

**Strategic Planning Meeting
April 7, 2015, 10-Noon**

Present:

Paul Robertson	Shawn Bordeaux
Victor Douville	Sherry Red Owl
Richard Keller	Sammie Bordeaux
Tom Cox	Debra Bordeaux
Patrice Wright	Cheryl Medearis
Jim Cortez	Ike Schmidt
Roger Ellert, Jr.	

NOTES:

It was noted that there has not been a Strategic Plan since 2000 – presently no current Strategic Plan; a Strategic Outlook was done in 2013

Overview of the process for today and Friday, April 10, 2015

Handout #1 – Towards SGU’s Strategic Plan - Seven Action Steps (copy appended to these notes)

There were a number of people who are not on committees as noted by Deborah His Horse Is Thunder; this is an attempt to include more people

Paul reviewed the 7 Action Steps in “Toward SGU’s Strategic Plan”

- 1) Defined “Tokatakiya Okolakiciye
- 2) Pointed out the posters that are being made and hung around campus
- 3) As identified in document, we are lacking some stakeholders
- 4) Reviewed the SWOT steps
- 5) Identified priorities
- 6) Need to write goal statements
- 7) Need to create an action plan

Handout #2 – Strategic Planning at Sinte Gleska University (copy appended to these notes)

- Six goals, called Critical Issues” were identified in the 2000-2004 strategic plan; 5 goals were identified in the 2013 paper entitled “Strategic Outlook”
- Compared the 2 documents – not much difference between the 2000 and 2013 documents. Essentially the same goals (attachment 1 provides a table illustrating this)

SWOT -- (Strengths/Weaknesses/Opportunities/Weaknesses regarding Sinte Gleska University: Each of these were assessed by the group in relation to SGU’s mission.)

Before we did the SWOT, the following rules were adopted – no comments; just brainstorm; those present added their ideas for the 4 areas of the SWOT and those are listed below.

Strengths (things that help SGU achieve its mission)

- Academics/education
- Dedicated faculty/staff
- Good core of committed students
- Strong mission to guide us
- Lakota presence (Lakol wico'un)
- Vision is appropriate for our tribal nation
- Community support
- ½ of our facilities
- Visionary people /doers
- Staff with diverse experience
- Highly trained IT staff
- History/story
- SGU has grown its own
- Stable network infrastructure
- Community-driven
- Well-known president
- Recognized/certified programs
- HLC Accreditation
- Strong internet presence via social media
- Strong “can do” attitude
- Highly compassionate
- Demonstrate values every day
- Leader in TCU’s nationwide
- Open door policy
- Graduates with successful careers
- Extraordinary commonwealth program
- Extensive video archives
- Strong Lakota Studies Department

Weaknesses (internal factors that impede achievement of SGU mission):

- Declining enrollment
- Lack of equipment
- Communication
- Lack of transparency
- Funding/revenue
- Donors
- Outdated strategic plan
- Student advising
- Budgeting process

- Note empowering staff
- Not following Financial manual
- Maintenance
- Security
- No workout/fitness room
- Faculty morale
- No Admissions Department
- Salaries
- No distance learning
- No dorms/student housing
- Ability to recruit (dropouts)
- Lack of current trades programs (need to increase)
- ½ of our facilities
- Dead weight (faculty/staff)
- Lack of clear cut publishing policies
- High school students don't respect SGU
- Promotion/marketing
- Stricter requirements for advising
- Landscaping/roads
- No annual evaluations

Opportunities (things that SGU could do to enhance its mission fulfillment):

- Distance learning
- Using SGU's story for fundraising
- Internet revenue
- Archives/museum
- Buffalo herd
- Review portfolio for endowment
- Lakota immersion
- Development a tourist program (Bear Butte)
- Stronger presence on KOYA and KILI
- Student work to pay for financial aid
- Land grant institution
- Agreements with other TCUs on science, education
- Ability and talent to develop new programs
- Community involvement (training)
- Program and media arts
- Expand dual credit
- More service learning
- More professional development on campus
- To be in good standing with HLC
- Accurate and timely reporting
- Non-profit and tax-exempt
- Staff member in the legislature

- Go after money from casinos
- More GSA vehicles
- Start building mini-homes
- Online registration
- Online degrees
- Observatory lab (star knowledge)

