OWNING OUR FUTURE
MOVING OUR VISION TO EXECUTION

DINÉ COLLEGE’S EXECUTIVE LEADERS’ THOUGHT CAMP
EXECUTIVE LEADER’S MEETING

- EXPECTATIONS
- GOALS
- CURRENT STATE OF NAVAJO NATION
- CHANGING DEMANDS OF THE LABOR FORCE
- DISCUSSION

“Our vision is to improve continuously our programs and services to make Diné College the exemplary higher education institution for the Diné People.”
EXPECTATIONS: VALUE YOUR OWN VIEWS

• STUDENTS AND LEADERS VALUE YOUR VIEWS
  • DISCUSSION
    1) WHEN HAVE YOUR VIEWS BEEN EMBRACED BY STUDENTS AND COLLEGE LEADERS?
    2) WHAT IS THE MOST SIGNIFICANT CONTRIBUTION YOU'VE MADE TO THE COLLEGE?

• RECOGNIZE THAT YOUR EXPERIENCES IS RELEVANT TO OUR VISION
  • DISCUSSION
    3) WHY ARE YOUR EXPERIENCES IMPORTANT TO OUR COLLEGE?
    4) WHEN DO YOU DRAW UPON THOSE EXPERIENCES IN YOUR WORK AND ENGAGEMENT WITH STAFF AND STUDENTS?

• EMBRACE VIEWS THAT ARE CONTRARY TO YOURS
  • DISCUSSION
    5) WHEN HAVE YOU ENCOUNTERED A PERSPECTIVE THAT WAS CONTRARY TO YOUR OWN VIEWS?
    6) HOW DID YOU EMBRACE THAT PERSPECTIVE?

“Our vision is to improve continuously our programs and services to make Diné College the exemplary higher education institution for the Diné People.”
GOAL: RECOGNIZE YOUR EXPERIENCES

• OUR FUTURE AWAITS YOU:
  • Diné College leaders took a big step 50 years ago to be the first tribally controlled college in the world. We must recognize our contribution in the execution of the Diné College vision for the next 50 years (2018 to 2068)

• CHALLENGE:
  • Diné College leaders must begin preparing for a new world order with a president that is striving to “make America great, again”. Instead of creating new pro-Na'ajo, pro-tribal sovereignty policies, we are seeing a country bent on unraveling all the efforts of the past 8 years.

• ASPIRE:
  • 7) What type of person do you envision as the next generation of Diné College graduates, built by you?
Need to re-conceptualize institutional productivity--from faculty productivity to student learning productivity
NAVAJO NATION PROFILE

DEMOGRAPHICS

1. Median Age

<table>
<thead>
<tr>
<th>Sex</th>
<th>Median Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>29.0</td>
</tr>
<tr>
<td>Female</td>
<td>32.0</td>
</tr>
</tbody>
</table>

Median Age for Navajo Nation by Sex

American Community Survey 2015

2. Navajo Nation Population by Age Groups

- Under 5 years: 8.16%
- 5 to 9 years: 8.70%
- 10 to 14 years: 8.50%
- 15 to 19 years: 8.80%
- 20 to 24 years: 8.60%
- 25 to 34 years: 12.40%
- 35 to 44 years: 11.50%
- 45 to 54 years: 12.70%
- 55 to 59 years: 6.00%
- 60 to 64 years: 4.40%
- 65 to 74 years: 6.26%
- 75 to 84 years: 3.40%
- 85 years and over: 2.80%
### 15. Educational Attainment

<table>
<thead>
<tr>
<th>Level</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 9th Grade</td>
<td>14,277</td>
</tr>
<tr>
<td>9th to 12th grade, no diploma</td>
<td>22,285</td>
</tr>
<tr>
<td>High school graduate (includes high school)</td>
<td>34,781</td>
</tr>
<tr>
<td>Some college, no degree</td>
<td>7,902</td>
</tr>
<tr>
<td>Associate's degree</td>
<td>4,869</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>3,373</td>
</tr>
<tr>
<td>Graduate or professional degree</td>
<td></td>
</tr>
</tbody>
</table>

### 14. School Enrollment

- Nursery school, preschool: 6%
- Kindergarten: 6%
- Elementary school (grades 1-8): 47%
- High school (grades 9-12): 25%
- College or graduate school: 16%
Households by Type

Total households: 44,008

Family households (families): 32,012 (72.7%)
  With own children of the householder under 18 years: 12,652 (28.7%)
  Married couple family: 12,652 (36.4%)
    With own children of the householder under 18 years: 5,971 (13.6%)
  Male householder, no wife present, family: 3,877 (8.8%)
  Female householder, no husband present, family: 12,126 (27.6%)
    With own children of the householder under 18 years: 5,151 (11.7%)

