

SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES



INSPIRING *ACHIEVEMENT*

2014-19 STRATEGIC PLAN OVERVIEW



OUR VISION

Through student-focused, market-relevant programs and services in a First Nations learning environment, we create work-ready achievers and role models who appreciate the value of learning now and in the future. The SIIT community includes:

- learners
- training partners
- job seekers
- employer stakeholders
- graduates
- Elders
- instructors
- First Nations leaders and communities
- educators
- SIIT staff, management and board



STATEMENT OF PRINCIPLE

SIIT is committed to maintaining a First Nations focus in all we do to fulfill our vision.

SIIT is dedicated to ongoing collaboration with First Nations stakeholders and communities to implement learner-focused strategies that will:

- Increase and strengthen our knowledge and understanding of First Nations adult learners and their learning needs.
- Include distinctive First Nations elements in programs and services.
- Foster the talents and entrepreneurial spirit of students, faculty and staff by embracing innovation and creativity.
- Ensure First Nations representation throughout our faculty and staff.
- Build awareness of SIIT, our work and the value we provide to the province.

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MESSAGE FROM THE BOARD CHAIR

The Saskatchewan Indian Institute of Technologies (SIIT) has empowered students to achieve their career potential for over thirty-five years. The 2014-2019 Strategic Plan reflects our strategy for the ongoing success of SIIT.

The Board of Governors consulted a broad range of stakeholders to help shape our priorities for the next five years. The strategic plan includes input and feedback from our current and potential students, our communities, our faculty and staff, and key stakeholders in industry and government.

Our primary focus is to create an engaging learning environment complete with student support services, enabling our students to achieve success. The Board of Governors and the institution recognize the power of learning and knowledge to open doors for each student, collectively enriching communities and strengthening the economy. As a First Nations institution, we stand proud to offer post-secondary education programs and services in direct response to needs of our learners and the strong Saskatchewan marketplace.

The Saskatchewan economy remains strong. A growing economy requires a well-educated and highly skilled workforce. First Nations people are key to maintaining this economic strength. The Saskatchewan Plan for Growth recognizes that the first step in increasing employment of First Nations people in our province is improving education outcomes. Our education strategy further increases First Nations' contributions to the future of Saskatchewan and our nation.

This strategic plan could not have been developed without the contributions of many individuals. I would like to personally thank the members of the Board of Governors, our senior management team, faculty, staff and students who contributed countless hours of reflection, debate and discussion to the planning process.

The strategic plan will inform and guide our institute as we move forward to play a significant role in providing an educated and skilled workforce in the growing future of this province.

Chief Darcy Bear,
Chairman of the Board

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The Saskatchewan Indian Institute of Technologies (SIIT), along with the University of Saskatchewan, the University of Regina and SIAST, is one of four educational institutions in the province with credit granting authority. SIIT is recognized under FSIN and provincial legislation through the Saskatchewan Indian Institute of Technologies Acts as a post-secondary institution.

SIIT offers certificate and diploma programs in the trades and industrial areas, business, information technology, health and community studies, and adult basic education. Approximately 2,700 students enroll in SIIT programs every year.

Programming is delivered through three principal campuses, as well as a number of learning centers across the province. In addition to the Saskatchewan Aviation Learning Center at the Saskatoon Airport, SIIT operates Career Centers in several provincial locations.

Governed by First Nations leaders and representatives from across the province, SIIT is often the “institute of choice” for First Nations individuals. SIIT’s partnerships include a growing range of major industries, professional associations and academic institutions.



MESSAGE FROM THE PRESIDENT & CEO

I am very pleased to present The Saskatchewan Indian Institute of Technologies (SIIT) Strategic Plan 2014-2019. The Plan is the result of an extensive consultation process with the SIIT Board of Governors, staff, students, communities and stakeholders. This valuable input regarding the future direction of SIIT has been captured in three principal goals that will drive the actions of the institute. A strong and committed focus on student success, building the strength of our institution and fostering the development of partnerships will ensure we create a critical bridge between the needs of our communities and labour market requirements.

SIIT is operating in one of the strongest labour markets in the country. The greatest threat to continued growth is the lack of access to skilled labour. For that reason we play a vitally important role in the provincial economy and the Saskatchewan Plan for Growth. Partnered with the Saskatchewan Indian Training Assessment Group (SITAG), we are consistently working to broaden inclusion of First Nations people into the economy and labour market. We will strive to be the “institute of choice” for many First Nations students, we have a great responsibility to foster the connection between learning and successful entry into the workforce. The Strategic Plan provides us with the necessary guidance to achieve that goal.

The Strategic Plan will serve as the foundation to all our planning processes and initiatives and provide an essential reference point to evaluate our progress. The Plan will keep us on track and it will stimulate us to ensure we have the appropriate strategies, initiatives, performance measures and financial resources to achieve our goals. The Plan will keep us connected to our students, our communities and our partners. Most importantly, it will ensure that First Nations culture and values are reflected in our practices and our attitudes.

The Strategic Plan is ambitious and our priorities are clear. Now let us begin the work together to make our shared vision a reality.



Riel Bellegarde,
President & CEO

Goal 1 Champion Student Successes

SIIT will be responsive to the needs of our students, ensuring that our graduates have the knowledge and skills to participate in a competitive labour market:

- Through their chosen careers.
- As self-motivated, continuous learners.
- As contributing members of their communities.

