





Gabriel Dumont Institute
Strategia Plan
2018-2021

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## Message from the Chair

On behalf of the Gabriel Dumont Institute Board of Governors, I am pleased to present the Gabriel Dumont Institute Strategic Plan 2018-2021, *The Path Home, The Path Forward*.

The Strategic Plan was developed over the past several months using an iterative, collaborative, and consultative process. It reflects a strategic planning process that provided various opportunities for students, faculty, and Gabriel Dumont Institute staff, as well as the Métis community and other stakeholders across Saskatchewan to collaborate and participate in dialogic engagement about the Institute's future.

The plan builds on the Gabriel Dumont Institute strengths and successes, and provides opportunities to further meet the individual needs of our students, and to steer the Institute in new directions as we anticipate and adapt to future challenges and opportunities.

Even as we continue to experience success in delivering our mission and in focusing on our vision and values and the directions stipulated in the previous Gabriel Dumont Institute Strategic Plan 2014-2017, *Nurturing Our Culture Preparing Our Future*, we realize that yesteryear's strategy may not necessarily be successful in the future.

We face a rapidly changing Métis demographic, new labour market realities, funding pressures, and a changing post-secondary education landscape.

A number of themes emerged from the strategic planning process. These have been condensed into five strategic priorities underscored by 'The Path Home, The Path Forward': Managing the Institute's Human Resources; Enhancing Métis Culture, Governance and Leadership; Developing Our Financial Resources; A Métis Centre of Excellence; and enhancing the Institute's Communication and Marketing strategies.

The 2018-2021 Strategic Plan provides broad directions and a framework for the next three years and is the roadmap from which we will develop detailed action plans for each of the Gabriel Dumont Institute's companies to help us achieve our objectives.

While this strategic plan focuses on the next three years in laying out the foundation for Gabriel Dumont Institute operations, we recognize that the post-secondary education reality is continually changing, and we may need to adjust some of our action plans along the way. We also realize that the Gabriel Dumont Institute Strategic Plan 2018-2021, *The Path Home, The Path Forward* sets the tone and direction for the Institute beyond this three-year period.

Over the years, the Institute's strategic plans have been firmly grounded in our founders' vision of a Métisowned post-secondary and cultural Institute that puts the student first and provides quality education to our Métis students in an environment that promotes Métis history and culture. The vision remains an important cornerstone that provides consistency and continuity in all the Institute's operations.

Dr. Earl Cook, Chair Gabriel Dumont Institute Board of Governors

## About Gabriel Dumont Institute



12 Member MN-S Regional Board and one Board Chair - appointed by MN-S



- ∞ Gabriel Dumont Institute operates as a parent company to offer post-secondary educational and training programs and services through Gabriel Dumont Institute Training and Employment, Dumont Technical Institute, Gabriel Dumont College, Saskatchewan Urban Native Teacher Education Program (SUNTEP), Gabriel Dumont Institute Publishing, Library and Information Services, and Gabriel Dumont Institute Scholarship Foundation.
- ∞ The Institute total revenue is over \$30 million in 2016-2017.
- ∞ The Institute has 207 employees (full-time equivalent). 53% are self-declared Métis.
- ∞ The Institute is an affiliate of the Métis Nation–Saskatchewan (MN–S), and our board of governors represents the MN–S's 12 regions.
- Through partnerships with various post-secondary institutions across Saskatchewan, Gabriel Dumont Institute offers several accredited educational, vocational, and skills-training programs to the province's Métis.



## Mission

To promote the renewal and development of Métis culture through research; materials development, collection, and distribution; and the design, development, and delivery of Métis-specific educational programs and services.

## Values

#### Quality

The Gabriel Dumont Institute provides high-quality programming, resources, and service to our students, clients, and the Métis community. Our staff work to establish productive and culturally- affirming relationships with our students and clients.

#### Accountability

The Gabriel Dumont Institute has developed positive relationships with stakeholders, partners, Métis communities, and governments. The Institute has built its credibility over the past four decades. We remain accountable and transparent to all our stakeholders, including funders, staff, students, and the Métis community.

#### Culture

Métis culture is a critical feature of all Institute programming.

The Gabriel Dumont Institute builds community and a sense of belonging, which results in increased pride, cultural identity, and self-esteem among our students and graduates. Gabriel Dumont Institute is a conservator of Métis history and culture, a national leader in Michif-language initiatives, and a trusted source for those seeking Métis-specific information.

#### Responsiveness

The Gabriel Dumont Institute is responsive to clients, to labour market needs, and to communities. The Institute participates in a variety of needs assessment processes, and is adaptable and flexible in its programming and staff relations. The Institute pursues the value of responsiveness through teaching, engagement, and various forms of interventions with clients; thus contributing to the growth and betterment of society.