Non-family households: 11,996 (27.3%)
  Householder living alone: 10,821 (24.6%)
    65 years and over: 3,929 (8.9%)
6. Housing Tenure and Household Size

<table>
<thead>
<tr>
<th>Housing Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupied housing units</td>
<td>44,008</td>
</tr>
<tr>
<td>Owner-occupied</td>
<td>33,374</td>
</tr>
<tr>
<td>Renter-occupied</td>
<td>10,634</td>
</tr>
</tbody>
</table>

Average household size of owner-occupied unit: 3.93
Average household size of renter-occupied unit: 3.91

A household is composed of one or more people who occupy a housing unit. ... Under the U.S. Census Bureau definition, family households consist of two or more individuals who are related by birth, marriage, or adoption, although they also may include other unrelated people.

7. Year Householder Moved into Unit

- Moved in 2015 or later: 258
- Moved in 2010 to 2014: 6,033
- Moved in 2000 to 2009: 14,121
- Moved in 1990 to 1999: 10,921
- Moved in 1980 to 1989: 6,682
- Moved in 1979 and earlier: 5,993

7. Vehicles Available

- No vehicles available: 6,306
- 1 vehicle available: 17,775
- 2 vehicles available: 12,205
- 3 or more vehicles available: 7,687

American Community Survey 2015
8. Selected Characteristics of the Household

- Lacking complete plumbing facilities, 9,066, 38%
- Lacking complete kitchen facilities, 6,898, 29%
- No telephone service available, 7,837, 33%

8. House Heating Fuel

- Wood, 27,816, 63%
- Electricity, 5,636, 13%
- Bottled, tank, or LP gas, 3,921, 9%
- Utility Gas, 4,880, 11%
- Fuel oil, kerosene, etc., 49, 0%
- Coal or coke, 273, 1%
- No fuel used, 195, 0%
- Other fuel, 1,195, 3%
- Solar energy, 43, 0%
NAVAJO NATION PROFILE
ECONOMICS

Population 16 and over: 126,882

In labor force: 56,524 (44.5%)
  Civilian labor force: 56,498 (44.5)
  Employed: 44,373 (35%)
  Unemployed: 12,125 (9.6)
  Armed Forces: 26 (0.0%)

Not in labor force: 70,358 (55.5%)

Unemployment rate: 21.5%

American Community Survey 2015
NAVAJO NATION PROFILE

ECONOMICS

10. Occupations

- Service occupations: 11,875
- Management, business, science, and arts occupation: 11,457
- Sales and office occupations: 8,905
- Natural resources, construction, and maintenance occupations: 6,291
- Production, transportation, and material moving occupations: 5,845

5. Means of Transportation to Work

- Total: 43,839
  - Car, truck, or van: 38,291
  - Drove alone: 33,458
  - Carpooleed:
    - In 2 person carpool: 3,663
    - In 3 person carpool: 651
    - In 4 person carpool: 253
    - In 5- or 6- person carpool: 148
    - In 7 or more person carpool: 118
  - Public Transportation (excluding taxicab): 299
    - Bus or trolley bus: 267
    - Streetcar or trolley car: 28
    - Subway or elevated: 0
    - Railroad: 0
    - Ferryboat: 4
    - Taxicab: 0
  - Motorcycle: 12
  - Bicycle: 40
  - Walked: 2,196
  - Other means: 554
  - Worked at home: 2,447

American Community Survey 2015
12. Percentage of Families and People Whose Income in the past 12 months is below the poverty level

All Families: 37.5%
   With related children of the householder under 18 years: 43.6%
   With related children of the householder under 5 years only: 41.1%

Married couple families: 26.3%
   With related children of the householder under 18 years: 30.7%
   With related children of the householder under 5 years only: 28.3%

Families with female householder, no husband present: 48.8%
   With related children of the householder under 18 years: 53.6%
   With related children of the householder under 5 years only: 48.8%

What is the poverty level in the United States? The Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. The 2010 figure for a family of 4 with no children under 18 years of age is $22,541, while the figure for a family of 4 with 2 children under 18 is $22,162.
NAVAJO NATION PROFILE

LANGUAGE

16. Age by language spoken at home by ability to speak English for the population 5 Years and Over

- **65 years and older**
  - Speak only English: 1,385
  - Speak other languages (minus Spanish, Indo-European languages, Asian and Pacific Island Languages): 17,079

