Red Lake Nation College

Strategic Plan

2016 to 2020

Revised: February 22, 2018

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Introduction

The purpose of the Red Lake Nation College (RLNC) Strategic Plan is to provide the overall, general direction for the tribal college's development, set major goals and to monitor continuous growth and improvement. Typically, annual updates will be provided to five year plans. However, due to the rapid growth and expansion of the RLNC from 2014 to 2016, a new Strategic Plan for 2016 to 2020 was drafted. The Strategic Plan for 2016 to 2020 will match other major plans created for 2016 to 2020. Moving forward, RLNC will complete annual updates to all five-year plans. This plan includes updates from 2016 up through February 20, 2018.

The Institution: Brief History

2000 The Red Lake Tribal Council requested that a feasibility study be conducted regarding the establishment the Red Lake Nation College (March 31, 2000).

2001 On January 9, 2001, the Red Lake Tribal Council determined that it would be in the best interest of the members to establish a Tribal College on the Red Lake Reservation, and a task force was appointed to lead the effort.

On July 10, 2001, the Red Lake Tribal Council authorized a Tribal College budget to begin hiring key personnel and to establish a College on behalf of the Red Lake Band of Chippewa Indians.

The Red Lake Tribal Council approved the Charter of the Red Lake Nation College on October 9, 2001, and the President of Red Lake Nation College was directed to begin the process of establishing a Board of Regents.

2002 The Humanities Building was reserved for use by Red Lake Nation College on February 26, 2002, and the College was able to move in during the summer of 2002.

2004 In 2004, Red Lake Nation College became an additional location of the Fond du Lac Tribal & Community College. FDLTCC began offering liberal arts courses and awarding A.A. degrees.

2010 The Board of Regents hired Dan King as President who started an aggressive, five-year plan of building a strong college resource base of financial, human, physical facilities and technical capabilities. An executive team of qualified staff and faculty has been hired.

2012 Upon the completion of Spring Semester 2012, Red Lake Nation College ended its partnership with FDLTCC and established a new partnership with the Leech Lake Tribal College in fall 2012. As an additional site of Leech Lake Tribal College, the Red Lake Nation College will receive continued support and guidance from LLTC as RLNC seeks to meet accreditation standards and become an independent college.

2010 - The College led a five-year community planning process with the Tribe to plan, design,

2015 finance and construct a first rate campus for the Red Lake Community. The project was completed and a Grand Opening was held on August 17, 2015, for this new $11.4M campus. The new RLNC campus offers eleven classrooms, library and student learning center, computer labs, study areas, a student union, cafeteria, daycare centers, fitness center and a much more improved learning environment for students. This new campus has created a top quality learning environment for the Red Lake Community.

2016 RLNC achieves HLC approval of Candidacy for Accreditation Status.

2017 The American Indian Higher Education Consortium, (AIHEC), the group of 38 Tribal Colleges in the USA, approves RLNC as a full voting member.

2017 The Bureau of Indian Education (BIE) approves RLNC for annual Federal Tribal College operational funding for the 17/18 AY. This is approximately $765K per year starting in August 2017.

2017 The Department of Education (DOE) approves RLNC for Title III funding ($1M per year) and Title IV funding approval so RLNC can now start accepting Federal Financial Aid (PELL).

2017 RLNC receives approval for students to receive MN State Indian Scholarship (MISF) funds following the Federal DOE's Title IV approval.

2017 RLNC agrees to Articulation agreements with Bemidji State University, Fond Du Lac Tribal and Community College and White Earth Tribal and Community College so that students can easily transfer to other colleges from RLNC.

2017 RLNC becomes an independent college and ends educational agreement with Leech Lake Tribal College after the natural end of the agreement.

2018 RLNC financially separates from the Tribe on 1/1/18. However, the Tribe remains a strong supporter of the RLNC.

About Red Lake Nation College

The Red Lake Nation College (RLNC) currently only offers one program of study as a branch campus of LLTC. For the Fall term of 2015, the RLNC has had an average enrollment of 164 students and employs eight staff persons and twelve faculty members. Approximately 99% of RLNC students are enrolled in and/or descended from the Red Lake Band of Chippewa Indians. The RLNC receives its base funding from the Red Lake Tribal Council and tuition and fees from its educational agreement with the Leech Lake Tribal College. The Red Lake Nation College is an Associate Member of the American Indian Higher Educational Consortium (AIHEC). AIHEC is the consortium of the 38 Tribal Colleges that are located in the Unites States.

The Service Area

The Red Lake Nation College (RLNC) was chartered by the Red Lake Band of Chippewa Indians in 2001 to provide higher education opportunities for Tribal members living on and near the Red Lake reservation. Prior to the opening of the Red Lake Nation College, Red Lake community members were forced to drive two hours round-trip on a daily basis in order to attend college. Due to the rural location of the reservation and high poverty levels (over 50% unemployment rate), the high cost of transportation and daycare costs were all large barriers that prevented Tribal Members from attending college in the past. In past RLNC student surveys, over 95% of students surveyed indicated they would not be in college if not for the existence of the RLNC. Therefore, the RLNC serves as a critical bridge of opportunity for Red Lake Members to have access to higher education.

Mission Statement

To provide excellent higher education that is grounded in the Ojibwe language and culture of the Red Lake Nation.

Anishinaabe (Native Americans) Philosophy

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.

Philosophy of Education

It is the philosophy of the Red Lake Nation College that students learn best in a safe, nurturing, and thought-provoking environment. Further, this type of supporting learning environment requires adequate classroom space, 21st century learning resources and academically qualified, caring instructors and staff. We also believe that it is vitally important that American Indian students a) learn and regain their knowledge of who they are as indigenous people, b) that they develop pride and respect for themselves, for people of other cultures/worldviews, and for the environment, and c) that they are motivated to become life-long learners.

Vision Statement

The Red Lake Nation College will strive to be a center for academic excellence on the Red Lake Indian Reservation, equipping students with knowledge of their language, culture, and self, and preparing them to carry this knowledge forward into future generations.

Guiding Ojibwe Culture Principles & Values

The Red Lake Nation College seeks to practice and instill in its students the following traditional Anishinaabe values:

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

Debwewin (Truth)

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

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

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

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

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

Nibwaakaawin (Wisdom)

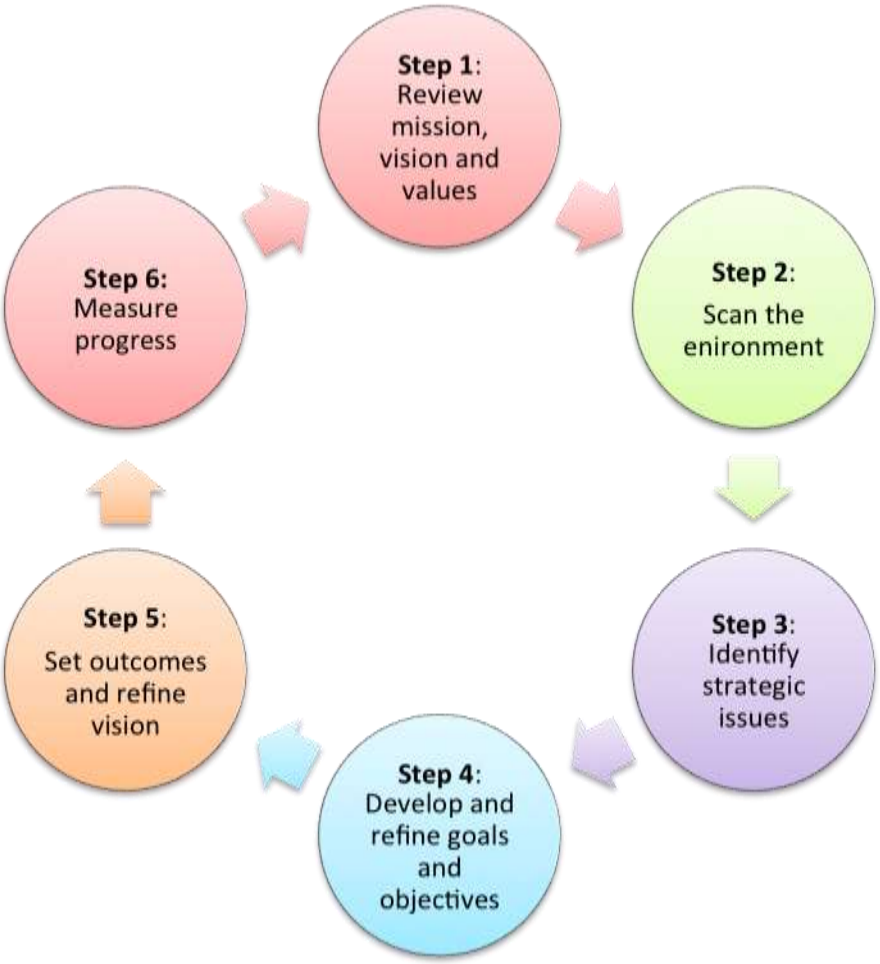
- To take time to reflect on all our experiences
- To acknowledge the opportunity to learn from others
- To persist in acquiring knowledge and improving skills
- To strive for the accomplishment of goals and dreams

- To practice ethical behavior at all times
- To seek guidance from elders and qualified advisors

Strategic Planning Process: RLNC Continuous Improvement Circles

The Strategic Planning Process is a continuous cycle that ensures continuous improvement:

1. Review mission, vision and values
2. Scan the environment
3. Identify strategic issues
4. Develop and refine goals and objectives
5. Set outcomes and refine vision
6. Measure progress



Step 1:

The mission, vision and goals were reviewed by the administrative team upon recommendation from the Higher Learning Commission and changes were recommended to the Board of Regents. These changes were approved on October 13, 2013.