Threats (factors in the external environment that affect or could affect SGU's ability to carry out its mission):

- HLC
- Tribal politics
- Need to maintain 51%
- Negative blogs and press
- Government
- Conditions of external environments
- Federal funding drying up
- Golden West
- Global warming/climate change
- Dealing with poverty and social burden that students carry
- Drugs
- Thieves

After the SWOT exercise, it was decided to share the results of the meeting across the campus and to build on it at the April 10 All Staff gathering. We came up with the following plan:

Strategic Planning for Friday, April 10, 2015

- Show student survey results
 - Could identify SWOTs before Friday
- Gallery walk re: SWOT
- Prioritize/rate
- Add items
- Mandatory attendance (letter needs to go out)
- Create handouts that were used today
- President's Council will approve the plan
- Four-year Strategic Plan
- Powerpoint could be developed
- Paul shared a sample using Smartsheet (planning, who is responsible, timeline, budget, measurement, status review)
- Ike Schmidt has lunch planned

Overview of upcoming dates:

- Friday, April 10 – All Staff Meeting – more input to SWOT/review of student surveys
 - Friday, April 24 – All Staff Meeting – SWOT info compiled and categorized, determination of major goals for 4-year strategic plan is goal of the meeting
 - April 27-29 – HLC Visit – will include a meeting with the strategic planning group
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Followup - April 8

Notes from April 7 meeting to be sent to all staff today

During April 7 meeting, President's Council adopted strategic planning document and shared governance proposal that includes Tokatakiya Okolakiciye (report on this to be shared with All Staff on April 8, 2015.)

Appendices:

- 1) 7 steps toward SGU's strategic plan
- 2) Planning document handed out at April 7, 2015 meeting concerning data that can be used for strategic planning purposes

Toward SGU's Strategic Plan - Seven Action Steps

Action step number 1: "Tokatakiya Okolakiciye" is formed:

- A) 7 or more members, including the following constituents: senior administrator, faculty member, student, department chair, community member, staff member
- B) Provides charge identifying scope, longevity, and benchmarks for the okolakiciye
- C) Specifies relationship of Tokatakiya Okolakiciye to other elements of SGU governance
- D) Designates individual from administration with responsibility for facilitating work and informing all stakeholders about its status

Action step number 2: Tokatakiya Okolakiciye reviews foundation documents, particularly Sinte Gleska Mission, Values, and Vision, with reference to A, B, and C below:

A. Why does SGU exist? SGU's Mission explains why the university exists and describes its essential purpose.

"Sinte Gleska University provides a model for Indian-controlled education. It is an institution governed by people rooted to the reservation and culture, concerned about the future, and willing to work to see the institution grow. It provides each Lakota person the opportunity to pursue an education and does so in a way that is relevant to career and personal needs. Sinte Gleska University graduates will help determine the future development and direction of the Tribe and its institutions. The mission of Sinte Gleska University is to plan, design, implement and assess post-secondary programs and other educational resources uniquely appropriate to the Lakota people in order to facilitate individual development and tribal autonomy." (SGU Catalog 2013-2015, p. 13)

B. How are SGU employees expected to act? SGU's Values define the rules for behavior. They are guides for how the Mission should be carried out.

- woohitika (bravery),
- wacantognaka (generosity),
- woksape (wisdom), and
- wowacintanka (fortitude) (SGU Catalog 2013-2015, p, 15)

C. What does SGU seek to achieve in the future? The Vision is a statement about what SGU aspires to become:

"In its goal to promote sovereignty and self-determination, Sinte Gleska University has adopted as its vision the seven basic criteria which the United Nations uses to define a sovereign nation.

1. Land—Sinte Gleska University works to teach people about Otiwota, their homeland, the place of their birth, the place where spirits return.

2. Language—Preserving and perpetuating the Lakota language has been a standing goal of the Sicangu Lakota Nation and at Sinte Gleska University.

3. Spirituality—We demonstrate our spirituality through prayer and ceremony, song and dance, and our emphasis on relationship, respect and reciprocity.

4. Leadership—The University reflects the cultural heritage of our ancestors and the traditional virtues of woohitika (bravery), wacantognaka (generosity), woksape (wisdom), and wowacintanka (fortitude), which help form our Lakota universe. Within the context of those cultural and traditional values, the University's Board, administration, staff and students are encouraged to provide classroom-based, community-based and regional and national leadership.