- **18 to 64 years**
  - Speak only English: 26,387
  - Speak other languages (minus Spanish, Indo-European languages, Asian and Pacific Island Languages): 74,247

- **5 to 17 years**
  - Speak only English: 23,389
  - Speak other languages (minus Spanish, Indo-European languages, Asian and Pacific Island Languages): 15,358

American Community Survey 2015
THE FUTURE LABOR FORCE

UNITED STATES DATA POINTS (BUREAU OF LABOR STATISTICS BASED ON 2015 DATA)
For the Entire Group:
1. What is a general trend among the most new jobs occupations?
2. How would Navajo Nation differ?
3. Are we preparing our Diné College students to pursue these types of occupations?
4. How does this data point impact your vision for our future graduates of Diné College?
3. Fastest Growing Occupations

For the Entire Group

1. What is a general trend among the fastest growing occupations?
2. How would Navajo Nation differ?
3. Are we preparing our Diné College students to pursue these types of occupations?
4. How does this data point impact your vision for our future graduates of Diné College?

https://www.bls.gov/ooh/fastest-growing.htm
### Highest Paying Group

#### For the Entire Group:

1. What is a general trend among the highest paying occupations?
2. How would Navajo Nation differ?
3. Are we preparing our Diné College students to pursue these types of occupations?
4. How does this data point impact your vision for our future graduates of Diné College?

#### Table: Highest Paying Occupations

<table>
<thead>
<tr>
<th>Occupation</th>
<th>2016 Median Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surgeons</td>
<td>$208,000 per year</td>
</tr>
<tr>
<td>Oral and maxillofacial surgeons</td>
<td>$210,000 per year</td>
</tr>
<tr>
<td>Obstetricians and gynecologists</td>
<td>$205,000 per year</td>
</tr>
<tr>
<td>Orthodontists</td>
<td>$200,000 per year</td>
</tr>
<tr>
<td>Anesthesiologists</td>
<td>$200,000 per year</td>
</tr>
<tr>
<td>Physicians and surgeons, all other</td>
<td>$196,200 per year</td>
</tr>
<tr>
<td>Internists, general</td>
<td>$191,060 per year</td>
</tr>
<tr>
<td>Psychiatrists</td>
<td>$184,420 per year</td>
</tr>
<tr>
<td>Family and general practitioners</td>
<td>$180,490 per year</td>
</tr>
<tr>
<td>Chief executives</td>
<td>$162,020 per year</td>
</tr>
<tr>
<td>Dentists, all other specialists</td>
<td>$148,800 per year</td>
</tr>
<tr>
<td>Pediatricians, general</td>
<td>$146,390 per year</td>
</tr>
<tr>
<td>Nurse anesthetists</td>
<td>$140,000 per year</td>
</tr>
<tr>
<td>Dentists, general</td>
<td>$126,000 per year</td>
</tr>
<tr>
<td>Computer and information systems managers</td>
<td>$125,900 per year</td>
</tr>
<tr>
<td>Architectural and engineering managers</td>
<td>$120,500 per year</td>
</tr>
<tr>
<td>Marketing managers</td>
<td>$111,020 per year</td>
</tr>
<tr>
<td>Petroleum engineers</td>
<td>$126,000 per year</td>
</tr>
<tr>
<td>Airline pilots, co-pilots, and flight engineers</td>
<td>$127,820 per year</td>
</tr>
<tr>
<td>Prosthodontists</td>
<td>$126,000 per year</td>
</tr>
</tbody>
</table>

[https://www.bls.gov/ooh/highest-paying.htm](https://www.bls.gov/ooh/highest-paying.htm)
DISCUSSION

TAKING OWNERSHIP OF THE DINÉ COLLEGE'S VISION
OUR VISION

“*Our vision is to improve continuously our programs and services to make Diné College the exemplary higher education institution for the Diné People.*”
GOAL: RECOGNIZE YOUR EXPERIENCES

- RECOGNIZING YOUR ROLE:
  - 10) WHAT ROLE DO YOU SEE YOURSELF IN MAKING IT HAPPEN?
LOOKING TO THE FUTURE

PREPARING A NEW VISION FOR DINE’ COLLEGE
CHALLENGES AS OPPORTUNITIES

- What are we afraid of?
- What do we know?
- What don’t we know?
- What assumptions can we make about the future?
WHY IS THIS IMPORTANT?

