



AIHEC STRATEGIC PLAN: 2006-2010

UPDATED: NOVEMBER 2006

AIHEC VISION STATEMENT

The American Indian Higher Education Consortium's Vision is Sovereign Nations through Excellence in Tribal Higher Education.

AIHEC MISSION STATEMENT

AIHEC is the collective spirit and unifying voice of our nation's Tribal Colleges and Universities (TCUs). AIHEC provides leadership and influences public policy on American Indian higher education issues through advocacy, research, and program initiatives; promotes and strengthens Indigenous languages, cultures, communities and tribal nations; and through its unique position, serves member institutions and emerging TCUs.



AIHEC PRIORITY AREAS

- FOCUS THE WORK OF OUR MISSION
- HELP US WORK EFFICIENTLY
- AID US IN COMMUNICATING OUR FOCUS

Advocacy¹:

- *Pursue public, private, and tribal funding*
- *Establish strategic goals/objectives for legislative activities*
- *Perform data collection to leverage funding*

Member Services:

- *Heighten awareness of TCU best practices through information sharing, technical assistance, and public visibility*
- *Offer presidential support, board training, and the development of both new and existing leadership*
- *Improve organizational performance of AIHEC Central Office*

Outreach:

- *Establish regional outreach to provide education and cultural preservation across regions*
- *Build on connections with worldwide indigenous peoples, with cultural exchanges, and faculty/student exchanges*

Accreditation:

- *Continue progress on the Native accrediting model*
- *Provide technical assistance on key accreditation issues*

¹ For complete list of AIHEC TCU priorities and other background information, see Appendix A.



GOALS

- **PATHWAY TO OUR VISION**
- **NECESSARY TO ACCOMPLISH OUR PRIORITIES**
- **WHERE OUR PROGRAMS AND ACTIVITIES ARE DIRECTED**

Sustainability: Sustain Tribal Colleges and Universities and the Tribal College Movement

Performance Accountability: Provide technical assistance, standards, and processes necessary for TCUs to be accountable premier higher education centers within their communities.

Strengthening Communities: Improve the capacity of TCUs to serve their students, individuals, families, and communities.

Student Engagement: Improve the capacity of Tribal Colleges and Universities to provide high quality, culturally integrated education and research programs, with special emphasis on science, technology, engineering, and mathematics (STEM).



Goal #1

Sustainability

Sustain Tribal Colleges and Universities and the Tribal College Movement.

Tribal Colleges and Universities will thrive into the future and be known as premiere centers for educational excellence. This goal will be realized by implementing these strategies:

1. Increased and adequate operational funding that fosters unity and promotes equity (all TCUs under one funding authority and one formula) and includes forward funding for all TCUs.
2. Technical assistance in accessing federal and private sector funding opportunities.
3. Equity in programmatic funding:
 - a. NSF-TCUP; land grant programs; HUD-TCUP; DoD
 - b. American Indian College Fund distribution
4. Increased state support.
5. Sustained and expanded advocacy and partnerships with national organizations and Federal agencies.
6. A strong, accountable central office; and private sector funding effort for sustainability.
7. Aggressive, well-organized, multi-level outreach.

STRATEGIC INITIATIVES

Forward funding for all TCUs.

In preparation for the next reauthorization of the Higher Education Act, study potential models for unified, equitable higher education funding.



Goal #2

Performance Accountability

Provide technical assistance, standards, and processes necessary for TCUs to be accountable premier higher education centers within their communities.

AIHEC will provide technical assistance to help build institutional accountability, to include resources for strategic planning, data collection, appropriate standards, assessment criteria and implementation methods. This will require the following strategies:

1. Creation of a national accreditation body, such as WINHEC.
2. Adoption and sustained use of sound data collection (AIHEC-AIMS).
3. The continuation of the “AIHEC Leadership Institute”.
4. Continuous quality improvement & institutional excellence:
 - a. Define a “Model Institution of Excellence”
 - b. Identify need and best practices
 - c. Establish and maintain formal technical assistance programs
 - d. Disseminate models of excellence and best practices

STRATEGIC INITIATIVES

Sustain the AIHEC AIMS Initiative.