Step 2:

The Red Lake Nation College began to distribute a community needs survey in the summer of 2013 and have been obtaining results since that time. The survey is now available on the RLNC Facebook page and on the RLNC website. The following are some sample results of the over 355 community needs surveys completed as of March 2015. More community needs surveys are being completed on the RLNC website on a regular basis. Listed here are preliminary community survey results:

	Very Important	Important	Somewhat Important	Unimportant	No opinion	Total	Average Rating
Opportunity to go to college here in Red Lake	**57.35%** 39	**13.24%** 9	**17.65%** 12	**2.94%** 2	**8.82%** 6	68	3.07
Opportunity to earn a GED or receive Adult Basic Education	**56.72%** 38	**17.91%** 12	**7.46%** 5	**2.99%** 2	**14.93%** 10	67	2.99
Availability of cultural education and Ojibwe language programs at RLNC	**71.64%** 48	**16.42%** 11	**2.99%** 2	**2.99%** 2	**5.97%** 4	67	3.45
Availability of public transportation to and from RLNC	**70.15%** 47	**11.94%** 8	**2.99%** 2	**5.97%** 4	**8.96%** 6	67	3.28
Availability of career advising, tutoring, and counseling services at RLNC	**73.85%** 48	**9.23%** 6	**4.62%** 3	**1.54%** 1	**10.77%** 7	65	3.34
Availability of							

	Very Important	Important	Somewhat Important	Unimportant	No opinion	Total	Average Rating
services for physically and learning disabled students	75.00% 48	12.50% 8	1.56% 1	3.13% 2	7.81% 5	64	3.44
Availability of certificate programs that improve employee skills	73.02% 46	15.87% 10	4.76% 3	3.17% 2	3.17% 2	63	3.52
Opportunity to take classes in the evenings or on weekends at RLNC	66.67% 42	14.29% 9	7.94% 5	6.35% 4	4.76% 3	63	3.32
Opportunity to take classes online from RLNC	67.19% 43	14.06% 9	6.25% 4	6.25% 4	6.25% 4	64	3.30
Availability of Internet access for students 24 hours and 7 days a week	71.88% 46	14.06% 9	3.13% 2	4.69% 3	6.25% 4	64	3.41
Access to quality laboratory research facilities and instructional materials	67.19% 43	23.44% 15	1.56% 1	3.13% 2	4.69% 3	64	3.45

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Total	Average Rating
I am well informed about the admissions process at RLNC	12.31% 8	9.23% 6	29.23% 19	23.08% 15	26.15% 17	65	3.42
I am well informed	12.70% 8	7.94% 5	30.16% 19	28.57% 18	20.63% 13	63	3.37

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree	Total	Average Rating
about RLNC's academic and extracurricular programs							
I believe RLNC is a good value and good investment	6.15% 4	6.15% 4	10.77% 7	20.00% 13	56.92% 37	65	4.15
I believe college education is important for all members of this community	4.76% 3	4.76% 3	3.17% 2	15.87% 10	71.43% 45	63	4.44
I believe RLNC prepares its students for employment on the reservation	7.81% 5	6.25% 4	17.19% 11	28.13% 18	40.63% 26	64	3.88
I believe RLNC prepares its students to go on to a four-year college	6.45% 4	6.45% 4	19.35% 12	29.03% 18	38.71% 24	62	3.87
I am aware of financial aid opportunities for funding my education at RLNC	10.94% 7	7.81% 5	20.31% 13	21.88% 14	39.06% 25	64	3.70
I would recommend RLNC to a friend or relative	6.35% 4	1.59% 1	17.46% 11	17.46% 11	57.14% 36	63	4.17

	Very Important	Important	Somewhat Important	Unimportant	No Opinion	Total	Average Rating
Business development, entrepreneurs community planning	70.15% 47	22.39 % 15	4.48% 3	1.49% 1	1.49% 1	67	3.58

	Very Important	Important	Somewhat Important	Unimportant	No Opinion	Total	Average Rating
Environmental Science - forestry, water and resource management	73.91% 51	14.49% 10	7.25% 5	1.45% 1	2.90% 2	69	3.55
Health Careers - nurse, therapist, nutrition	66.67% 46	15.94% 11	8.70% 6	4.35% 3	4.35% 3	69	3.36
Computer Science	66.67% 42	14.29% 9	12.70% 8	3.17% 2	3.17% 2	63	3.38
Teacher Education - elementary education, early childhood education, paraprofessional	63.49% 40	19.05% 12	9.52% 6	4.76% 3	3.17% 2	63	3.35
Criminal Justice - juvenile justice, case officers, police, etc.	70.00% 42	16.67% 10	10.00% 6	1.67% 1	1.67% 1	60	3.52
Social Services - Case management, treatment program workers, etc.	82.05% 32	12.82% 5	5.13% 2	0.00% 0	0.00% 0	39	3.77
Digital Technology and Telecommuni-cations	61.67% 37	25.00% 15	8.33% 5	3.33% 2	1.67% 1	60	3.42
Ojibwe Language and Culture	77.27% 51	16.67% 11	3.03% 2	3.03% 2	0.00% 0	66	3.68
Career and Technical - automotive, construction,	60.34% 35	18.97% 11	13.79% 8	3.45% 2	3.45% 2	58	3.29

	Very Important	Important	Somewhat Important	Unimportant	No Opinion	Total	Average Rating
etc.							

Step 3:

The Strategic Planning Committee met multiple times throughout the months of September, October and November 2014, and identified the major strategic goals that would take priority over the coming six years from 2015 through 2020.

Step 4:

The Goals and Objectives were then revised and modified by the Strategic Planning Committee based upon community responses, RLNC Board Members, Staff and Faculty input, available resources and overall RLNC priorities.

Step 5:

Program and Classroom Outcomes were then established by identifying the responsible departments. Institutional Outcomes were also established and then all outcomes were refined by the RLNC Board, RLNC Faculty and Staff during the time period of 2013 to 2016.

Step 6:

Continuous progress will be measured over the next five years (from 2016 to 2020) in the following ways: regular Committee Meetings, use of Continuous Improvement Circle process, annual reports by each department and strategic planning review committee meetings.

RLNC Strategic Planning Committee

Dan King, President, Red Lake Nation College

Mandy Schram, Vice President of Operations and Academic Affairs

Nokomis Paiz, Vice President of Student Success

Nadine Bill, Director of Assessment and Institutional Effectiveness

Cassy Keyport, Director of Library Services and Tribal Archives

Tami Niswander, Chief Financial Officer

Brandon Spears, Registrar

Sheila Erickson, Sr. Business Office Specialist

Jamie King, Business Office Specialist

Shieleen Omen, Executive Assistant

Jeff Jones, Full-time Instructor (Mathematics)

Tami Nendick, Full-time Instructor (Science)

Lucas Bratvold, Full-time Instructor (Ojibwe Language and Culture)

Strategic Planning Goals

Strategic Planning Goals	
I	Enrich and Expand Academic Programs
II	Establish Effective College-Wide Coordination and Collaboration
III	Strengthen Financial Foundation and Infrastructure
IV	Provide First-Rate Tribal College Facilities
V	Provide a Rich Cultural Experience
VI	Develop and Foster a Culture of Continuous Improvement
VII	Increase Student Success and Access to Higher Education

Goal I: Enrich and Expand Academic Programs					
Objectives	**Responsible Party**	**Action Steps**	**Measurable Outcomes**	**Results 2016-2018**	**Evidence**
Red Lake Nation College will begin offering additional Associate's Degree programs and Certificates according to the schedule developed by the Academic Affairs Department.	Academic Affairs Student Services	The Recruitment and Retention Specialist will recruit students for the A.A.S. in Social and Behavioral Sciences during the 2014-2015 academic year.	Red Lake Nation College will begin offering an A.A.S. degree in Social and Behavioral Sciences in the fall of 2015. This will be an "unaccredited" program and will be offered free of charge to a small cohort of students. Students will be recruited and will have completed all admissions paperwork by July 1, 2015. Red Lake Nation College will begin offering an A.A. in Business Management in the fall of 2017, an A.A. in Environmental Science in the fall of 2018 and a certificate in Speaking and Teaching Ojibwe in the fall of 2018.	Red Lake Nation College began offering the A.A.S. in Social and Behavioral Sciences in the Fall of 2015. The Curriculum Committee will be reviewing the MN Office of Higher Education degree requirements during their May 2018 faculty in-service training as part of the program review process. RLNC will also pursue the feasibility of offering an emphasis area in environmental science. All other programs have been placed on hold until RLNC achieves full initial accreditation (as recommended by the IAC).	MN OHE Degree Requirements Information can be found at: https://www.ohe.state.mn.us/pdf/associate.pdf Academic Program Development Chart (embedded within the Academic Plan) https://www.rlnc.education/forms
Maintain or improve current retention levels of faculty and staff annually, excluding those who leave for retirement	Academic Affairs	Survey staff and faculty regarding satisfaction levels and request ideas as to how to improve retention and satisfaction	The VP of Academics will develop a satisfaction survey for faculty and staff members by August 2015 and begin administering the survey annually in the spring.	RLNC has not yet instituted a satisfaction survey for faculty and staff members. A survey cycle has been established to include this.	Survey Cycle Survey Cycle can be found at: https://www.rlnc.education/strategicplanning Also embedded within the Assessment and Institutional Effectiveness Plan

or health issues.		levels.	Recommendations for improvements will be based off the feedback gathered from these confidential surveys.		
Hire faculty members to fulfill needs for new academic programs as they are implemented.	Academic Affairs College President helps recruit faculty by constantly seeking Tribal Members and other professionals who have the qualifications and credentials for teaching and support staff positons at the RLNC.	Hire an adjunct math instructor to meet general education mathematics requirements. Hire an adjunct chemistry instructor. Hire a full-time business instructor. Hire a full-time Ojibwe language instructor.	The VP of Academic Affairs will advertise for an adjunct math instructor in May, 2015 for the 15-16 academic year. Other adjunct and full-time faculty members will be sought as the academic programs are implemented (see timeline for details).	Red Lake Nation College hired a full-time math instructor who began employment in the fall of 2016. All other full-time faculty members have also persisted and a full-time Ojbwemowin and Culture Instructor was also hired in January 2017. RLNC maintains an adjunct faculty pool to draw from as needed.	Faculty Credential Summary Faculty Credential Summary can be found at: https://www.rlnc.education/forms
Provide up-to-date classroom technology (internet access, video, course management system, etc.) for all classes to meet curricular needs.	Academic Affairs Student Services College President seeks funding for this as part of new campus construction.	The VP of Academics and the VP of Student Success will analyze the current technology that will be available for students on the new campus and gather information from the RL Tribal IT department. College President	The VP of Academic Affairs will provide an IT summary and recommendations to the College President by March, 2015. President will incorporate IT suggestions for academic excellence into the new campus construction Annual review of the actual IT resources to see	Red Lake Nation College invested in a new Student Information System in 2017 (Populi) and a new Learning Management System in 2017 (Canvas). Both systems were integrated and fully implemented in the Fall of 2017. RLNC also transitioned to Google Email and Google Drive for all faculty, staff, and students. The Technology Plan has also been updated.	Links to Populi and Canvas for students, staff, and faculty can be found at: www.rlnc.education Canvas Login Information for Fall 2017 (Appendix 1) Technology Plan Technology Plan can be found at: https://www.rlnc.education/forms

		will incorporate and utilize suggestions for the campus IT budget to get the latest technology resources and software for the new college.	what is needed for future years.		