Tracking the trend

Percentage of the state's working-age population (25-64) with at least an associate degree

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>34.4%</td>
</tr>
<tr>
<td>2009</td>
<td>34.8%</td>
</tr>
<tr>
<td>2010</td>
<td>35.1%</td>
</tr>
<tr>
<td>2011</td>
<td>35.8%</td>
</tr>
<tr>
<td>2012</td>
<td>36.7%</td>
</tr>
<tr>
<td>2013</td>
<td>36.9%</td>
</tr>
</tbody>
</table>
Levels of education for Arizona residents, ages 25-64

- Less than ninth grade: 196,505 (5.91%)
- Ninth to 12th grade, no diploma: 270,724 (8.14%)
- High school graduate (including equivalency): 794,871 (23.90%)
- Some college, no degree: 837,076 (25.17%)
- Associate degree: 310,129 (9.32%)
- Bachelor’s degree: 593,122 (17.83%)
- Graduate or professional degree: 323,586 (9.73%)

Source: U.S. Census Bureau, 2013 American Community Survey
HOW DOES DC ADD UP?

### Undergraduates

#### Top 20 Undergraduate Majors

<table>
<thead>
<tr>
<th>Major</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemistry</td>
<td>53</td>
</tr>
<tr>
<td>Mechanical Engineering</td>
<td>59</td>
</tr>
<tr>
<td>Civil Engineering</td>
<td>67</td>
</tr>
<tr>
<td>Environmental Health/Science</td>
<td>69</td>
</tr>
<tr>
<td>Early Childhood</td>
<td>80</td>
</tr>
<tr>
<td>Exercise Science</td>
<td>82</td>
</tr>
<tr>
<td>Education</td>
<td>84</td>
</tr>
<tr>
<td>Business Management/Information</td>
<td>99</td>
</tr>
<tr>
<td>Graphic Design</td>
<td>106</td>
</tr>
<tr>
<td>Accounting</td>
<td>108</td>
</tr>
<tr>
<td>Criminal Justice</td>
<td>121</td>
</tr>
<tr>
<td>Elementary Education</td>
<td>130</td>
</tr>
<tr>
<td>Engineering</td>
<td>148</td>
</tr>
<tr>
<td>Biology</td>
<td>162</td>
</tr>
<tr>
<td>Computer/Information Science</td>
<td>174</td>
</tr>
<tr>
<td>Psychology</td>
<td>179</td>
</tr>
<tr>
<td>Health Professions</td>
<td>180</td>
</tr>
<tr>
<td>Business Administration</td>
<td>260</td>
</tr>
<tr>
<td>Liberal Arts/General Studies</td>
<td>428</td>
</tr>
<tr>
<td>Nursing</td>
<td>518</td>
</tr>
</tbody>
</table>

#### Top 15 Undergraduate Colleges/Universities

- San Juan College - 485
- Diné College - Tsaile - 467
- Navajo Technical University - 441
- University of New Mexico - 412
- Arizona State University - 347
- Northern Arizona University - 307
- University of New Mexico - Gallup - 250
- Fort Lewis College - 241
- Utah State University - College Eastern Utah - 125
- University of Arizona - 124
- Mesa Community College - 99
- New Mexico State University - 96
- Central New Mexico Community College - 93
- Diné College - Shiprock - 80
- Coconino Community College - 76
VISION

- The optimal desired future state of the College
- Provides direction on what we are focused on achieving in five, ten, or more years
- Functions as our "north star"
- Succinct and inspirational

MICROSOFT
Empower people through great software anytime, anyplace, and on any device.

ALZHEIMER ASSOCIATION
Our Vision is a world without Alzheimer's disease.
ASU CHARTER

ASU is a comprehensive public research university, measured not by whom it excludes, but by whom it includes and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural, and overall health of the communities it serves.
Eight design aspirations guide ASU’s ongoing evolution as a New American University. ASU integrates these institutional objectives in innovative ways to demonstrate excellence, access and impact.
If we were here to plan to start Diné College, where would we focus and why?

What would be the 5 programs that we begin with?

What would be our structure...campuses etc.?

Would our mission change...How?

Would our vision change...How?

Would our philosophy change...How?
A NEW VOCABULARY

- Write words on the sheets that are used to describe Diné College today.
- Write words on the sheets that you want to be used to describe Diné College today.
- Transformation requires a new vocabulary and a shift in thinking.
- Challenge our basic assumptions.
- Need to refocus from emphasis on faculty teaching to emphasis on student learning.
- Need to re-conceptualize institutional productivity— from faculty productivity to student learning productivity.
- Where is the sense of urgency?
- Funding must feel secure for 5 or more years in order to confidently transition.