Develop a formal TCU Technical Assistance Program based on models of excellence.



Goal #3

Strengthening TCU Capacity to Serve Their Communities

Improve the capacity of TCUs to serve their students, individuals, families, and communities.

Focusing on “peoplehood,” this goal aims to strengthen the service capability of the TCUs by promoting strong and healthy people, land, and economies. In the first two years of this plan, we will:

1. Develop, introduce, promote, and work to achieve enactment of comprehensive DHHS legislation.
2. Reinvigorate AIHEC’s Cooperative Agreement and programs within the U.S. Department of Health and Human Services.
3. Develop and implement an action plan to update 1994 land grant programs.

STRATEGIC INITIATIVE

Aggressively pursue DHHS legislation and programs.



Goal #4

Student Engagement

Improve the capacity of TCUs to provide high quality, culturally integrated education and research programs, with special emphasis on science, technology, engineering, and mathematics (STEM).

High quality and culturally relevant American Indian education lies at the center of everything we do. This requires high quality education programs with strategies aimed at ensuring students' ongoing engagement. To this end, we will:

1. Student Assessment: provide executive awareness and technical assistance to TCUs in emerging student assessment trends, issues, and strategies.
2. Cultural Integration: provide executive awareness and faculty development in culturally integrated education.
3. Student Support Services: provide support for TCU-based efforts to strengthen and expand student support programs and activities (TCU TRIO organization).
4. Targeted Faculty and Staff Development: develop and implement faculty and staff development program in key areas.

STRATEGIC INITIATIVES

Implement AIHEC STEM Plan.

Develop an indigenous/TCU accreditation model using WINHEC accreditation standards.

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AIHEC Program and Action Matrix

The following "AIHEC Program and Action Matrix" charts correspond to each goal. The strategies represent a program or activity, and will have an associated project plan. Periodic staff meetings focus on these matrix charts to report on progress. AIHEC staff will continue to refine and update these strategies to reflect our programs and activities on an ongoing basis.

Goal #1: Sustainability

STRATEGY	WHAT (action will take place)	WHO (is accountable)	TIME (completion or progress dates)	MEASURE (indication of the effect of the action)
1. Operational funding, involving unity and equity (All TCUs under one funding authority and one formula); forward funding; and BIA funding changes.	o Conduct background research, develop, present, and if approved, work to enact operational plan for unified funding	Meg Goetz Carrie Billy	Next HEA reauthorization	o Decision by Board o Enactment
	o Develop and implement plan for forward funding within BIA and ED	Meg Goetz Carrie Billy	FY2009	o Enactment
2a. Equity in land-grant, NSF-TCUP, HUD, DoD, etc. funding.	1. Develop funding strategies	Public Programs Subcommittee	Fall 2007	o Establish subcommittee o Set goals o Report to committee
2b. Define and achieve equity in AICF distribution.	2. Examine issue and develop options	Membership Subcommittee	Fall 2007	
3. Solid state support.	"Best Practices" Session for TCUs	Jean Foster	Spring 2007	o Session o Written report on web
4a. Advocacy and partnerships among national orgs. 4b. Advocacy and partnerships among Federal agencies.	o Regularly participate in meetings and report actions to Board	Meg Goetz Carrie Billy	Ongoing	o Monthly reports to Board
	o Expanded AIHEC Federal Symposium	Carrie Billy Jean Foster		
	o Assist agencies with WHITCU plans	Carrie Billy Al Kuslikis	Spring 2007	o Two plans by Winter 2007
	o Ongoing meetings with agencies and report to Board	Carrie Billy Meg Goetz Jerry Gipp	Ongoing Ongoing	o Monthly reports to Board