Goal II: Establish Effective College-Wide Coordination and Collaboration					
Objectives	**Responsible Party**	**Action Steps**	**Measurable Outcomes**	**Results 2016-2018**	**Evidence**
Foster a culture of cooperation, mutual respect and scholarly collaboration across academic units of the college through the creation of committees that bring faculty from different academic units together.	Academic Affairs Student Services	Create various committees that bring faculty members together to collaborate on ideas. Task the curriculum committee with scholarly collaboration across academic units.	The Curriculum Committee, composed of full-time and adjunct faculty members will work together to collaborate on curriculum across academic fields. This committee will meet once per month throughout the academic year and will provide an end-of-year report in May of each year.	For each academic year, all committees have completed work plans, meeting minutes, and annual reports. The annual reports drive the content of the work plan for the following academic year.	Committee Structure (Appendix 6) Committee Work Plans Committee Annual Reports Committee Meeting Minutes Work plans, annual reports, and minutes can be found at: https://www.rlnc.education/committee-meeting-summaries
Red Lake Nation College will create systems and processes that increase constructive/ collaborative employee engagement	College President will set general direction for collaborative processes and will raise funds and provide budget	Hold regular staff meetings and committees that help the college achieve collaboration and engagement	Annual Reviews of Strategic Plans will take place to evaluate the level of activity and outcomes/progress toward institutional goals and dashboard	Due to the transition period RLNC experienced in separating from Leech Lake Tribal College and the Red Lake Band of Chippewa, this review is a biennial review. A new hiring process	Institutional Effectiveness Committee Meeting Minutes Work plans, annual reports, and minutes can be found at: https://www.rlnc.education/committee-meeting-summaries

through cross-functional, interdisciplinary activities (i.e. job shadowing, mentoring, training, and professional development).	funding for these activities, training and development. VP of Academics will support and encourage collaboration and engagement.	. New hiring interview process will include administrative team and staff members to help select new staff. New budget process will include all Administrative, staff & Board Members.	progress. New hires job satisfaction and improved employee morale. Improved buy-in for hiring new staff, longer employee retention and lower hiring costs are long term benefits of an inclusive hiring process. Keeping overall college costs lower, providing more inclusion, and maintaining more effective budgets are long term benefits of a collaborative budget process.	and budget process have been developed and implemented. The Institutional Effectiveness Committee met multiple times throughout the year to evaluate progress toward institutional goals. Two new RLNC policies – "Hard on Problems, Soft on People" and "21st Century Work Environment" were both formalized and approved to support and encourage collaboration, use technology for efficiency and support a family friendly work environment.	This was created to help maintain employee retention along with improved health benefits, improved 401K matching amounts, long term employee contracts to encourage long term employees. This helps create "golden handcuffs" and encourages good people to stay in jobs.
Examine the strengths and weaknesses of the College's current academic and administrative computing environment.	Academic Affairs Student Services Business Affairs	The VP of Academics will work with the Red Lake Nation IT Department as well as staff and faculty to develop an IT Master Plan.	This Master Plan will be developed during the 15-16 Academic Year. The new campus technology budget will be utilized to strengthen our IT system. We will continue to use Red Lake Tribal IT Department as an outsourcing entity until we have the funds to operate our own college IT Department.	The Master Plan is complete. RLNC has made a large investment in technology including Google Drive, Populi, and Canvas. RLNC is no longer outsourcing IT support and has hired an IT Technician. An IT Director position has also been included in the Hiring Plan.	Master Plan Hiring Plan Technology Plan Master Plan and Technology Plan can be found at: https://www.rlnc.education/forms

Goal III: Strengthen Financial Foundation and Infrastructure					
Objectives	**Responsible Party**	**Action Steps**	**Measurable Outcomes**	**Results 2016-2018**	**Evidence**
Foster economic stewardship for long term financial sustainability for the RLNC.	College President Director of Development	Strive to add new revenue streams of funding so as to avoid dependence on one source of funding. Establish a Financial Sustainability Plan by February 2016.	At each year's annual budget, see the increasing amounts from funding sources and the increased balance among funding sources, i.e., not too dependent on one source of funding. Monitor annual progress of Financial Sustainability Plan at end of each year from 2016 to 2020.	RLNC has made tremendous strides toward diversifying and solidifying established, annual federal college funding sources that are the foundation of most Tribal College operations. This includes the following annual funding obtained in 2017 and ongoing thereafter: BIE - $760K DOE-Title III - $1M DOE-Title IV - $400K Total Annual Funding of approximately $2.1 M. This will be ongoing every year after 2017.	See funding approval letters for 2017 from: *BIE (Appendix 2) *DOE – Title III (Appendix 3) *DOE – Title IV (Appendix 4) *MN Indian Scholarship Fund (Appendix 5) Also, see the Change in Revenue Sources chart from 16/17 to 17/18 (Appendix 7)
Increase the resource base of financial, human, physical and technological resources available to the RLNC for educational purposes.	College President Director of Development Board of Directors	Seek and apply for grants and all possible sources of resources for college use. Create and use a new RLNC Grant Application form that all RLNC staff uses to align all RLNC grant applications with our goals.	Review the number of grants and size of awards of funding the RLNC applies for and obtains.	Again, the RLNC has made strong gains to adding resource bases of all major types – financial, human, physical/ technological.	See the attached charts which display the positive progress RLNC has made in the last two years in budget growth, human resources growth and physical/ technological growth. (Appendix 8) These charts demonstrate great positive gains in RLNC financial, human resources, and physical/ technological resource base over the last two years. Authorization to

					Pursue External Funds (Appendix 11)
Seek diversification in RLNC funding sources from 2016 to 2020. Obtain Federal public funding in Fall of 2017 from November 2016 attainment of Candidacy status. Set goal to save 20% of all new private funds and all of annual budget surpluses from 2016 to 2020 and put this savings into a new Contingency Savings Fund account. By doing this, we are planning to save at least $1.7M into our new Contingency Savings Fund by 2020. In 2020, save at least 25% of the Contingency Savings Fund and put this into a long term, Permanent Endowment Fund. This	College President Director of Development Executive Assistant to the President	Aggressively seek private and public funding from private companies, foundations and individuals through our annual diversification efforts. Utilize the College President's strong professional business connections and sales and marketing experience.	Review the year end totals for funds raised. Review the increase in the % of private funds raised vs. Tribal funds. Compare the planned budget balances to the actual annual budget revenues and expense %'s. Compare the actual annual revenue amounts and %'s to our desires to strive to achieve a balance of budget revenue line items.	RLNC has made tremendous strides toward diversifying and solidifying established, annual federal college funding sources that are the foundation of most Tribal Colleges. The RLNC has gone from being overly dependent on Tribal sources to more evenly diversified between Tribal, Federal public sources, tuition and fees, grants. Due to the major investments in human and technology assets, savings into the Contingency Savings and Permanent Endowment have been slower than expected.	See the Change in Revenue Sources charts from 16/17 to 17/18. These charts clearly demonstrate the changes in %'s for each revenue source for RLNC over the last two years. The RLNC will have at least $800K saved into their Contingency Savings Account by 2020. We will have saved $200K from 2018 to 2020 for $800K total. This is $900K short of our goal. However, this Contingency Savings account allows more flexibility than an Endowment Fund. In other words, we can access it if needed during a crisis.

will represent $425K being put into the Permanent Endowment Fund in 2020.					
In 2016, start a Contingency Savings Fund that will be established and help guarantee long term sustainability for the College. Review Student Housing needs.	College President Director of Development Executive Assistant to the President President Recruitment & Retention Counselor	Establish a Contingency Savings Fund in 2016 and save a minimum of 20% of all new private funds and all budget surpluses for 5 years from 2016 to 2020. However, during the key growth years from 2016 to 2018, the limit to be saved to the fund may be reduced to 10% for these 3 years to allow for greater investment into the new RLNC campus. Obtain Housing surveys and data to determine student housing needs.	Review the year end totals for funds raised into the Contingency Savings Fund. Take actionable steps based on survey results. Explore housing grants and partnerships with Tribe and State funding.	The Contingency Savings Fund was established at the earliest possible date in 2017 with $200K. However, due to investments in Human Resources and Technology (see charts on Human Resources and Technology Investments) less savings could be realized. Completed some housing surveys. Early results show a strong need as we expected. Explored some options for housing financing. Due to main focus on college operational funding, this was moved to a secondary need from 2016 to 2018.	See the account balance and financial reports that demonstrate the Savings Fund. The actual Contingency Savings amount up through 2020 will be $800K. Using the Contingency Savings rather than an Endowment Fund allows us more access and liquidity if needed in potential emergency situations. See Housing Survey form and summary results of Housing Surveys. Student Housing will now be listed as a Top 6 priority in 2018 to 2020 for intense research and action now that RLNC operational funding has been obtained.
Recruit a min. of 250 students for the start of the fall 2020 AY.	Recruitment & Retention Counselor	Recruit from Red Lake High School & surrounding area.	Review student enrollment each year.	Recruitment has been less than projected due to a problem with the GED program graduation rates and lack of housing. We have updated our	See the revised Enrollment Projection Chart to reflect the recent trend in enrollment due to the GED graduation issue.

				projections for 2018 to 2020 downward to reflect this recent trend.	

