

# Strategic Plan

2006 - 2009



*Leech Lake Tribal College* is an institution of higher education – grounded in Anishinaabe knowledge and culture – responsive to the changing academic, vocational and personal enrichment goals of its diverse community.



*Approved January 20, 2007 by Board of Trustees*



Wildlife photos, Courtesy Mark Lewer  
2006

## 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 philosophical 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 our 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 seat 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 Anishinaabe values and worldview.
- Possess the skills to research, identify, and interpret information to inform problem-solving and to inspire life-long learning.
- Demonstrate competency in oral, written, and technological communication.
- Demonstrate competency in financial, cultural, numerical, and analytical literacy.



## Anishinaabe Philosophy and Values

According to the Anishinaabe worldview, humans did not weave the web of life, we are merely a strand in it. Whatever we do to the web, we do to ourselves. Therefore, *kinship* among all of creation, not the *mastery* of our relatives (other humans, animals, plants, etc.) is vital to harmonious living. To adhere to this philosophy is to be guided by the following values:



### 1. *Dabasendizowin* (humility)

- To recognize oneself as a sacred and equal part of the Creation
- To be modest in one's actions
- To demonstrate sensitivity to others
- To be respectful of the thoughts and ideas of others
- To recognize one's strengths and weaknesses and acknowledge the capacity for self-growth and change
- To develop and practice good listening and observation skills

### 2. *Debwewin* (truth)

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

### 3. *Zoongide'iwin* (courage)

- To face difficult situations with bravery
- To acknowledge one's personal weaknesses and develop the strength to combat them
- To demonstrate the ability to take initiative and to speak forthrightly

### 4. *Gwayakwaadiziwin* (honesty)

- To maintain truthfulness, sincerity, and fairness in all one's actions
- To possess the ability to manage confidential information
- To communicate with others and transmit information fairly and truthfully

### 5. *Manaaji'idiwin* (respect)

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

### 7. *Nibwaakaawin* (wisdom)

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

**OFFICE OF SPONSORED  
PROJECTS &  
INSTITUTIONAL RESEARCH**  
*Strategic Initiative One*

LLTC increases resources to fulfill its mission.

**Implementation Goal One:  
Obtain adequate resources to  
protect and support increased  
enrollment, quality programs, and  
enhanced campus-wide services.**

- 1) Develop methodology to identify grants and grant cycles.
- 2) Develop and provide institutional/regional data warehouse for grant-writing assignments.
- 3) Provide technical assistance for grant writing, evaluation, and program review
- 4) Target grant opportunities to match initiatives described in LLTC marketing plan/retention plan/recruitment plan.
- 5) Develop unmet-need data warehouse to match grant opportunities.
- 6) Identify partnerships for community and continuing education opportunities.
- 7) Provide oversight on grant compliance and training to principle investigators.
- 9) Provide institutional research to support decision making and grant applications.

**Intended Results:**

1. Adequate financial support for competitive salaries and benefits and for program support.
2. Short- and long-term financial stability.



**Baseline Data**

- Grant review committee meeting minutes.
- Periodic reports to management team and Board of Trustees.

**Performance Indicators**

1. Increased operating resources through private and public contributions.
2. Increased revenue from community and continuing education.
3. Increased grant applications.
4. Development of related links on LLTC website.
5. Absence of compliance issues in annual audit.
6. Creation of Institutional Fact Book.



**ACADEMICS & STUDENT AFFAIRS: Faculty, Student Services, CCD, Library, Assessment**  
***Strategic Initiative Two***

LLTC enriches the lives of its students and the greater community through high-quality, culturally infused academic and vocational programs.

**Implementation Goal One: High Quality Academic Programs**

1. Continue offering excellent educational programs in diploma and associate degrees.
2. Develop new programs in areas of high priority to tribal communities in LLTC service area.
3. Improve assessment of student learning outcomes.
4. Make education available to more students by expanding distance learning and increasing site-based access.



**Performance Indicators**

1. Increased FT student enrollment (10% annually over next three years)
2. Increased student graduation rate (10% annually)
3. Documented parity in grade distribution among faculty.
4. Increased student completion of individual courses and programs of study.

**Baseline Data**

- Annual Enrollment Report
- Current retention and completion rates
- Current programs, degrees, and diplomas
- Current assessment tools



**Intended Results:**

1. Increased programs of study that meet the needs of our tribal communities.
2. Graduates who value life-long learning for themselves and their families.
3. Increased student enrollment at LLTC.

## ACADEMICS

### Strategic Initiative Two

#### Implementation Goal Two: Support for Workforce Development

- 1) Promote training opportunities for tribal and community members interested in pursuing trades in carpentry and electrical construction.
- 2) Develop a database of tribal communities for economic and workforce development initiatives.
- 3) Provide carpentry/electrical wiring assistance to elders and/or disabled community members when possible.



#### Performance Indicators

1. Increased numbers of Native employees in local construction trades businesses.
2. Increase in successful establishment of tribal and individual enterprises utilizing vocational training.
3. Documented evidence of growing relationships with tribal and community members.