STRATEGY	WHAT (action will take place)	WHO (is accountable)	TIME (completion or progress dates)	MEASURE (indication of the effect of the action)
5. Strong, accountable central office through private sector funding effort.	Clear, accountable financial information	Jay Phillips	March 2007	<ul style="list-style-type: none"> o MS SharePoint Communications o Revised financials
	Private sector funding plan for central organization: Gala?	Gerald Gipp	March 2007	Develop Plan
6. Improved public relations: aggressive, well-organized, multi-level outreach.	<ul style="list-style-type: none"> o Central Office: more aggressive outreach promoting AIHEC grant-related activities/success 	Carrie Billy Jennifer Bloom	Ongoing	<ul style="list-style-type: none"> o One campaign by Fall 2007 o One campaign by Spring 2007
	<ul style="list-style-type: none"> o TCUs: Public relations workshops, PR strategy sessions and plans 	Carrie Billy Jennifer Bloom	Fall 2007	<ul style="list-style-type: none"> o One workshop in Summer 2006 o Targeted training by Fall 2007

Goal #2: Performance Accountability

STRATEGY	WHAT (action will take place)	WHO (is accountable)	TIME (completion or progress dates)	MEASURE (indication of the effect of the action)
1. Creation of a national accreditation body such as WINHEC.	<ul style="list-style-type: none"> o Seek and secure funding for WINHEC-USA implementation o Establish advisory board of experts o Using AB, adapt WINHEC accreditation model o Identify /develop accreditation specialists o Establish accreditation and funding processes o Coordinate with WINHEC international 	Carrie Billy WINHEC-USA advisory board	Summer 2006 WINHEC USA grant expiration	<ul style="list-style-type: none"> o Funding Secured o Advisory Board established o AB meetings o Accreditation processes drafted o TCU and mainstream cultural studies programs accredited
2. Adoption of sound data collection system (AIHEC)	<ul style="list-style-type: none"> o Finalize data college mechanisms o Secure funding to support data collection and 	Robyn Hiestand	Ongoing October 26th	<ul style="list-style-type: none"> o 50% of all TCUs submit on time; 100%

STRATEGY	WHAT (action will take place)	WHO (is accountable)	TIME (completion or progress dates)	MEASURE (indication of the effect of the action)
AIMS).	management			submissions by Thanksgiving 2007
3. Leadership development.	Needs to be articulated	Jerry Gipp		
4. Continuous Improvement for Institutional Excellence.	<ul style="list-style-type: none"> o Seek funding for planning and initiative. o Define models of excellence o Identify needs and best practices o Develop and implement multi-prong technical assistance program o Pursue grants for TA workshops o T.A. team visits 	Carrie Billy Al Kuslikis	Ongoing	<ul style="list-style-type: none"> o TCUs adopt continuous improvement model for planning and monitoring programs o TCU programs stronger
5. Disseminate models of excellence and best practices.	<ul style="list-style-type: none"> o Identify needs and best practices o Post documents on AIHEC portal 	Al Kuslikis Carrie Billy	Ongoing	<ul style="list-style-type: none"> o TCUs access portal materials

Goal #3: Strengthening Communities

STRATEGY	WHAT (action will take place)	WHO (is accountable)	TIME (completion or progress dates)	MEASURE (indication of the effect of the action)
1. Achieve comprehensive DHHS legislation.	<ul style="list-style-type: none"> o Finish drafting legislation and implement legislative strategy o Identify TCU provisions that can be enacted through reauthorizations and seek enactment o Renew AIHEC-DHHS Cooperative Agreement or implement alternative plan 	Meg Goetz Meg Goetz Carrie Billy/Jean Foster	March 2007 Ongoing (Fall 2006) Fall 2007	<ul style="list-style-type: none"> o Introduction of legislation o Two provisions included in major legislation by Fall 2006 o Signed and funded cooperative agreement
2. 1994 land grant program sustainability: <ul style="list-style-type: none"> o Amend legislation, as needed o Seek increased 	<ul style="list-style-type: none"> o Determine needed amendments (w/TCUs and USDA), draft and enact o Develop funding strategy and implement 	Meg Goetz Meg Goetz	March 2007 Fall 2006 and Fall	<ul style="list-style-type: none"> o Draft amendments and gain consensus support o Increased funding

