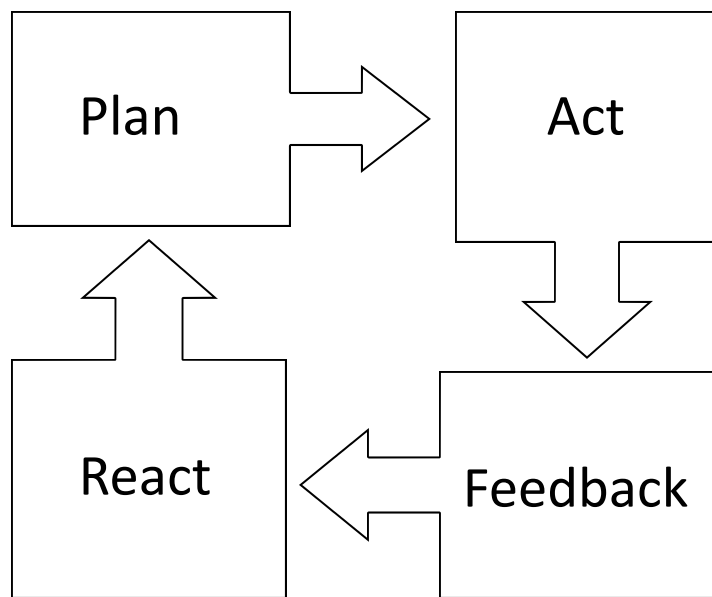
### Objectives

1. Develop a “learning organization” perspective that allows faculty, staff, and students the opportunity to take risks and grow—try, fail, learn, try again.
2. Provide learning and professional development opportunities to faculty and staff.
3. Develop a “green” campus focus on current and planned buildings, grounds, human activities, and learning on campus.



## Goal 4: Objective 1

Develop a learning organization perspective that allows employees and students the opportunity to take risks and grow.



### Strategies

- Formal institutional adoption of learning organization principles
- Departmental incorporation of learning organization principles
- Research and communicate learning organization principles, expectations of growth, collaboration and innovation
- Communicate campus incidents and stories that demonstrate learning organization principles in action
- Encourage innovation in campus services
- Incorporate reporting failures and “lessons learned” in monthly department report
- Share innovative successes as appropriate with colleagues and extended profession
- Research, disseminate, and incorporate learning organization principles in daily workflow

### Baseline Data

- Current learning organization principles in place
- Current innovations, successes, and failures reported institutionally and departmentally
- Current levels of employee satisfaction

### Performance Indicators

- Increased number of learning organization principles in place
- Increased number of innovations, successes, and failures reported institutionally and departmentally
- Increased levels of employee satisfaction

### Results

- Increased employee job satisfaction
- Increased documented incidents of collaboration, innovation, and growth
- Increased number of academic program-related on-campus student learning opportunities

## Goal 4: Objective 2

Provide learning and professional development opportunities to faculty and staff.



### Baseline Data

- Current numbers of on-campus professional development opportunities
- Number of professional development opportunities being attended; number of reports/lessons learned submitted by attendees to supervisors
- Current numbers of employees with professional certifications and advanced degrees

### Strategies

- Focus on employee development as institutional priority
- Provide on-campus employee development opportunities
- Encourage employee contributions to respective professions, including the higher education professions and specifically tribal college professions

### Performance Indicators

- Increased number of on-campus professional development opportunities
- Increased numbers of professional development opportunities attended/acted upon
- Increased reporting of lessons learned, applicable info to supervisors
- Increased number of employees with professional certifications and advanced degrees

### Results

- Enhanced learning and exposure to professional development opportunities
- Professional development as part of LLTC environment
- LLTC employees will model professionalism in daily work



## Goal 4: Objective 3

Develop a green environmental focus on current and planned buildings, grounds, human activities and learning.



### Baseline Data

- Current number of campus green initiatives
- Current number of environmental resources available in library
- Current environmental scanning data on need for green technology training
- Current number of academic program and campus events with environmental focuses
- Current number of environmentally-focused green initiatives such as recycling
- Current renewable energies training programs and resources available
- Current utility costs
- Current carbon footprint data

### Performance Indicators

- Increased numbers of campus green initiatives
- Increased number of renewable energy research projects happening in Leech Lake area and incorporated into LLTC curricula
- Increased number of environmental library resources and library displays
- Increased number of green building initiatives in campus master plan
- Increased number of renewable energies training programs and resources available through LLTC and community partnerships
- Reduction in utility costs
- Decreased carbon footprint

### Strategies

- Gain needed professional certifications to offer professional programs in renewable energies
- Encourage student participation in developing a green campus
- Collaborate with external stakeholders to provide LLTC students with renewable energies research opportunities
- Communicate campus green building and other news, information, and resources through electronic media
- Promote environmental awareness through library collection materials and across campus
- Train renewable energy technicians for external stakeholders

### Results

- Students will take ownership of green initiatives and apply their learning to their academic and career goals
- Environment and sustainability focus represented in information resources
- Leech Lake recognized as a center for sustainable technologies

## Goal 5

Leech Lake Tribal College will identify, engage, and serve both its internal and external constituencies.

### Objectives

1. Foster consistent communication to identify and respond flexibly to internal and external change forces.
2. Develop service-oriented programs, communication and activities that engage and serve internal stakeholders.
3. Develop service-oriented programs, communication and activities that engage and serve external stakeholders.
4. Develop alumni programs that track success and engage alumni in student and college development.