#### Baseline Data

1. Current enrollment in vocational training classes.
2. Current workforce initiatives in and with tribal communities.
3. Current retention and completion rates among LLTC vocational students.

#### Intended Results

1. Increased hiring of Native employees by local businesses.
2. Increased numbers of LLTC graduates starting their own businesses.
3. Enhanced relationships with tribal and community members.





## STUDENT SERVICES

### Strategic Initiative Three

LLTC provides a system of quality support services which is responsive to student needs, enhances student success, and encourages achievement of educational goals, through matriculation, retention, and graduation.

#### Implementation Goal One: Quality Support Services for Matriculation, Retention and Completion

1. Implement a proactive recruitment plan to attract students to LLTC.
2. Assist and educate students with Financial Aid literacy, applications and available funding.
3. Manage student enrollment by assisting students through the admissions process.
4. Provide academic advising and assistance in choosing the right program of study.
5. Provide a 3-credit "College Survival" class for new and returning students
6. Compile and analyze enrollment trends to improve retention efforts



#### Baseline Data

1. Annual Enrollment Report
2. Annual FISAP report
3. TRIO Annual performance report

#### Intended Results:

1. Enhanced student satisfaction
2. Increased student enrollment
3. Increased transfer rates to institutions of higher education
4. Increased Financial Aid applicants



#### Performance Indicators

1. Increased enrollment by 10% annually for the next three years
2. Increased number of students applying for scholarships and Financial Aid earlier
3. Increased number of students who attend pre-registration and early enrollment
4. Increased student understanding of college programs and processes
5. Increased retention rates by 5% annually
6. Improved tracking of students





**CENTER FOR CAREER  
DEVELOPMENT**  
**Strategic Initiative Four**

LLTC promotes and facilitates respect for Anishinaabe culture by preparing students to enter the workforce in a variety of career choices.

**Implementation Goal One:  
Provide opportunities for  
community participation in  
outreach classes; provide training  
to further enhance workforce  
skills, and to provide quality  
education leading to certificates  
and degrees.**

- 1) Identify grant opportunities that align with the mission of the department.
- 2) Improve communication with campus community, as well as external stakeholders.
- 3) Conduct a community/workforce needs assessment.

**Baseline Data**

- Continuing Education Units. (CEUs)
- Number of Community/Continuing Education classes.

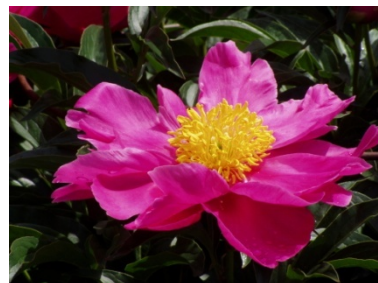
**Intended Results:**

1. Increased CEU's.
2. Increased revenue for the department.
3. Secured grants that support the mission of the department.



**Performance Indicators**

- a. Increased revenue from community and continuing education.
- b. Established reasonable financial goals.
- c. Increased number of contacts and working relationships with community.
- d. Documented results from the community/workforce needs assessment.



**OPERATIONS: Information Technology, Finance, Maintenance, Security Strategic Initiative Five**

LLTC provides innovative, contemporary and accessible technology in computing, media, and telephone services to enable the students, faculty and staff of LLTC to effectively meet their goals as a learning community.

**Implementation Goal 1: Provide accessible, contemporary technology opportunities; enhance student learning through technology**

- 1) Provide opportunities to increase technical knowledge
- 2) Improve strategies for tracking success, persistence, and retention of students.
- 3) Provide Smart Classroom equipment: projectors, instructor computers, document cameras.
- 4) Research and plan to implement web-based communication tools.
- 5) Observe and recommend changes in how to track students who stop

**Performance Indicators**

1. Increased number of students taking computer-related workshops and courses;
2. Implementation of formal management information system that assists in decision making, trend analysis;
3. Completion rates for computer-related classes will increase;
4. Computers and systems up-time will remain above 98%;
5. One fourth of LLTC college students will have taken a course that uses Blackboard.
6. Increased quality, organization, and amount of information on college website.



**Intended Results**

- College graduates will have a competitive advantage in the job market.
- Student admissions, registration, financial aid, and classroom information will be available 24/7.
- Students and staff will be satisfied with how smoothly everything “works.”

**Baseline Data**

- Computer-related class enrollments, completion data
- Statistical data regarding computer ownership and internet access

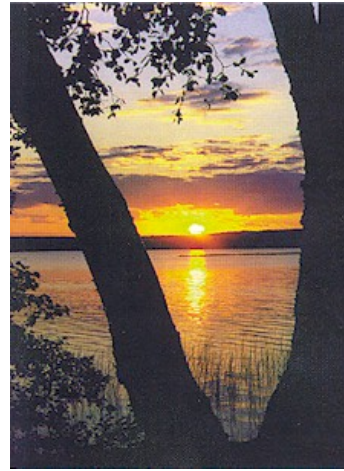


## FINANCE

### Strategic Initiative Six

#### Implementation Goal I: Administer the College's financial affairs.

1. Maintain internal controls
2. Define accountability through fiscal policy making
3. Maintain compliance with established standards and regulation
4. Provide communication in the form of reports to disseminate information about institutional initiatives, objectives and goals.
5. Provide for economical use of resources by periodic requests for proposals regarding high cost expenditures: i.e., health and liability insurance, audit and other contract services.