#### Respect

Relationships are built on respect and trust. The Gabriel Dumont Institute approaches our interactions with students, community members, our partners and stakeholders, and the general public with courtesy and understanding. The Institute offers a welcoming environment where people are made to feel supported, capable and at home.



## Strategic Planning Overview

Gabriel Dumont Institute is dedicated to providing educational and cultural programming to Saskatchewan's Métis. To this end, the Gabriel Dumont Institute Board of Governors and senior management commit to the following:

- ∞ Annual review and approval of the Institute's programs and operating budgets prior to the beginning of the new fiscal year.

The context which the Gabriel Dumont Institute is operating in during the current strategic planning process is slightly different from our last strategic planning period in 2013. The Métis population continues to be relatively younger than the non-Indigenous population, and this has a great implication for the Institute's student recruitment and programming (as evidenced by the Institute's annual community needs assessments). In addition, Saskatchewan's economy has experienced some shocks, with unemployment rates rising from 3.5% in December 2013 to 6.2% in December 2017.

Below are some of the Institute accomplishments under the 2014-2017 Strategic Plan.

- The Institute's total expenditures increased by 3.1% from \$29,414,722 in 2013-2014 to \$30,316,271 in 2016-2017.
- ∞ 44 students graduated from the Master of Education program.
- 164 new Bachelor of Education graduates via SUNTEP.
- ∞ 2,453 Métis clients were served by Gabriel Dumont Institute Training and Employment.
- ∞ \$953,580 in scholarships and bursaries awarded to 998 Métis students.
- 5.2% growth in student enrolment from 942 in 2014 to 991 in 2016-2017.

## Strategic Planning Audit Trail

- **August 2017** The Gabriel Dumont Institute Board of Governors commits to the Institute strategic plan update for 2018-2021.
- **August 2017** An external service provider is retained to facilitate the strategic planning session.
- October 2017 Senior management leads their divisions to review their priorities for the next three years.
- **December 2017** The Gabriel Dumont Institute Board of Governors, an Elder, senior management, and student representatives gather in Saskatoon for facilitated strategic planning sessions. Métis National Council president Clément Chartier and MN–S president Glen McCallum made a brief appearance on the first day.
  - **January 2018** Discussion report developed based on priorities established at the planning session.
- **January-February** Discussion report distributed to Métis stakeholders and M–NS regional **2018** directors. Feedback is documented.
  - **April 2018** The Gabriel Dumont Institute Board of Governors examines feedback, makes revisions, and adopts a final strategic plan document for the Institute.
  - June 2018 The Gabriel Dumont Institute Strategic Plan 2018-2021 is published and shared with Institute staff, the Métis community, government partners, and other stakeholders. It is also available online on the Institute's website (www.gdins.org).

# Current State Assessment: Where are we today?

#### Highlights:

- ∞ Gabriel Dumont Institute is a community-based educational institution.
- The Institute is continuing work on Michiflanguage revitalization, including Michif translation of books and resources published by Gabriel Dumont Institute Press, Michif-language apps (also available online at www.metismuseum.ca), and a Michif-language course is currently being offered to SUNTEP Regina and Saskatoon students. The Institute has also been contracted to work with the Louis Riel Institute to create a background paper on Michif and to conduct consultations which will inform work leading to the development of a national Indigenous Languages Act.
- ∞ The Institute engages in high quality work.
- Métis cultural programming is vital.
- ∞ Gabriel Dumont Institute partners with various organizations, including governments, educational institutions, industry, and others.
- ∞ The Institute has the opportunity to improve communication.

## Critical Concerns/Needs Identified at the Strategic Planning Sessions:

- ∞ Training at the community level
- - core funding
  - program funding
  - multi-year funding
- ∞ Language teaching/immersion—make it a priority
- Need for resources and expanded capacity
- Pride for the Gabriel Dumont Institute

   Pride for the Gabriel Dumont Institut
- - childcare
  - housing
  - Provincial training allowance
- ∞ Transitions and succession: people and jobs
- ∞ Jurisdictional issues: federal/provincial
- ∞ Continue building and sustaining partnerships and relationships with the following:
  - universities
  - Saskatchewan Polytechnic
  - federal/provincial governments
  - Métis community/leadership
  - students and staff
  - urban and rural

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- · relevant, culturally-based marketable skills designed to enhance post-release employment opportunities for our students and clients.
- · expanding scholarship opportunities
- · diversified/variety

#### ∞ Infrastructure

- · maintenance, improvements
- housing facilities for our students, clients, and staff
- · transportation
- · Institute to expand its presence to 20 locations across the province (to include both program delivery centres and regional information offices).
- № It was suggested that Gabriel Dumont Institute Publishing needs a name change to more accurately reflect the scope of work that the department does, such as Gabriel Dumont Institute Métis Culture and Heritage. This name change would reflect all of the department's activities: publishing, resource development, museum and virtual museum, gallery, special collections, and archives.