STRATEGY	WHAT (action will take place)	WHO (is accountable)	TIME (completion or progress dates)	MEASURE (indication of the effect of the action)
<ul style="list-style-type: none"> ○ programmatic funding ○ Complete USDA-AIHEC Leadership Group strategic plan ○ Support FALCON and TCU land grant programs ○ Assist TCUs in integrating land grant and STEM programs ○ CREATE 21 amendments for TCUs 	<ul style="list-style-type: none"> ○ with partners (NASULGC, etc.) ○ Encourage and help facilitate strategic plan development ○ Support TCU land grant liaison ○ Coordinate research activities with FALCON & STEM committee ○ Work w/NASULGC to ensure TCU coverage 	<ul style="list-style-type: none"> ○ Carrie Billy ○ Carrie Billy ○ Carrie Billy ○ Meg 	<ul style="list-style-type: none"> ○ 2007 ○ Summer 2007 ○ Ongoing ○ Fall 2007 ○ Late 2007 	<ul style="list-style-type: none"> ○ requests and results ○ Final USDA-AIHEC strategic plan ○ Funded position with deliverables ○ Two coordinated activities ○ Introduction and enactment
3. Annually identify emerging socio-economic needs and priorities of students and tribal communities.	Strategic planning through AIHEC AIMS and AIHEC committee meetings	Carrie Billy/Jean Foster	Annually: Summer Retreat Dec. 2007	<ul style="list-style-type: none"> ○ Proposal in BIA TA grant ○ New, modified TA program implementation

Goal #4: Student Engagement

STRATEGY	WHAT (action will take place)	WHO (is accountable)	TIME (completion or progress dates)	MEASURE (indication of the effect of the action)
1. Develop grant proposals and solicitation strategy for Goal 4.	<ul style="list-style-type: none"> ○ Draft comprehensive grant proposal template ○ Solicit partnering organizations and experts ○ Assess potential funding sources ○ Develop and implement solicitation schedule 	<ul style="list-style-type: none"> ○ Al Kuslikis ○ Carrie Billy 	February 2007	<ul style="list-style-type: none"> ○ 3 submitted proposals
2. Develop and implement comprehensive technical assistance program in student assessment.	<ul style="list-style-type: none"> ○ Publish monograph on TCU student assessment ○ Develop online library of assessment materials ○ Provide T.A. to individual colleges 	Membership Staff	Ongoing	<ul style="list-style-type: none"> ○ TCUs adopt student appropriate assessment models
3. Provide TCUs education and opportunities re CSEES (student	<ul style="list-style-type: none"> ○ Work with IHEP and CSEES on potential funding resources 	Robyn Hiestand	Jan 2007	<ul style="list-style-type: none"> ○ Proposal submitted

STRATEGY	WHAT (action will take place)	WHO (is accountable)	TIME (completion or progress dates)	MEASURE (indication of the effect of the action)
engagement surveys).	<ul style="list-style-type: none"> ○ Workshop (if funded) ○ Disseminate information 			
4. Technical assistance and outreach in culturally integrated education.	<ul style="list-style-type: none"> ○ Share best practices ○ Conduct session for presidents ○ Faculty development workshops 		Ongoing	<ul style="list-style-type: none"> ○ Number of TCUs adopt cultural integration best practices
5. Strengthen and help sustain TCU TRIO staff (student support services) organization for strong student support programs and activities at TCUs	<ul style="list-style-type: none"> ○ Identify professional development opportunities ○ Provide SharePoint portal site 	Carrie Billy Kay Heatley Al Kuslikis	Ongoing	<ul style="list-style-type: none"> ○ Annual workshop ○ SharePoint site established
6. Targeted professional development (faculty and staff).	<ul style="list-style-type: none"> ○ Identify funds for faculty/staff institute ○ Develop professional development needs assessment ○ Conduct Workshops 	Al Kuslikis Carrie Billy	January 2007 December 2007	<ul style="list-style-type: none"> ○ Funding solicited and secured ○ Workshops conducted

Goal #5: Science Technology, Engineering, and Mathematics

Comprehensive goal attached as Appendix B.