Goal IV: Provide First-Rate Tribal College Facilities					
Objectives	**Responsible Party**	**Action Steps**	**Measurable Outcomes**	**Results 2016-2018**	**Evidence**
The Red Lake Nation College will design a college campus that reflects the culture and history of the Red Lake Nation in its design and resources.	College President Development Director	From 2010 to 2015, the college has led the community planning. design, financing and construction of a new, first rate college campus.	The college started construction of the new campus in the spring of 2014. The new campus is scheduled to be completed by August 17, 2015, with classes offered in the new campus by the fall semester of 2015. This will provide the Red Lake Community a top quality learning environment for optimum student learning.	The new RLNC campus has been refining the facility and improving the resources and presentation of culture and history throughout the last two years from 2016 to 2018 such as the following: *Learning Center moved next to Library for more accessibility and control *Added culture, art, and color to campus walls *Added seasonal banners to Student Union *Use of campus TV displays for information and cultural art purposes *Added maintenance staff and cleaning schedules to maintain	Library decoration and design emphasizes Tribal cultural awareness. (Appendix 9) The VP of Student Success office reflects a comfortable, cultural design. New Native and Tribal artwork was collected from 2016 to 2018 and campus walls and colorful plants are planned for decoration in March 2018. Campus signage reflects Ojibwe language and English.

				campus	
The Red Lake Nation College will collect academic and cultural resources to stock the new library and learning center.	Academic Affairs Student Services New Tribal Archives and Community Library Director	The VP of Academic Affairs and the VP of Student Success will analyze the current resources and needs for the new campus.	The VP of Academic Affairs and the VP of Student Success will make recommendations to the College President by August, 2015.	Over the last two years from 2016 to 2018, the library has led the official move of all academic and cultural documents and cultural resources from the old Tribal Archives to their new home at the RLNC.	See the attached photos of the library cultural decoration and official Tribal artwork. The RLNC obtained financial resources for library and learning center development through an IMLS grant of $150K over three years from 2016 to 2018.
The Red Lake Nation College will recruit and hire the personnel to provide these academic and support services to RLNC students and the community.	College President New Tribal Archives and Library Director HR Director	College President will lead and foster a strong partnership with the Tribe to coordinate services of mutual benefit such as managing the Tribal Archives and Community Library.	Annual review of the Library Development and the establishment of the Trial Archives and Community Library.	The College President has actively worked by regularly communicating with Tribal officials and attending Tribal Council Meetings to report on the RLNC. This has helped maintain a strong relationship with the Tribe. The Library Director has professionally and successfully managed the library and Tribal	Tribal support for the RLNC has been at all-time highs for annual financial support. See attached Graphs of Tribal Financial Support for RLNC from 2016 to 2018. Also, the Library has started a long-term digitization process to convert all documents to digital for preservation purposes.

				Archives. From 2016 to 2018, the library hired two additional library and cultural staff who are Tribal Members and also hires both summer college interns who specialize in Tribal archives as well as community member interns in order to raise community awareness of the library and archives profession.	See the attached chart on the addition of RLNC Human Resources from 2016 to 2018.
Build and strengthen the Aazhoogan (Ojibwe word for Bridge) Consortium with the surrounding regional colleges and universities to increase course offerings and resources and diversity for the benefit of RLNC students.	College President VP of Academic Affairs Development Director Student Services	Continue to apply for consortium grants. Coordinate high technology, high definition (HD) (virtual presence) course offerings from the consortium at the RLNC campus.	Review the number and size of annual grants and resources obtained for the consortium for the benefit of RLNC students. Review the annual number of course offerings from the Aazhoogan Consortium.	RLNC led the development of Aazhoogan and pushed for aggressive implementation of Aazhoogan partnership activities from 2016 to 2018.	RLNC benefitted from two Aazhoogan grants from the USDA and Bush Foundation during 2016 to 2018. RLNC developed articulation agreements with three Aazhoogan schools – Bemidji State University (BSU), Fond Du Lac Tribal and Community College (FDLTCC),

					and White Earth Tribal and Community College (WETCC) These can be found at: https://www.rlnc.education/articulation-agreements RLNC hosted a virtual presence course through BSU in the spring of 2017.

Goal V: Provide a Rich Cultural Experience					
Objectives	**Responsible Party**	**Action Steps**	**Measurable Outcomes**	**Results 2016-2018**	**Evidence**
Red Lake Nation College will encourage and promote the use of the Ojibwe language and culture on campus, in all academic courses and in the Tribal Community in creative and positive ways.	College President VP of Academic Affairs Ojibwe Language Instructors Development Director	Continually use Ojibwe Language in all College signage and in all Tribal materials. Implement the college mission and language use in all RLNC courses and academic and student support programs.	Perform annual surveys and evaluations of language use. Annual review of all RLNC course syllabi by the VP of Academic Affairs to analyze for incorporation of Ojibwe language and culture.	The Curriculum Committee reviews all syllabi annually. The Ojibwe language has been incorporated into multiple sections of the template. The AIMS AKIS provides data on the use of the Ojibwe language. Additionally, faculty members have incorporated Ojibwemowin signage in their classrooms,	Master Syllabus Master Syllabus can be found at: https://www.rlnc.education/forms AIMS AKIS 16-17 Reports can be found at: https://www.rlnc.education/institutional-research

				as well as photos, introductions, directional signs, parts of speech, and common phrases.	
Continue to provide high-quality programs for the enjoyment and cultural enrichment of the campus and community.	Governance Committee Student Council Student Services	The Governance Committee, Student Council and Student Services will plan college events that are open to the public for cultural enrichment.	The Governance Committee, Student Council and Student Services monitor attendance numbers at these events as well as participant satisfaction.	The Events Committee, which is composed of employees from all departments proposes and plans all College-wide events and tracks attendance at these events.	Events Summary Committee minutes can be found at: https://www.rlnc.education/committee-meeting-summaries BIE ISC Report (Appendix 10)
Red Lake Nation College will seek additional program funding for multicultural activities, performances, and exhibitions through grants and fundraising opportunities. The college will support and partner with the Head Start Ojibwe Language Immersion Program that is located within the new college campus. The college will also plan activities to showcase Tribal language.	Academic Affairs Student Services College President Ojibwe Language Instructors	Seek and design programs and activities that highlight our Ojibwe language. Implement the Ojibwe language so it is visually present at all college activities. Support, promote and publicize the Ojibwe Language Immersion project.	Review an annual number and type of Ojibwe language and culture activities. Perform an annual review of all course for Ojibwe language usage and course content. Evaluate the annual usage of the Ojibwe Language Immersion Head Start Program.	Acquisition of archives and – cataloging, digitizing, research-based requirements in courses – developed and centered around RL history and items of importance. Planning and fundraising phase of hosting World Indigenous Conference by AY 18-19 (two-year planning and fundraising process).	Signage throughout the institution Tribal Archives

Goal VI: Develop and Foster a Culture of Continuous Improvement

Objectives	Responsible Party	Action Steps	Measurable Outcomes	Results 2016-2018	Evidence
Red Lake Nation College will create and foster a culture of continuous improvement through assessment and data-driven decision making.	College President VP of Academic Affairs Student Services VP of Student Success	Perform annual reviews of institutional dashboard numbers for college improvement.	Evaluation of annual review progress and college improvement.	Red Lake Nation College evaluates enrollment data and college wide performance indicators every semester through the institutional effectiveness committee structure. A complete program review was completed for the A.A. in Liberal Education program. RLNC participates in the annual systematic data collection American Indian measures of success managed through AIHEC with 300 quantitative data points descriptive qualitative accomplishments Maintain college wide initiatives through the work plan process of key areas using the logic model to track college progress annually	Enrollment Data https://www.rlnc.education/institutional-research Program Review (Liberal Education – A.A.) AIMS/AKIS annual reporting 2016-2017 Work plan template Work plan sample Work plan report sample
Red Lake Nation College will use data to inform existing course and program continuance and	VP of Academic Affairs Student Services VP of Student Success	Evaluate semester and annual data and reports.	Adjust and change programs based on data results. Evaluate	Full program and Curricular review of the AA in Liberal Education. Faculty	AA RLNC Program Review Evaluation reports of AA curricular review

new program development.	IT Department		annual progress of institutional goals.	evaluation of courses structures and revision of program outcomes	
Red Lake Nation College will improve program review and new program implementation decision models.	VP of Academic Affairs Student Services VP of Student Success	Evaluate semester and annual data and reports.	Adjust and change programs based on data results. Evaluate annual progress of institutional goals.	Faculty and assessment committee refinement of phases of program development, implementation and evaluation for non-academic factors	RLNC of Program Development, implementation and Evaluation. (PDIE)
Red Lake Nation College will develop and institutionalize the use of data to support College decision-making processes.	VP of Academic Affairs Student Services VP of Student Success IT Department	Establishing reliable IT systems and programs for ease of use in gaining data. Train all Instructors and Staff to ensure proper use of software for input of student attendance and grade information.	Evaluate the reliability of data and the number of errors from input data to make changes to the systematic use of data.	Implementation of Populi student information system (SIS) a fully integrated college wide system to conduct and manage multiple areas of the college. Implementation of CANVAS Learning management system (LMS)	Populi implementation information, training and data conversion. CANVAS implementation information, training and data conversion.

Goal VII: Increase Student Success and Access to Higher Education					
Objectives	**Responsible Party**	**Action Steps**	**Measurable Outcomes**	**Results 2016-2018**	**Evidence**
Red Lake Nation College will increase student success by improving student satisfaction, retention, persistence, graduation and	VP of Academic Affairs Director of Student Services VP of Student Success Recruitment and Retention Counselor	Take semester and annual student surveys. Analyze course completion rates and	Evaluate annual graduation, retention and persistence rates, course completion rates and results of student	As a result of student outcomes and surveys several new programs have been implemented. Migizi Club, and Peer	See institutional data page on our website for annual graduation, retention and persistence rates, and course completion rates. https://www.rlnc.education/institutional-research Red Lake Nation

transfer rates.		student success ratios and faculty effectiveness feedback. Provide faculty training as needed to improve these rates and ratios.	satisfaction surveys. Also review student exit surveys of those who dropped out and the reasons why. Remain engaged with current students for constant feedback.	mentors are programs to improve course completion and retention. Great Lakes Emergency Aid and Paid Internship programs help with retention and transfer rates. Graduate Luncheons keep students on track toward graduation.	College is part of the Achieving the Dream Program: http://www.achievingthedream.org
Red Lake Nation College will support student success through enhanced readiness programs and strategies. The RLNC will provide access to higher education to serve the Red Lake Community.	VP of Academic Affairs Director of Student Services VP of Student Success Recruitment and Retention Counselor	Prepare effective summer programs, orientation programs and preliminary course content materials. Perform an Annual Review and Assessment of student learning outcomes. Gain constant feedback from students for what is working best.	Evaluate annual student retention rates and course completion rates. Evaluate entrance intake information from recruitment forms, actual enrollment numbers, community education (CEU's) and increased community engagement and college activities.	To address the needs of the high percentage of first generation college students RLNC has reorganized orientation into a series of seminars to familiarize new and returning students with campus services in a more personalized and effective manner. RLNC has collected data and established plans on implementing more Community education. College activities are	Orientation surveys have provided feedback and led to improvements. Community and student surveys track data to provide community and college activities which are pertinent to participants.