5. Social Systems—At its most basic level, the University is a reflection of tribal social structures. It is representative of community based tribal leadership, traditional (tribal) educational systems and family support systems.

6. Economic Systems—Sinte Gleska University has begun to play an increasing role in the development of economic activity on the Reservation. The University works to develop individuals who are mindful of tribal economic systems and who will contribute to the overall improvement of the tribal nations.

7. Governance Systems—The University emphasizes the development of tribal self-governance and self-determination in its academic and community programs and through its support of tribal goals and entities (SGU Catalog, 2013-15, p. 15)."

Action Step Number 3: Okolakiciye identifies stakeholders and specifies their interests.

Identify all stakeholders. Create short statements that describe each of their interests (students, community members, faculty, staff, board members, accreditors, and others). Include both internal and external stakeholders. Consult Founders' week agendas and input.

Action Step Number 4. Okolakiciye conducts SWOT analysis, and identifies:

- A) Strengths: attributes of SGU that help us accomplish our mission;
- B) Weaknesses: keep us from accomplishing our mission and realizing our vision
- C) Opportunities: potential avenues open to SGU that could help the university achieve its vision;
- D) Threats: conditions in the external environment that jeopardize the ability of SGU to carry out its mission.

Action Step Number 5. Okolakiciye identifies Strategic Priorities

The okolakiciye identifies priorities and links them to the SWOT analysis, summarizing them and rating them. The summary, discussion, and SWOT are distributed university wide. Stakeholder meetings and online forums provide opportunity for discussion, input, and further consideration.

Action Step Number 6: Okolakiciye develops Goal statements

Goals, defined as those things that are sought after are specified. Goals are based on Strategic Priorities and input from stakeholder meetings. Documentation of other input, including Founders' Day notes, become part of the record kept by the Okolakiciye in an electronic file accessible to all employees on the website.

Action Step Number 7. Okolakiciye formulates Action Plan

Action plan details how goals will be achieved. The plan, laid out on a spreadsheet on Google Sheets and accessible to the public, will include objectives, action steps, measurement, resources (financial, physical, human, spiritual) position(s) responsible for actions, and timeline. A review process, conducted quarterly will also be specified.

Strategic Planning at Sinte Gleska University:

Two most recent plans – 2000 and 2013

Year 2000 – six goals called “Critical Issues” were identified. Chart below shows the six and lists some of what SGU did to address those goals. This is from the 2000-2004 strategic plan.

- Task 1: Review accomplishments of the past year for each of the 6 Critical Issues delineated in the SGU Strategic Plan

1: Academic Programs	2: Facilities	3: Financial Stability	4: Lakota Language/Culture	5: Telecommunications	6. Tribal Nation Building
<ul style="list-style-type: none"> ➤ Revised Faculty Handbook ➤ M.A. in Human Services accredited ➤ Developed Vocational Rehabilitation Counseling emphasis in Human Services ➤ Assessment process initiated; progressing ➤ Evaluation process for faculty developed (re: Faculty Handbook) ➤ M. A. in Lakota Studies in process 	<ul style="list-style-type: none"> ➤ Admin. Offices, staff relocated to Mission campus ➤ Phase III construction begins (President’s Administration & Student Services Building) ➤ New maintenance building complete ➤ NEEDS> more classroom space; renovate older facilities 	<ul style="list-style-type: none"> ➤ New administrative software purchased—training begun ➤ Budget growth ➤ Case statement in place ➤ NEEDS> more resources; discretionary funding; increase database>direct mail; Capital Campaign 	<ul style="list-style-type: none"> ➤ <i>Wolakota</i> Statement ➤ Academic delivery >Bonesteel ➤ Language consortium>K-post-secondary schools involved ➤ Immersion program ➤ Land curriculum ➤ Developed 2 courses>plants; animals ➤ Strengthened environmental science 	<ul style="list-style-type: none"> ➤ New technology plan ➤ Distance learning plan ➤ New network infrastructure (by September); includes phones, computer system ➤ Training for techs ➤ Video preservation ➤ NEEDS> updated, upgraded equipment 	<ul style="list-style-type: none"> ➤ Bison Project: herd, pasture increased [35>360 head; 600>4,100 acres] ➤ “Reclaiming Futures”-Robert Wood Johnson ➤ Wellness conferences ➤ Review of tribal enrollment policy ➤ Agriculture projects (horsemanship) ➤ TBIC>156 clients, 4 communities ➤ Incorporate <i>Wolakota</i>

2004-present - SGU does not have a strategic plan.