#### Performance indicators:

1. Reports on financial performance
2. Status reports on: facilities, inventories, liabilities, and other factors of management concern
3. Human resource reports
4. Forecast reporting

#### Baseline data

Quarterly Reports to the Board of Trustees  
Monthly budget to actual reports to internal users  
Annual Audit Report

#### Intended results

Fiscal stability  
Support for strategic initiatives  
Sound decision making based upon fact.



# OFFICE OF INSTITUTIONAL ADVANCEMENT

## Strategic Initiative Seven

### Implementation Goal One: Institutional Readiness

- 1) Provide fundraising training for all staff, focusing on admin. team and Board of Trustees; Development Director will work toward certification of fundraising management through Indiana U.
- 2) "Map" personal and organizational contacts for each employee and Board member to broaden donor prospect list
- 3) Work with CFO to gauge operating costs of new campus and determine level of need for current & reserve funds
- 4) Mid- and long-range planning with admin. team and Board to determine and prioritize future capital needs (housing, community center etc.)
- 5) Implement use of grant tracking and donor tracking software
- 6) Identify and prioritize individual needs/cases on both College-wide and departmental bases.
- 7) Create & continually enhance development portion of website



### Performance Indicators

- 1) Develop & define donor prospect base (individuals and foundations); match prospects with cases; enter into fundraising software database
- 2) Receive at least five prospects from each employee and Board member
- 3) Complete fundraising management certification by 2008
- 4) Create individual case documents targeted to each need and appropriate segment of donor base
- 5) Begin receiving online donations through website marketing; implement donor data collection via website
- 6) Eliminate missed or late grant renewals/reports

### Baseline Data

- Past donor list
- LLTC Strategic Plan
- Annual budget

### Intended Results:

1. Create comprehensive, prioritized plan for College-wide development
2. Involve all College personnel in donor acquisition and development
3. Begin increasing solicited and unsolicited donations

## INSTITUTIONAL ADVANCEMENT

### Strategic Initiative Six

#### Implementation Goal Two: Development Strategies

- 1) Develop specific cultivation strategies for each segment of donor base and each foundation
- 2) Focus on foundations early on while donor base is being built; start small and work up
- 3) Develop list of local major donor prospects; match each with a specific case
- 4) Evaluate donors of \$250 or greater to assess potential for increased donations
- 5) Develop & cultivate relationships with other tribes, using Board or College members with existing relationships where possible
- 6) Initiate development of a planned giving program, including written and website materials
- 7) Develop donor recognition program
- 8) Create calendar of special events, ideally one each quarter, and publish on website and in promotional materials
- 9) Find funds for & develop College-wide newsletter; dedicate a section to development needs & successes
- 10) Increase contact & involvement with LLTC alumni
- 11) Work with RTC to develop strategies to involve Leech Lake

#### Intended Results:

- 1) Increase student matriculation and graduation through effective use of increased resources
- 2) Provide short- and long-term financial stability
- 3) Provide endowment funds for in-house scholarship program
- 4) Build cash reserves

band members in giving; develop local culture of philanthropy

#### Performance Indicators

- 1) Obtain \$15,000 in donations for first year; double that figure each of next three years
- 2) Increase amount raised through special events to \$25,000 by 2008
- 3) Create individual case documents targeted to each need and appropriate segment of donor base
- 4) Increase operating resources through public & private contributions
- 5) Ensure grants meet objectives and are focused on College mission

#### Baseline Data

- Past donor list/past donations
- LLTC Strategic Plan
- Annual budget
- Projected capital, student and resource needs
- Development fundraising plan





## **INSTITUTIONAL ADVANCEMENT**

### **Strategic Initiative Six**

#### **Implementation Goal Three: Marketing**

- 1) Identify potential image problems/misconceptions (credits don't transfer etc) and actively work to correct them
- 2) Develop comprehensive marketing plan – Dan Voss of RP Broadcasting has agreed to consult at no charge
- 3) Develop & enhance strong LLTC brand and ensure consistent use in promotional materials, website etc
- 4) Ensure each employee is committed to projecting a positive image for LLTC both on and off the clock
- 5) Develop series of open houses to increase community interaction and exposure to LLTC campus
- 6) Work with local school districts to increase PSEO participation with LLTC
- 7) Increase LLTC presence at a wider variety of community events (Rib Fest, Chamber of Commerce activities etc)

#### **Performance Indicators**

- 1) Increase enrollment by 10% annually for 3 years
- 2) Enhance student satisfaction with LLTC experience
- 3) Increase retention and graduation rates
- 4) Increase collaboration with other Colleges and Universities

#### **Baseline Data**

- Past enrollment data
- Past retention & graduation data
- Annual budget
- Student survey data



#### **Intended Results:**

- 1) Increase student matriculation and graduation through effective marketing
- 2) Develop strong, positive community presence & reputation

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