				linked to Co-curricular outcomes that address the needs and interests of students.	
Red Lake Nation College faculty members will utilize the early alert system in a timely and more efficient manner.	VP of Academic Affairs Director of Student Services VP of Student Success Recruitment and Retention Counselor	Evaluate when and why students drop out of courses and how we can catch these problems earlier. Then, apply resources toward addressing these newly discovered problems.	Analyze semester and annual dropout rates.	RLNC has identified several common factors which lead students to drop out. We have implemented programs which helps students deal with these obstacles in an attempt to prevent dropouts.	Grant funding reports and tuition waivers have affected student ability to enroll and remain in their courses. RLNC utilizes its Information management system to track students who are at risk of dropping out.
Red Lake Nation College will improve strategies to assist students in transferring to other colleges upon completion of their Associate's Degree. The college will strive to achieve a 3 year graduation rate of at least 25% by the fall of 2019.	VP of Academic Affairs Director of Student Services VP of Student Success Recruitment and Retention Counselor New RLNC Support staff and tutors	Prepare more transfer information and opportunities to students for trips and contacts with other college staff for transfer information. Add more support staff for more individualized student assistance.	Review annual transfer rates, graduation rates and degree completion rates for all degrees. Evaluate annual retention rates and persistence rates.	RLNC continues to partner with local and long distance institutions and employers to serve students as they complete their degree. RLNC holds various events to support transfer students. RLNC has strengthened relationships with current transfer schools, through articulation agreements and a particularly strong relationship	Articulation agreements with local and long distance institutions. Transfer and employment rates are available on our website along with a list of the top institutions and employers. RLNC also tracks students who have transferred to schools such as Augsburg and Dartmouth College.

				with the American Indian Resource Center at Bemidji State University. RLNC annual College and Career fair offers outreach opportunities to new transfer schools.	

Appendix Items

Appendix 1: Canvas Login Information

Appendix 2: BIE Approval

Appendix 3: DOE – Title III

Appendix 4: DOE – Title IV

Appendix 5: MN Indian Scholarship Program

Appendix 6: Committee Structure

Appendix 7: Changes in Revenue Sources

Appendix 8: Growth Charts

Appendix 9: Library Design

Appendix 10: BIE ISC Report

Appendix 11: Grant Application

Appendix 1

Red Lake Nation College implemented Canvas LMS in the fall of 2017. Baseline data was collected at this time:

Canvas Use Fall 2017

Month	Page Views	Actions Taken
August	39,374	409
September	41,648	946
October	31,202	688
November	22,748	446
December	20,037	585
Total Students after Last Day to Withdraw: 116	86 logged in throughout the semester 1 student never logged in 5 students stopped logging in during November 16 students stopped logging in during October 8 students stopped logging in during September	

Appendix 2

United States Department of the Interior

BUREAU OF INDIAN EDUCATION
Washington, D.C. 20240

IN REPLY REFER TO

January 24, 2018

Dan King, President
Red Lake Nation College
15480 Migizi Drive
Red Lake, MN 56671

Thank you for submitting an application for a tribal college and university grant as required by the Tribally Controlled Community College Assistance Act, Public Law 95-471, as amended. This letter serves as notification that your institution has been awarded $767,400.00

If you have any questions concerning your award, please contact me at (703) 390-6697 or email Katherine.Campbell@bie.edu.

Sincerely,

Katherine Campbell, Ph.D.
Program Analyst
Bureau of Indian Education

Appendix 3

P031D170034

US Department of Education
Washington, D.C. 20202

GRANT AWARD NOTIFICATION

1 RECIPIENT NAME

Red Lake Nation College
P. O. Box 576 15480 Migizi Drive
Red Lake , MN 56671

2 AWARD INFORMATION

PR/AWARD NUMBER	P031D170034
ACTION NUMBER	2
ACTION TYPE	Administrative
AWARD TYPE	Discretionary (Research and Development)

3 PROJECT STAFF

RECIPIENT PROJECT DIRECTOR
Tami Niswander (218) 679-1006
tamidniswander@gmail.com
EDUCATION PROGRAM CONTACT
Don H Crews (202) 502-7574
don.crews@ed.gov
EDUCATION PAYMENT HOTLINE
G5 PAYEE 888-336-8930
HELPDESK
edcaps.user@ed.gov

4 PROJECT TITLE

84.031D
American Indian Tribally Controlled Colleges and Universities (Part F)

5 KEY PERSONNEL

NAME	TITLE	LEVEL OF EFFORT
Tami Niswander	Project Director	25 %

6 AWARD PERIODS

BUDGET PERIOD	10/01/2017 - 09/30/2018
PERFORMANCE PERIOD	10/01/2017 - 09/30/2020

FUTURE BUDGET PERIODS

BUDGET PERIOD	DATE	AMOUNT
2	10/01/2018 - 09/30/2019	$500,000.00
3	10/01/2019 - 09/30/2020	$500,000.00

7 AUTHORIZED FUNDING

THIS ACTION	N/A
BUDGET PERIOD	$500,000.00
PERFORMANCE PERIOD	$500,000.00

8 ADMINISTRATIVE INFORMATION

DUNS/SSN	134662449
REGULATIONS	CFR PART 74, 75, 77, 79, 82, 84, 85, 86, 97, 98, and 99 EDGAR AS APPLICABLE 2 CFR AS APPLICABLE
ATTACHMENTS	N/A

9 LEGISLATIVE AND FISCAL DATA

AUTHORITY:	PL 110-315 TITLE III THE HIGHER EDUCATION OPPORTUNITY ACT
PROGRAM TITLE:	HIGHER EDUCATION - INSTITUTIONAL AID
CFDA/SUBPROGRAM NO:	84.031D

Page 1 of 4

US Department of Education
Washington, D.C. 20202

GRANT AWARD NOTIFICATION

1 RECIPIENT NAME

Red Lake Nation College
P. O. Box 576 15480 Migizi Drive
Red Lake , MN 56671

2 AWARD INFORMATION

PR/AWARD NUMBER	P031T170034
ACTION NUMBER	2
ACTION TYPE	Administrative
AWARD TYPE	Discretionary (Research and Development)

3 PROJECT STAFF

RECIPIENT PROJECT DIRECTOR
Tami Niswander (218) 679-1006
tamidniswander@gmail.com
EDUCATION PROGRAM CONTACT
Don H Crews (202) 502-7574
don.crews@ed.gov
EDUCATION PAYMENT HOTLINE
G5 PAYEE 888-336-8930
HELPDESK
edcaps.user@ed.gov

4 PROJECT TITLE

84.031T
American Indian Tribally Controlled Colleges and Universities

5 KEY PERSONNEL

NAME	TITLE	LEVEL OF EFFORT
Tami Niswander	Project Director	25 %

6 AWARD PERIODS

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PERFORMANCE PERIOD	10/01/2017 - 09/30/2020

FUTURE BUDGET PERIODS

BUDGET PERIOD	DATE	AMOUNT
2	10/01/2018 - 09/30/2019	$500,000.00
3	10/01/2019 - 09/30/2020	$500,000.00

7 AUTHORIZED FUNDING

THIS ACTION	N/A
BUDGET PERIOD	$500,000.00
PERFORMANCE PERIOD	$500,000.00

8 ADMINISTRATIVE INFORMATION

DUNS/SSN	134662449
REGULATIONS	CFR PART 74, 75, 77, 79, 82, 84, 85, 86, 97, 98, and 99 EDGAR AS APPLICABLE 2 CFR AS APPLICABLE
ATTACHMENTS	N/A

9 LEGISLATIVE AND FISCAL DATA

AUTHORITY:	PL 110-315 TITLE III THE HIGHER EDUCATION OPPORTUNITY ACT
PROGRAM TITLE:	HIGHER EDUCATION - INSTITUTIONAL AID
CFDA/SUBPROGRAM NO:	84.031T

Appendix 4

FEDERAL STUDENT AID "START HERE. GO FURTHER."

UNITED STATES DEPARTMENT OF EDUCATION

FEDERAL STUDENT AID
SCHOOL ELIGIBILITY CHANNEL
SCHOOL PARTICIPATION TEAM
CHICAGO - DENVER TEAM

Mr. Dan King
President
Red Lake Nation College
15480 Migizi Drive
Red Lake, MN 56671-0000

11/29/2017

OPE ID 04271800

Dear Mr. King:

The Chicago - Denver School Participation Team is pleased to inform you that, based upon the information included in your Application for Approval to Participate in Federal Student Financial Aid Programs, the Secretary of Education (Secretary) has determined that Red Lake Nation College (Institution) satisfies the definition of an eligible institution under the Higher Education Act of 1965, as amended (HEA). Red Lake Nation College will be listed in the next edition of the Directory of Postsecondary Institutions published by the U.S. Department of Education (Department).

OPE ID NUMBER

The OPE ID Number 04271800 is a unique identifier for the Institution. The OPE ID Number will also be the Institution's identification number for the Title IV, HEA programs. Please use the OPE ID Number in all communications with the Department.

ELIGIBILITY AND CERTIFICATION APPROVAL REPORT

Please print a copy of the **Eligibility and Certification Approval Report** (ECAR) Together, the **Program Participation Agreement** (PPA) that has been signed on behalf of the Secretary and the ECAR constitute the Chicago - Denver School Participation Team's determination that the Institution has qualified to participate in programs under the Higher Education Act of 1965, as amended (HEA) and the Federal student financial assistance programs (Title IV, HEA programs).

The Institution must retain the ECAR and the PPA together.

The ECAR contains the most critical of the data elements that form the basis of the Institution's approval, and also a list of the highest level of offering, any nondegree or short term training programs, and any additional locations that provide 50 percent or more of an educational program that have been approved for the Title IV, HEA programs. The Institution may not award, distribute or disburse any Title IV, HEA program funds for any educational or training program that is beyond

the scope of the approval contained in the ECAR, nor for any additional location providing 50 percent or more of an educational program that has not been approved and is not listed on the ECAR.