STRATEGIC PRIORITIES

To support student success, SIIT will take a comprehensive approach that will:

- 1) Recruit and guide students into appropriate programs.
- 2) Provide a safe and healthy learning environment that is sensitive to and supports First Nations languages, cultures and values.
- 3) Offer diverse, rigorous training that is relevant to labour market needs, enabling graduate success in their chosen careers.
- 4) Strive to deliver programs locally using both traditional and alternative, innovative delivery methods.
- 5) Maximize student success and career development by providing academic and learning support services.
- 6) Help students deal with non-academic challenges to learning by advocating for and providing information on available services and supports.

“We work with First Nations and industry to find training solutions that have value in the economy. Our students motivate us to create pathways and seek opportunities to create linkages and close gaps. Our ability to be responsive is a real advantage for our students.”

**- Kim Fraser-Saddleback,
Vice President of Academics
& Student Services**



"SIIT gave me the determination to overcome my fears.
The small class sizes and the goal of success has motivated
me and given me confidence to succeed."

- SIIT student, Educational Assistant Program

Goal 2 Enhance Institutional Strength

SIIT will ensure institutional strength through committed governance and ethical leadership of an institution that values:

- Qualified faculty and staff.
- Prudent management of resources.
- Transparency and accountability to itself and its stakeholders.

STRATEGIC PRIORITIES

A. Demonstrate Leadership, Innovation, and Performance

SIIT will maintain our position as an effective, transparent and fully accountable educational institution. Our culture will be open to change, foster new ideas, and emphasize capacity development.

We will:

- 1) Provide ongoing leadership development in SIIT's governance and administration.
- 2) Ensure that resources are used effectively and efficiently by strengthening management, academic and administrative systems, processes and technology.
- 3) Invite innovation by promoting an entrepreneurial leadership style that supports innovating to take advantage of opportunities, collaborative problem-solving, optimizing risk, taking personal responsibility, and managing change for the benefit of the organization.

B. Invest in our Faculty and Staff

SIIT recognizes the importance of recruiting and retaining qualified, professional faculty and staff.

We will:

- 1) Create an environment throughout the institution that rewards performance excellence.
- 2) Recruit, develop and promote qualified faculty and staff who are committed to our values of student focus and a First Nations learning environment.
- 3) Clearly define the skills and competencies needed to excel in these positions and accurately define positions to reflect expected outcomes.
- 4) Provide faculty and staff with regular reviews that accurately and honestly assess performance in current positions and identify development plans for professional growth.

C. Demonstrate Sound Resource Management

SIIT's management culture will support strategic, operational and capital planning, priority setting, risk analysis and effective resource management.

Secure funding is the foundation of sustainability, which is critical to long-term program planning and development. Capital funding allows development of the best possible physical environments for learning. Sound financial management ensures the best use of all resources.

We will:

- 1) Develop multi-year facilities and capital management plans.
- 2) Work to secure adequate financial resources to cover program, administrative and capital costs that align with strategic objectives and priorities.
- 3) Manage available resources effectively through rigorous budget planning, organizational streamlining and cost control.
- 4) Improve communications and information flow with all internal and external stakeholders.



In 2012/2013, 127 different programs were delivered to 38 communities throughout the province. More than 80% of these programs were delivered directly to First Nations communities.

- SIIT 2013 Annual Report

Goal 3

Foster Strategic Stakeholder Relations

SIIT recognizes that our stakeholder and partner relationships are vital to ensure success for our learners and benefits to the broader community. We remain committed to achieving mutual goals through strong relationships and partnerships with First Nations communities, industry, government, and the education sector.

STRATEGIC PRIORITIES

A. Engage with First Nations communities

We remain committed to the ongoing relationships with First Nations leaders and communities that will ensure SIIT understands and responds to learners' needs. We will continuously strive to inform, engage and seek their support in fulfilling our mission.

B. Maintain confidence of government

We will continue to work closely with all levels of government to achieve our mutual goals of educating students who can participate actively in our economy, maintaining the confidence of government as they fund and support our efforts.

C. Sustain working relations with industry partners

We will build working relationships with industry partners in key economic sectors, aligning our institution and curriculum with current and future labour market needs.

We will:

- 1) Identify potential partners by tracking key economic sectors through planning and research.

- 2) Ensure that graduates have the skills and abilities to build successful careers by identifying employment opportunities.
- 3) Cultivate positive, cooperative working relationships with existing firms, new businesses and representative organizations to:
 - I. Identify current and future workforce requirements.
 - II. Find opportunities for students and solutions to industry challenges by sharing knowledge and expertise.
- 4) Provide students with skills that are in short-term and long-term demand by developing and delivering timely programs.

D. Maintain and enhance SIIT's role in the post-secondary education sector

We respect our role as a partner in both post-secondary education and the broader education system. SIIT will pursue opportunities to strengthen that system through partnerships and by working toward common goals.

We will:

- 1) Enhance relationships that will align and strengthen our position as a key player in post-secondary education in Saskatchewan.
- 2) Work with other education leaders to identify and take advantage of opportunities for cooperation with other post-secondary institutions.



Tom Digan, President and General Manager of Lockheed Martin Canada, announcing the corporation's donation of a multi-million dollar training package to SIIT stated, "We believe this program will enable post-secondary students to enhance their knowledge and skills in the advanced technology area of aircraft engineering."



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