## The Mission of Gabriel Dumont Institute

Participants were asked to comment on the current Gabriel Dumont Institute Mission Statement. The comments received included:

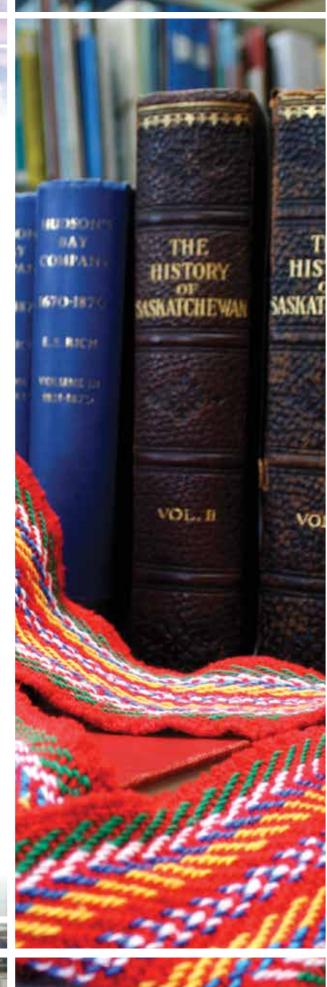
- ∞ add employment to build capacity
- ∞ improving quality of life through education and employment
- implied but missing from mission statement: Métis Nation
- ∞ achieved through our values
- ∞ community
- history
- ∞ incorporate Michif language—language is absent
- ∞ cultural component is on the back burner
- ∞ same mission statement since the 1980s.

It was also suggested that the current mission statement be changed to:

Gabriel Dumont Institute promotes the renewal and retention of Métis culture through research, materials creation, collection and distribution of these materials and the design, development and delivery of Métis-specific educational and employment programs and services for the Métis Nation.

The mission statement currently reads:

The mission of the Gabriel Dumont Institute is to promote the renewal and development of Métis culture through research; materials development, collection, and distribution; and the design, development, and delivery of Métis-specific educational programs and services.





## Elements of Our Future Vision: "Proud Past, Bright Future"

These are elements of a vision for the desired ∞ Full student supports future of the Gabriel Dumont Institute as identified by the participants at the strategic planning sessions:

- Sense of place and belonging
  - incorporate sash: wear it proudly
  - cultural and local history
  - bilingual Institute: Michif and English
  - teaching the Michif language in all **Dumont Technical Institute programs:** language and culture fully integrated
  - annual Métis education conference
  - immersion programs and camps
  - open door policy
- □ Diversified programming
  - Gabriel Dumont Institute is a wellrespected degree brokering institution
  - greater use of technology: advances and outreach programming in line with demographic changes; more teachers and nurses needed
  - separation of students and politics
  - maintain lateral attitude—student and programming
  - growth but preserving history
  - streamline; keep out bureaucracy
- ∞ Métis Centre of Excellence:
  - centre of arts
  - skills and trades centre
  - museum
  - known worldwide
  - one Gabriel Dumont Institute (despite having many companies under it)

- - daycare
  - counselling
  - housing
  - sufficient allowances, benefits
- ∞ Gabriel Dumont Institute Act
  - Gabriel Dumont Institute recognized in the Saskatchewan legislation
  - Gabriel Dumont College will be a major player on campus
  - Gabriel Dumont Institute will be independent from governments, status bolstered by Métis Act and Accord
  - equitable funding (relative to Saskatchewan's regional colleges); long-term funding agreements
- ∞ Staff growth and development
  - permanent funding for staff; increased security
  - increase in internal communications
  - increase in staff qualifications
  - faculty share ideas
  - enhanced professional development
- ∞ Gabriel Dumont Institute as the institute of choice
  - Gabriel Dumont Institute will eliminate the education and employment gap
  - consistent, sustainable community-based provincial strategy for the Gabriel **Dumont Institute**
  - leadership succession planning
  - 'thunder of the Buffalo' will be prominent: greater number of students completing programs and influencing the future and building our community.