- In order to comply with the requirements of 34 CFR 668.8(1), some vocational or nondegree programs may have been approved for fewer credit hours than requested in the Institution's application.
- Vocational and nondegree programs that do not meet the requirements of 34 CFR Parts 600 and 668 have not been approved and are marked in the ECAR as not approved.
- The listing of Vocational Programs in the ECAR contains those nondegree programs that the Chicago - Denver School Participation Team has determined are eligible programs for participation in the Title IV, HEA programs.
- The ECAR contains a list of HEA programs other than Title IV, HEA programs, for which the Institution is eligible to apply. This list does not mean that the Institution will automatically be eligible to participate in or receive funds under any HEA competitive grant program. Information concerning applications for, and the individual requirements of, the competitive grant program can be obtained from:

Deputy Assistant Secretary
Office of Higher Education Programs
U.S. Department of Education
400 Maryland Avenue, S.W.
Washington, DC 20202-5140

PROGRAM PARTICIPATION AGREEMENT

The PPA contains the agreement between the Institution and the Secretary concerning the Institution's participation in the Federal student financial assistance programs (Title IV, HEA programs).

CERTIFICATION FOR TITLE IV, HEA PROGRAMS

As explained in the PPA, Title IV, HEA programs administered by participating educational institutions are subject to applicable laws, regulations, and guidelines. Listed below are the appropriate telephone numbers for further information on the HEA programs:

- Federal Pell Grant Program (800) 474-7268
- Federal Family Education Loan Program (202) 377-4008
- Federal Direct Student Loan Program (800) 848-0978

  If the Institution wishes to begin participating in the Direct Loan Program or to request a change in its funding method, contact COD School Relations at the Federal Direct Student Loan Program number above or send an email to codsupport@acs-inc.com

- Federal Campus-Based Programs (877) 801-7168

  The Federal Campus-Based Programs are (a) the Federal Supplemental Educational Opportunity Grant Program, (b) the Federal Work-Study Program, and (c) the Federal Perkins Loan Program. To obtain funding under any or all of these programs, the Institution must file the Fiscal Operations Report and Application to Participate (FISAP) annually. FISAP packages are typically available at the end of July each year and the due date for electronic submission of this data is generally a postmark or

transmission date of October 1. Please keep in mind that the October 1 submission is to obtain funding for the Award Year that begins the following July 1.

If the Institution does not already participate in the Title IV, HEA programs, the Institution must complete Fundamentals of Title IV Administration (Precertification) Training no later than 12 months after the Institution executed the PPA. Completion of this training must be not earlier than one year before beginning to participate in any Title IV, HEA program for which the Institution has not previously participated. If you wish to register for Fundamentals of Title IV Administration (Precertification) Training, please register at http://www.register123.com/event/profile/web/index.cfm?PKwebID=0x112117625&varPage=info. For information concerning the training, contact the Chicago - Denver Team at the telephone number listed later in this letter.

Participating educational institutions will be reviewed at least once every six years to determine whether the institutions remain administratively capable and financially responsible to administer Title IV programs and funds.

REPORTING AND REAPPLICATION REQUIREMENTS

The Institution must report promptly to the Department certain changes and actions that affect the Institution's participation approval, as specified in 34 CFR 600 and 668, including, but not limited to:

- Change of name and/or address;
- New contract or significant modification of existing contract with a third party servicer;
- Change in exercise of a person's substantial control over the Institution, e.g., a change in the chief executive officer or members of the board of trustees or board of directors.
- Change in the way the Institution measures educational program length;
- Change in the level of course offerings;
- Additions and/or closures of non-main campus locations that offer at least 50% of an educational program;
- Change of accrediting agency;
- Change of the State agency that confers legal authority on the Institution to offer programs of postsecondary education; or
- Change in ownership *whether or not* that ownership change results in a change in control of the Institution.

If the Institution fails to report any such changes within ten days after the change occurs, the ability of the Institution to administer the Title IV student financial assistance programs properly will be called into question. As a consequence, we will consider whether it is necessary to monitor the Institution's receipt of Federal funds more closely. Failure to report changes within the time frame required may also result in an adverse action being taken against the Institution in accordance with 34 CFR 668, Subpart G.

Automatic Termination of Approval

This Approval for Institutional Participation automatically terminates on the happening of any of the following events:

- June 30, 2019
- The date the Institution loses the legal authority to offer programs of postsecondary education in the State in which it is located;

- The date the Institution loses accreditation from its designated primary accrediting agency;
- The date the Institution ceases to offer all approved postsecondary instruction;
- The date the Institution merges with another institution;
- The date the Institution undergoes a change in ownership resulting in a change of control;
- The date the Institution files for bankruptcy; or
- The date the Institution otherwise ceases to meet the definition of an eligible institution of higher education.

Please send all information or documentation required by this letter to:

United States Department of Education
Federal Student Aid, Schools Channel
Attention: Chicago - Denver School
Participation Team
500 West Madison
Room 1576
Chicago, IL 60661

One of the institutional eligibility requirements is that the institution must admit as regular students only persons who have a high school diploma; have the recognized equivalent of a high school diploma; or are beyond the age of compulsory school attendance in the State in which the institution is physically located (see 34 CFR 600.4, 5 or 6). This means if the student is not yet beyond the age of compulsory school attendance in the State in which the institution is physically located, the institution can only enroll the individual as a regular student if he or she has a high school diploma or its equivalent.

One of the student eligibility requirements is that an eligible student is one who is not enrolled in either an elementary or secondary school (see 34 CFR 668.32). This means that an institution cannot accept as a regular student at this school, an individual who is also enrolled at the same time in elementary or high school.

The telephone number for the Chicago - Denver Team is (312) 730-1511. The fax number is (312) 730-1520.

Sincerely,

Douglas Parrott
Area Case Director
School Participation Team, NW
Chicago Team

cc: Ms Mandy Schram, Vice President of Operations & Academic Affairs
North Central Assoc of Colleges and Schools, the Higher Learning Commission
Guarantee Agency
MN Minnesota Office of Higher Education
MN Red Lake Band of Chippewa Indians

Appendix 5

Gmail by Google

Tami Niswander <tami.niswander@rlnc.education>

Red Lake Nation College

FitzGibbon, Megan (OHE) <megan.fitzgibbon@state.mn.us> Tue, Dec 5, 2017 at 12:20 PM
To: Tami Niswander <tami.niswander@rlnc.education>
Cc: Heather Broda <heather.broda@rlnc.education>

Tami,

Great! RLNC is already on the list of eligible colleges for MISP and should be on the drop down in the online application.

I will be sending out login information to Heather either later today or tomorrow morning in a secure email. Then, you should be able to see which students have applied.

If you have a list of students you think have already submitted MISP applications but they are under a different a different college, you can send it to me at any time. I can go in and change the college on the application or let you know the student has not applied so they will need to submit an application. All I need is first and last name.

Please let me know if you have any questions.