Year 2013, a paper titled “Strategic Outlook” was drafted. Five “critical issues were identified,” as listed below:

“CRITICAL ISSUE 1: LAKOL WICO’UN

CRITICAL ISSUE 2: ACADEMIC ENHACEMENT

CRITICAL ISSUE 3: INSTITUTIONAL ENVIRONMENT

CRITICAL ISSUE 4: RESOURCES

CRITICAL ISSUE 5: TRIBAL NATION BUILDING”

Comparing the 2000 and 2013 documents (see Comparison Chart, next page)

<i>Year 2000 strategic plan and year 2013 strategic outlook documents compared</i>		
Year 2000	Year 2013	Comments
Stabilize Academic Programs	Academic Enhancement	Very similar
Facilities	Institutional Environment	2013 combined the two items from 2000
Telecommunications		
Lakota Language/Culture	Lakol Wico'un	Similar though different terms
Financial Stability	Resources	Different terms but similar
Tribal Nation Building	Tribal Nation Building	Same

Discussion: (Group) Prompt: are these continuing themes still relevant to SGU and its future?

Several Subjects of Some Other planning documents and data on hand: 1) Founders' week, 2) community visits, 3) results of HLC reviews, 4) Technology needs

1) 2014 founders' week subjects – overview:

✧ Land and land use by Lakota people a focus

- ✧ Protecting mother earth – example: stop Keystone XL
- ✧ Technology as a tool to enhance education and Lakota Language learning
- ✧ Economic Development, sustainable development for tiwahe na tiospaye
- ✧ Traditional governance

2) Community Visits – 2009

Frequent concerns voiced by community members in bold with some quotes and paraphrases about those topics from community participants included below each.

- ✧ Needs for transportation, more education, more economic opportunity
 - “Need for education and technology in communities”
 - “SGU needs to have ‘think tank’ forums in Mellette County, such as in education, land, population, voting, economics and funding, roads, law & order, governance and culture.”
 - “SGU can assist the Community in its economic development planning”
- ✧ Governance and concerns about it
 - “Need for ethics in government, land and with our other issues today”
 - “The community is viewed as small, and , therefore voiceless-no one listens.”
 - “Have very few in attendance at community meetings.”
- ✧ Need for more computer access and technology
 - “SGU needs to look at community delivery classes through satellite system”
 - “Need for personnel to teach correct computer usage”
- ✧ Need for healthier food, health information
 - “Sugar Diabetes needs to be addressed. Health education regarding treatment and readings needed”
 - “Health education is needed in all aspects of health care to better understand contract “
 - “Health care and off-reservation vs on-reservation eligibility needs to be addressed”.
- ✧ Cultural preservation
 - “Need to return to tribal culture, especially the language.”\

- “SGU needs to return to having courses in the communities, again, especially in the language, history and ceremonies”

Some other subjects Community Members Identified in the 2009 forums included: Law and order, concerns about vandalism, training needs for those returning from prison, parenting classes needed, strengthening of community needed, strengthening GED program, helping communities develop business plans, want more involvement with SGU in the communities and in Rosebud.

Question for group: What general goal might SGU adopt in a strategic plan that would be in alignment with its mission and with community members’ concerns?

Responses from group:

3) Results of external (HLC and mock visit reviews of SGU)

- ✧ good academics
- ✧ assessment of student learning needs work
- ✧ program review needed
- ✧ Institutional research is needed (that is: retention, persistence, graduates and what they do, recruitment, student concerns and satisfaction, program evaluation, dual-enrollment, transfer data, workforce data, and other indicators of institutional effectiveness)
- ✧ Governance needs strengthening at Board Level and internally
- ✧ Finance needs strengthening including budget process and handling of financial transactions

4) Technology needs

- ✧ Upgrade to JICS (conclusion of Tom Cox and Rich Keller and MIS staff)
- ✧ A user-friendly LMS (Learning Management System) in order to effectively deliver online
- ✧ Personnel needs