## Goal 5: Objective 1

Foster consistent communication to identify and respond flexibly to internal and external change forces



### Baseline Data

- Current communication systems/processes/procedures/policies in place
- Current number of recorded/reported miscommunication incidents
- Current policies/procedures/templates for external media releases
- Current types of centralized institutional data
- Current number of external contacts involved with academic program planning and review processes
- Current number of media contacts
- Current environmental scanning events

### Performance Indicators

- Increased number of communication systems/processes/procedures/policies developed
- Reduction in grievances
- Increased media releases
- Increased number of biennial environmental scanning events
- Increased number of external contacts involved with academic program planning and review processes

### Strategies

- Assess potential for development and expansion of LLTC academic programs
- Attend and present to Leech Lake Tribal Council, Local Indian Councils, and Local Indian Education Councils regarding LLTC successes and academic program information
- Develop, align, and prioritize departmental work according to institutional goals and priorities
- Engage area businesses, organizations, and schools with ties to LLTC in academic curricula and program planning and review
- Publicize college-related news, events, and information using social media tools

### Results

- Increased media coverage of LLTC
- Increased access to centralized institutional data
- Decreased incidents of miscommunication about LLTC in the community
- Increased external satisfaction with academic programs by potential LLTC student/graduate/alumni employers and educators

## Goal 5: Objective 2

Develop service-oriented programs, communication and activities that engage and serve internal stakeholders.



### Baseline Data

- Current number of employee and student attendance at Monday Drum and Potluck
- Current number of interdepartmental standing/working committees and employee participation
- Current number of departmental annual reports
- Current number of institutional and departmental internal and external communication initiatives
- Current levels of employee meeting attendance and event participation
- Number of existing interdepartmental policies, procedures, and processes

### Performance Indicators

- Increased attendance and participation in campus events
- Increased attendance at faculty/staff meetings
- Increased committee participation and productivity
- Increased number of communications to internal stakeholders
- Increased numbers of campus events

### Strategies

- Develop mutually-supportive, mutually-beneficial interdepartmental relationships by attending employee meetings regularly, cross-training, and participating in internal working committees
- Attend, organize, and volunteer at campus student/staff events regularly
- Communicate relevant information and resources via face-to-face, phone, email, and social media initiatives
- Encourage student and staff use of LLTC campus, resources, and programs
- Participate in internal working committees

### Results

- Higher quality interpersonal communication among employees and students
- Increased understanding of how to communicate as an institution and as members of an institution
- Increased employee and student knowledge about campus, departments and events

## Goal 5: Objective 3

Develop service-oriented programs, communication and activities that engage and serve external stakeholders.



### Baseline Data

- PSEO student enrollment records
- Current number of LLTC Library/Agindaasowigamig posts and blog hits
- Current numbers of community and continuing education classes and participants
- Current records of facilities use by external parties

### Performance Indicators

- Increased numbers of campus activities with increased participation
- Increased numbers of external stakeholders identified
- Increased LLTC presence and visibility at community events and organizations
- Increased reports and evidences of external stakeholder satisfaction
- Increased virtual traffic on LLTC website and LLTC Agindaasowigamig/Library blog
- Increased numbers of community and continuing education classes and participants
- Increased facilities use by external parties

### Strategies

- Attend community events and conferences as ambassadors and representatives of LLTC
- Communicate LLTC initiatives, programs, events, and activities externally using social media tools
- Develop further post-secondary educational opportunities and other joint ventures with area high schools
- Develop LLTC as a center for cultural and community education activities
- Encourage community use of LLTC campus, resources, and programs
- Identify all external stakeholder groups that are critical to LLTC's success
- Participate actively in environmental scanning
- Send quarterly newsletters and events flyers to all identified stakeholders and to local and area businesses and organizations

### Results

- Increased visibility, awareness, and presence of LLTC in community
- Leech Lake Tribal Council, Local Indian Councils, and Local Indian Education Councils better informed about LLTC's work, academic program offerings, and campus events
- Increased external satisfaction with LLTC
- Increased number of educated, trained Leech Lake citizens and employees



## Goal 5: Objective 4

Develop alumni programs that track successes and engage alumni in student and college development.



### Baseline Data

- Current initiatives to communicate with alumni
- Current number of alumni contacts
- Current numbers of alumni donors and donation amounts
- Current number of known alumni contacts enrolled in or graduated from four-year institutions
- Current number of known alumni contacts working in chosen career field

### Performance Indicators

- Improvement of annual scores on alumni report summary
- Increased number of accurate and current alumni contacts
- Implementation and utilization of alumni database
- Increased number of alumni-related information items shared interdepartmentally through database updates and publicized news
- Increased number of monthly, quarterly, and annually publicly-shared- alumni-related communications and news items

### Strategies

- Develop and conduct assessments of LLTC graduate success in four-year colleges and in job placement.
- Engage staff and faculty in tracking alumni.
- Identify alumni database software that will integrate with student services, finance, and advancement and also track alumni.
- Publicize alumni in the news through different means and media.
- Utilize traditional print mailing and social media tools to aid in alumni communications.

### Results

- More alumni engaged in the college's future and planning
- Stronger institutional relationships with alumni and alumni-associated institutions in terms of partnerships, giving, assessment, and student success
- Alumni as role models for current and prospective students
- Alumni as ambassadors and representatives of LLTC
- Improved accuracy and currency of alumni information