Thanks

Megan FitzGibbon

State Financial Aid Manager

Minnesota Office of Higher Education

1450 Energy Park Drive, Suite 350

St. Paul, MN 55108

O: 651-355-0606

O: 800-657-3866

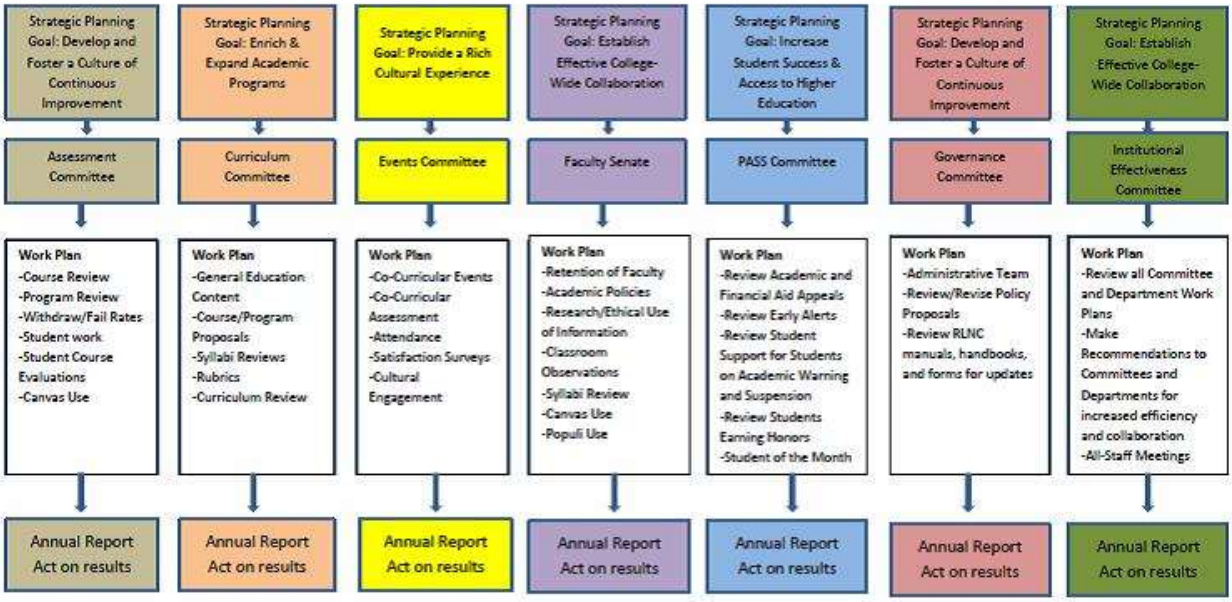
F: 651-642-0675

ohe.state.mn.us

OFFICE OF HIGHER EDUCATION

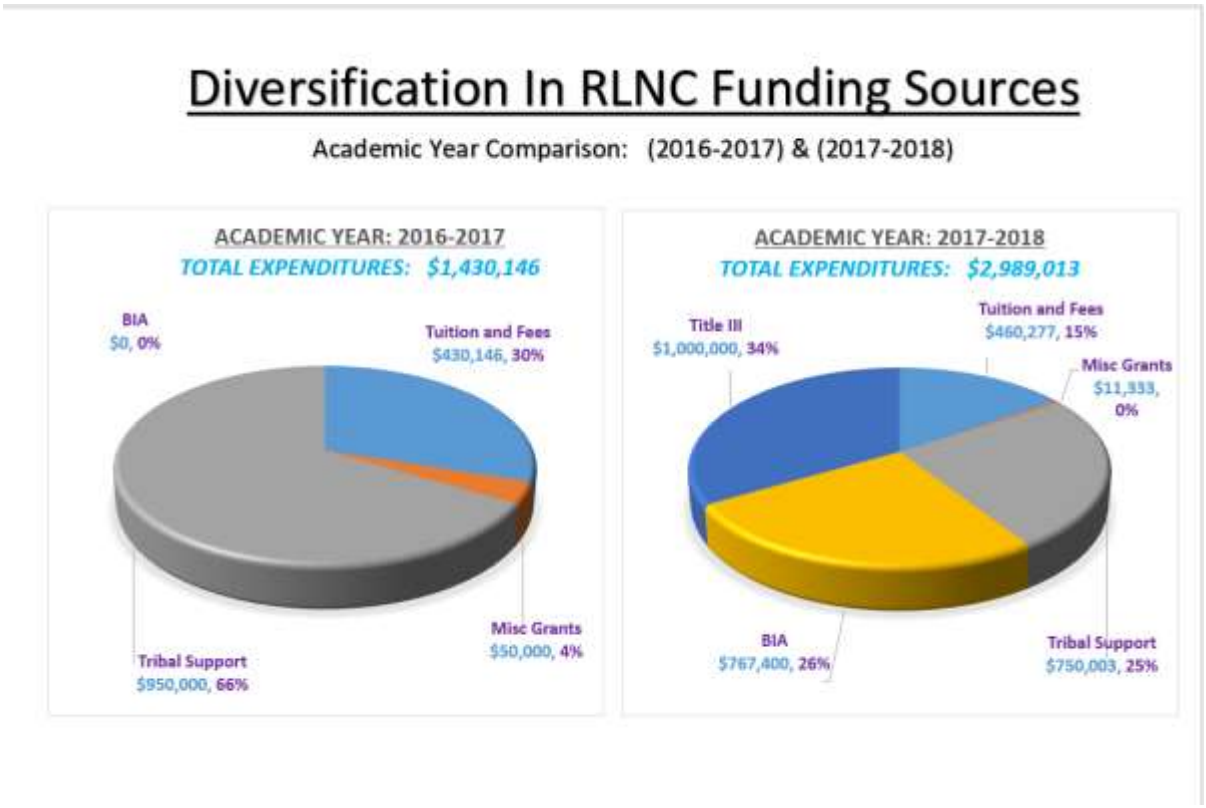
Appendix 6

Academic Assessment Structure

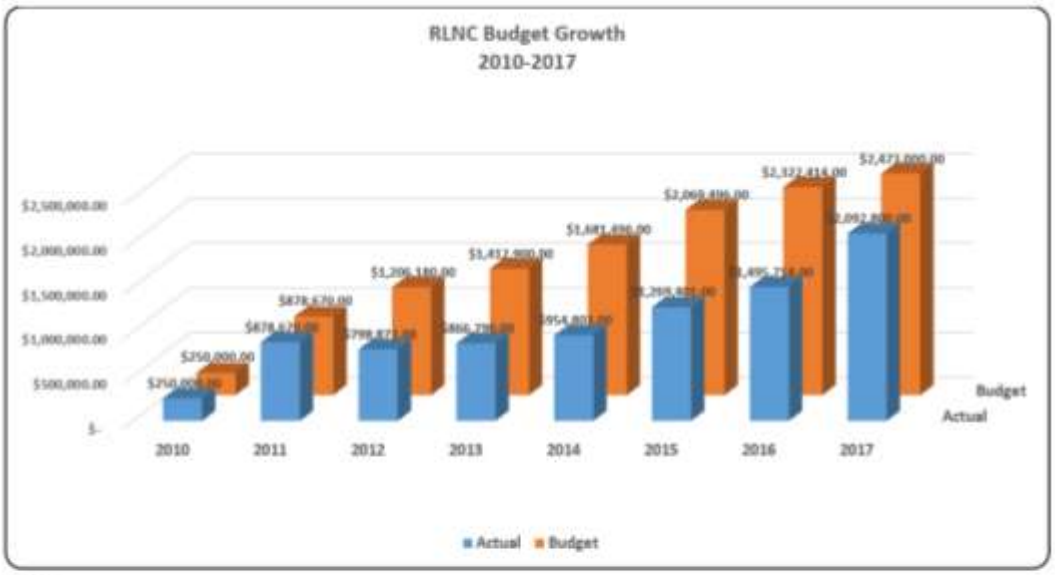


Appendix 7

Revenue Source Comparison				
	Academic Year 2016-2017		Academic Year 2017-2018	
Income:				
Tuition & Fees				
AA Fall Tuition	$ 238,392.00		$ 244,552.00	
AA Fees	$ 47,610.00		$ 50,945.00	
AA Spring Tuition	$ 144,144.00		$ 164,780.00	
Grant Revenue				
BIA- ISC	$ -		$ 767,400.00	
Title III A	$ -		$ 500,000.00	
Title III F	$ -		$ 500,000.00	
Misc Grants	$ 50,000.00		$ 11,333.33	
Tribal Contribution				
Cash Match	$ 400,000.00		$ 200,000.00	
Total Income	**$ 880,146.00**		**$ 2,439,010.33**	
Less: Tuition Waivers - Fall 2017			$ (270,024.50)	
Net Income:	**$ 880,146.00**		**$ 2,168,985.83**	



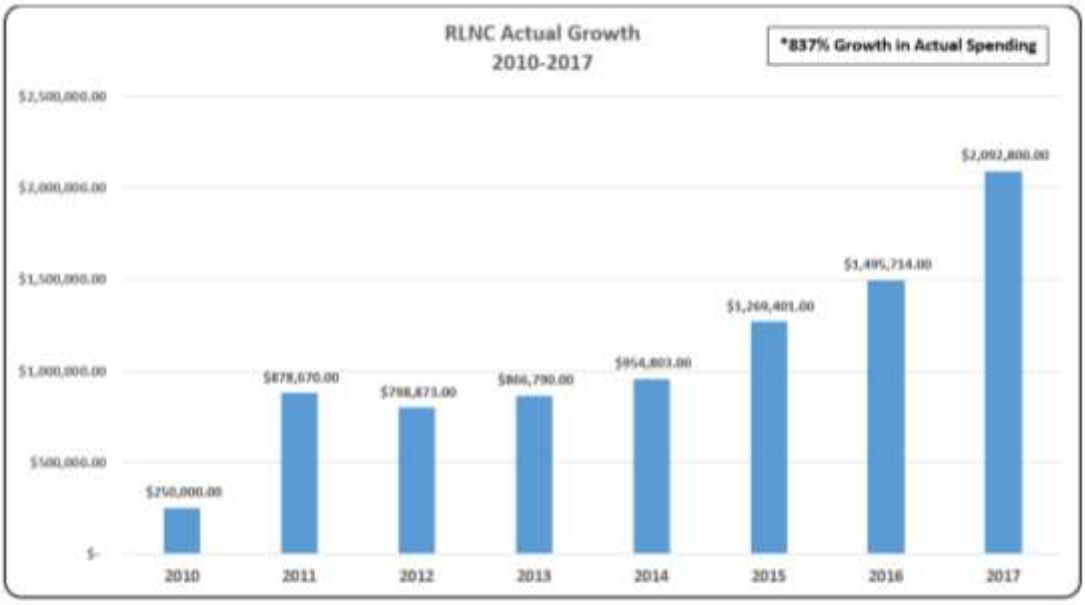
Appendix 8

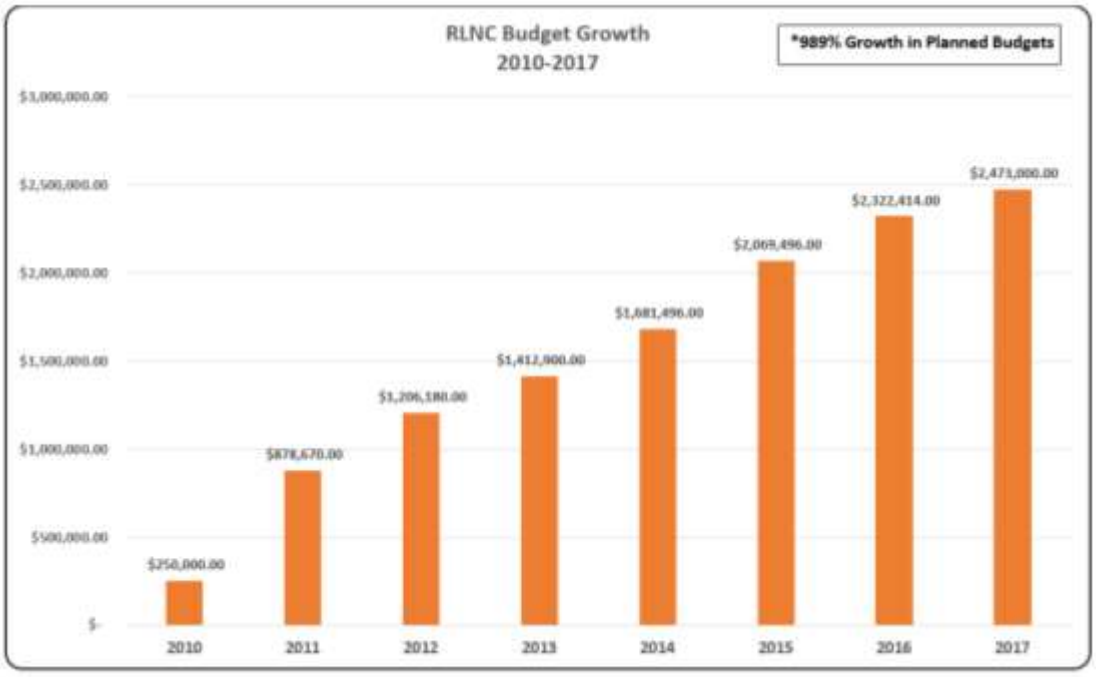


Notes:

*** From 2010 to 2017, RLNC has experienced 837% growth in actual spending.**

*** From 2010 to 2017, RLNC has experienced 989% growth in planned budgets.**


RLNC Actual Growth
2010-2017
*837% Growth in Actual Spending
$2,500,000.00
$2,000,000.00
$1,500,000.00
$1,000,000.00
$500,000.00
$-
$250,000.00
$878,670.00
$788,871.00
$866,790.00
$954,803.00
$1,269,401.00
$1,495,714.00
$2,092,800.00
2010
2011
2012
2013
2014
2015
2016
2017


RLNC Budget Growth
2010-2017
*989% Growth in Planned Budgets
$3,000,000.00
$2,500,000.00
$2,000,000.00
$1,500,000.00
$1,000,000.00
$500,000.00
$-
$250,000.00
$878,670.00
$1,206,180.00
$1,412,900.00
$1,681,496.00
$2,069,496.00
$2,322,414.00
$2,473,000.00
2010
2011
2012
2013
2014
2015
2016
2017

Appendix 9

The Native American Collection

Portrait of
Chief Medweganoonind

Ojibwe Language Flashcards & Resources

Cultural statues done by Red Lake Artists

Medicine Wheel Rug in Children's area

(Left) Cultural Artwork and historical images are displayed in the work area of the archives.
(Top) A section of the Tribal Archives.