# Values and Guiding Principles

## Suggestions made regarding changes to the current list of values:

- ∞ Insert language—Michifization
- ∞ Remove "organization," "customers"
- Within culture—brought into the context but not highlighted; enhance language and culture
- Add innovation—Gabriel Dumont Institute maintains our traditional value to innovate to achieve our mission. This leadership style affects positive change.

### Suggestions on how better to reinforce or use the values:

- ∞ Not used or referred to enough
- ∞ Translated to Michif.

Please see Page 4 for Gabriel Dumont Institute values.



## Strategic Priorities

#### Strategic Priority: Managing Human Resources

#### Objectives:

- To provide access to programs and services that help to support student and client success.
- To attract and retain qualified Métis staff.

#### Strategic Actions:

- Remove barriers to student success by providing or enhancing such student services as funding supports, scholarships, counselling, daycare, and housing.
- ∞ Expand community-based program delivery.
- Continue to deliver certified, high-quality programs, courses, and services.
- ∞ Provide long-term contracts for staff.
- Provide competitive salaries and benefits, including professional development.
- Develop Institute plan for advancement, progression, and succession.
- ∞ Enhance corporate culture through effective leadership.

#### Strategic Priority: Enhancing Métis Culture

#### Objectives:

- To preserve and promote our Métis culture.
- To revitalize and promote the Michif language where appropriate

#### Strategic Actions:

- ∞ Incorporate the Michif language and Métis culture in the curriculum.
- ∞ Provide professional development for staff to develop language skills.
- Develop Gabriel Dumont Institute Cultural Camp/ Michif Immersion Camp.
- Introduce cultural aspects including cartwheel, sash as well as traditional and spiritual values: storytelling, legends, and mythology.

## Strategic Priorities

#### Strategic Priority: Governance and Leadership

#### Objectives:

- To recruit and train a highly-skilled, highly-functioning Board.
- To attract and retain highly dedicated, skilled, and professional staff.
- To develop a legal, contractual framework that supports a high performance Institute.

#### Strategic Actions:

- Continue to use Results-Based Accountability to monitor progress.
- Develop a Board of Governors training and development plan based on governance best practices.
- ∞ Attract and retain qualified talent.
- ∞ Provide leadership development and professional development for all staff.
- ∞ Gather client and student information.
- Develop fair and equitable agreements and contracts.
- Develop strategy for Gabriel Dumont Institute Act and Métis Accord.
- Create understanding and awareness of legal framework.

#### Strategic Priority:

#### **Developing Our Financial Resources**

#### Objectives:

- -To create long-term financial sustainability.
- -To develop a diverse group of funding partners and relationships.
- -To provide equitable participation for "Li Moond": our people.
- -To maintain our status as a high performing institution.

#### Strategic Actions:

- ∞ Create a rationale and business case for long-term funding and equitable participation.
- Develop a plan to meet the challenge of the province's demographics.

## Strategic Priorities

#### **Strategic Priority: Centre of Excellence**

#### Objectives:

- -To consolidate operations and expand capacity through a Métis Centre of Excellence.
- -To create a place of pride for all Métis as well as a place to educate the public on issues important to the Métis.
- -To expand our corporate infrastructure while maintaining accessibility.
- To provide educational and training spaces comparable to other post-secondary institutions.

#### Strategic Actions:

- Revisit plans for a Métis Centre of Excellence and develop business case for the centre.
- ∞ Conduct broad community consultation, including Elders, regarding plans for the centre.
- Develop the governance and operating model to ensure control, autonomy, and ownership of the Métis Centre.

#### Strategic Priority:

#### **Communications and Marketing**

#### Objectives:

- -To educate our people and the world.
- -Cultivating a strong understanding and connection to the Gabriel Dumont Institute brand to increase investment and enrolment.

#### Strategic Actions:

- Develop an internal communications strategy and plan.
- ∞ Develop a social media plan for the Institute.
- Review the Saskatchewan Ministry of Education communications policy, its implications for the Gabriel Dumont Institute and lessons we can learn from it in developing our own.
- Build on the success of SUNTEP, a Gabriel Dumont Institute program.

## Conclusion

This Strategic Plan 2018-2021 sets forth a vision of a Gabriel Dumont Institute that sustains itself by delivering exceptional, market-relevant programming for our students. The Plan is not only consistent with the Institute's values and mission, but it also continues on the path of building good relationships, providing quality programs and services to the Métis community, and being accountable to our community and stakeholders. We express our sincere appreciation to everyone who contributed to the development of this refreshed and renewed Gabriel Dumont Institute Strategic Plan 2018-2021. We look forward to implementing and reporting on the progress of the strategic direction outlined within this document. For more information about the Gabriel Dumont Institute please visit our website at <a href="https://www.gdins.org">www.gdins.org</a>.