Student-made baskets from the Spring 2018 Black Ash Basketry class.

Historical moccasins, beadwork, and other artifacts from the Tribal Archives are displayed in the Learning Center.

Appendix 10

Pending OMB Approval

84.031D and T Tribally Controlled Colleges and Universities Program Profile Data Collection Form (Profile Form)
DO NOT MODIFY OR AMEND THESE PAGES.

INSTRUCTIONS: *ALL applicants must complete these pages.*

TCCU OPE ID #_____

1. INSTITUTION (Legal Name):

Red Lake Nation College

2. Are you applying as a Branch Campus? _____YES __X__NO

3. ADDRESS (Applicants must indicate the address where the project will be located):

Project Address:

P.O. Box 576, 15480 Migizi Drive

City: Red Lake State: MN Zip: 56671

4. ENDOWMENT FUND ASSURANCE:

By checking this box (or placing an "X" beside it), an applicant certifies that the institution of higher education proposes to use up to twenty percent (20%) of the Strengthening Institutions Program grant award, made under the authority of Title III, Part A of the Higher Education Act of 1965, as amended, to establish or increase the institution's endowment fund. The institution agrees to abide by the Department of Education's regulations governing the Endowment Challenge Grant Program, 34 CFR Part 628, the program statute, and the program regulations, 34 CFR Part 607. The institution further agrees to raise the required matching funds.

5. DATA FORM FOR DETERMINING INSTITUTIONAL INDIAN STUDENT COUNT (as defined in Section 2(a) of the Tribally Controlled Colleges and Universities Assistance Act of 1978 (25 U.S.C. 1801(a))

a) total number of credit hours for Indian students* enrolled at your institution at the conclusion of the 3rd week of the 2016 Fall Term = 1551

b) total credit hours for all Indian students enrolled in your institution at the conclusion of the 3rd week of the 2017 Spring Term = 934

1

c) total credit hours for Indian students enrolled in your institution in the 2016 Summer Term preceding the 2016 Fall Term = 0

d) in the case of an institution on a quarter system, total credit hours for all Indian students enrolled in your institution at the conclusion of the 3rd week of the 2017 Winter Term (fill in "N/A" if your institution is on a semester system) = N/A

e) total credits earned by any Indian student during the 2016 Summer Term, 2016 Fall Term, 2017 Winter Term, or 2017 Spring Term at your institution who has not obtained a high school degree or its equivalent, if your institution has established criteria for the admission of that student on the basis of the student's ability to benefit from the education or training offered. The admission procedures at your institution for such studies must include counseling or testing that measures the student's aptitude to successfully complete the course in which the student has enrolled. No credits earned by the student for purposes of obtaining a high school degree or its equivalent may be counted in this total
= 0

f) total credit hours for Indian students enrolled at your institution who participated in an organized Continuing Education program under responsible sponsorship, capable direction, and qualified instruction (as described in the criteria established by the International Association for Continuing Education and Training) during the 2016 Summer Term, 2016 Fall Term, 2017 Winter Term, or 2017 Spring Term calculated in the following manner:

- in the case of an institution on a **quarter** system: 1 credit hour for every 10 contact hours = _____
  OR
- in the case of an institution on a **semester** system: 1 credit hour for every 15 contact hours = 645 contact hours = 43

SUM of CREDIT HOURS (ITEMS a through f) = 3130

*20 U.S.C. 1801 (a)(1) defines the term "Indian" as "a person who is a member of an Indian tribe."

Note: Applicant should retain data used to provide information to the Department for the funding period of the grant.

BIE Form 22

TRIBAL COLLEGE & UNIVERSITY
INDIAN STUDENT COUNT (ISC) REPORTING FORM

ACADEMIC YEAR 16 TO 17

Pursuant to Title 25, U.S.C.§1801(a)(7) "*Indian Student Count*" means a number equal to the total number of Indian students enrolled in each tribally controlled college or university, determined in a manner consistent with subsection (b) of this section on the basis of the quotient of the sum of the credit hours of all Indian students so enrolled, divided by twelve. 25 U.S.C. §1801(b) provides the following conditions applicable for purposes of determining the Indian student count pursuant to paragraph (7) of subsection (a) of this section: (1) Such number shall be calculated on the basis of the registrations of Indian students as in effect at the conclusion of the third week of each academic term. (2) Credits earned in classes offered during a summer term shall be counted toward the computation of the Indian student count in the succeeding fall term. (3) Credits earned by any student who has not obtained a high school degree or its equivalent shall be counted toward the computation of the Indian student count if the institution at which the student is in attendance has established criteria for the admission of such student on the basis of the student's ability to benefit from the education or training offered. The institution shall be presumed to have established such criteria if the admission procedures for such studies include counseling or testing that measures the student's aptitude to successfully complete the course in which the student has enrolled. No credits earned by such student for purposes of obtaining a high school degree or its equivalent shall be counted toward the computation of the Indian student count. (4) Indian students earning credits in any continuing education program of a tribally controlled college or university shall be included in determining the sum of all credit hours. (5) Eligible credits earned in a continuing education program—(A) shall be determined as one credit for every ten contact hours in the case of an institution on a semester system, of participation in an organized continuing qualified instruction, as described in the criteria established by the International Association for Continuing Education and Training; and (B) shall be limited to ten percent of the Indian student count of a tribally controlled college or university.

An Indian Student Count calculation for any given semester/quarter is as follows: TCH / 12 = ISC

- TCH (Total Credit Hours) is the total number of Part-Time, Full-Time and Continuing Education Units (CEU) of any given academic term.
- The academic term's ISC is determined by dividing the TCH by 12.
- Credit hours converted from CEU's are counted toward the computation of the ISC. The formula for conversion of CEU's to credit hours will be: 15 contact hours for one semester credit hour, 10 contact hours for one quarter credit hour.

Red Lake Nation College

INSTITUTION NAME

ACADEMIC [1] TERM	PART-TIME[2] STUDENTS	FULL-TIME[3] STUDENTS	PART-TIME CREDITS	FULL-TIME CREDITS	CEU CREDITS	ISC COUNT
SUMMER						
FALL	26	104	142	1409	25	131.33
WINTER						
SPRING	33	57	204	730	18	79.33
TOTAL	59	161	346	2139	43	210.66

CERTIFIED: Laurie Meadows, Director of Student Services
Name & Title

SIGNATURE: Registrar
I CERTIFY THIS DOCUMENT ACCURATELY REPRESENTS THE INSTITUTION'S ISC

DATE: 4/24/17 **PHONE:** 218.679.1803 **EMAIL:** laurie.meadows@rlnc.edu

1 Summer and/or Fall Semester/Quarter ISC count due January 1st
Winter Quarter ISC count due April 1st
Spring Semester/Quarter ISC count due June 1st
2 Not used in the ISC calculation; 3 Not used in the ISC calculation

Appendix 11

Red Lake Nation College

AUTHORIZATION TO PURSUE EXTERNAL FUNDING RESOURCES

The purpose of this form is to acquire administrative approval/authorization to begin preparation of a grant/contract proposal on behalf of Red Lake Nation College. If you identify a grant/contract funding opportunity that you would like to apply for, please complete this form and return to the RLNC grants office to request administrative approval.

Step 1: Complete Authorization to Pursue Funds
Step 2: Complete RLNC Work Plan Template/Alignment with Institutional Priorities
Step 3: Complete RLNC Budget Template

Please submit no later than two weeks prior to proposal due date.
DATE Rec'd by Grants Office: _____

Date: **Today's Date**

Principle Investigator/Project Director: **PI/PD Name**
PI Time Commitment: **% of Time**
Co-PI (if any): **Co-PI/PD Name**
Co-PI Time Commitment: **% of Time**
Department/Program: **Dept/Program**
Purpose of Funding Opportunity: **Purpose**. (**Attach *project abstract* and *proposed budget***)

Grant/Agency Information
Funder/Sponsor/Grant Agency: **Funding Agency**
Grantor Opportunity Title: **Title & Abbreviation**
Project Title: **Title & Abbreviation**
Proposal Type: **Choose an item**
Award or Sub-Award: **Choose an item.**:
Method of application: **Choose an item**

Primary Agency (if Sub-award): **Primary Agency**
Type of Grant: **Choose an item**
Funding Opportunity Number: **Opp#**
Award Type: **Choose an item** If Other: **Award Type, if Other**
If Sub-Award, Prime Awardee Agency: **Agency Name**

Timeline
Application Process: Due Date for submitting grant: **Date Due**;
Date: **Date Due**; Notification for request for full proposal date: **Date Due**
Proposed Project Begin Date: **Begin Date** Term: **#** Years

RLNC ALIGNMENT TO INSTITUTIONAL PRIORITIES
Identify any other RLNC department(s)/program(s) you are collaborating with and how: **Explain**
Will this project be sustainable when the grant ends: **Choose an item**
- If Yes/No, explain: **Explain why the project is/is not sustainable**

How will project activities be continued after the grant: **Choose an item**
Describe how this project supports: RLNC Strategic/Institutional Initiatives **Explain;** Strategic Plan **Explain;** and/or Mission Statement: **Explain**

RLNC BUDGET REQUIREMENTS/CONSIDERATIONS
Duration of Project: **# of Months/Years** Potential Award Amount: **$Amount$**

Number of employees/positions to be paid from this grant: **# *Select Classification***; **# *Select Classification***; **# *Select Classification***; **# *Select Classification***. If Other, **Explain**

Indirect Cost Applicable: **Choose an item.** *If Yes, please attach documentation on what is allowable*.

- If No, explain: **Click here to enter explanation.**
- If Yes, at what rate: **IDC Rate.**
- Amount of Matching Funds Required: $**$Amount$** cash; and/or $**$Amount$** In-kind.

Is grant writer requested: **Choose an item.**

- If Yes, do you recommend/prefer someone: **Name(s)**
- If No, name Grant Writer(s):

Form Completed by: **Your name** PI Signature: _____

Supervisor Approval: _____ Date: _____
Vice President Approval: _____ Date: _____
SEND COMPLETED FORM TO: Cate Bellveau, RLNC Grants Coordinator

RLNC ADMINSTRATIVE USE ONLY

President's Approval: _____ Date: _____