

GABRIEL DUMONT  
INSTITUTE  
OF NATIVE STUDIES & APPLIED RESEARCH



# PROUD PAST BRIGHT FUTURE



Gabriel Dumont Institute  
Strategic Plan  
2022-2027



A photograph of the Gabriel Dumont Institute building, a modern two-story structure with large windows and a wooden facade. The building is set against a dark blue background. A large, semi-transparent watermark "2022-2027" is oriented vertically on the right side of the image.

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## Board of Governor's Chair Message

On behalf of the Gabriel Dumont Institute (GDI) Board of Governors, I am pleased to present the Gabriel Dumont Institute Strategic Plan 2022–2027—*Proud Past, Bright Future*.

Over the past several months, Institute staff, the GDI board, Elders, and students worked to develop GDI's five-year strategic plan. During the planning session, dialogue and collaboration were encouraged to ensure that those impacted by the strategic planning goals had an equal opportunity for input. GDI garnered a variety of perspectives and collectively developed new priorities that were true to the Institute's mission and vision. After this session, the strategic plan was disbursed to all staff, faculty, students, and the community for feedback.

The 2022–2027 Strategic Plan provides an exceptional framework for the next five years. It is the roadmap from which GDI will develop a detailed action plan to help us achieve our education and cultural goals for the Métis communities of Saskatchewan.



## Executive Director Message

The road to developing GDI's 2022–2027 Strategic Plan was very rewarding. After operating during a pandemic for the past two years, it was nice to take the time and reflect on the Institute's positive achievements that came out of the past three years and develop a strategy that will help us build on our successes.

GDI faces a rapidly changing Métis demographic, new labour market realities, funding pressures, and a dynamic post-secondary education landscape. As our Métis communities grow, we must be able to grow alongside them.

Our 2022–2027 Strategic Plan—*Proud Past, Bright Future* encompasses our strengths to be innovative and adaptable, while also staying firmly grounded in our founders' vision of a Métis-owned post-secondary and cultural institute that puts the Métis people of Saskatchewan first. Our mission and vision remain important cornerstones that provide consistency and continuity in all the Institute's operations.







## Gabriel Dumont Institute Mission Statement

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

## Gabriel Dumont Institute Values







## Gabriel Dumont Institute Overview

Gabriel Dumont Institute (GDI) is an active arms-length affiliate of the Métis Nation—Saskatchewan (MN—S), responsive to Métis communities, their needs, and the current labour market. Saskatchewan's Métis own GDI and the Institute is accountable to the Métis community.

GDI is governed by a 12-member board of governors who represent each MN—S region in Saskatchewan, plus the MN—S Minister of Education, who fills the role of board chair.

The GDI board is responsible to:

- ∞ Adopt policies for GDI's effective operation
- ∞ Approve annual budgets, audits, and programming
- ∞ Function as ambassadors for GDI and to encourage students and potential students in their study and career plans
- ∞ Represent GDI to all levels of government, persons of Métis ancestry, and to the public generally
- ∞ Appoint an Executive Director to be directly responsible for implementation of policy and the day-to-day management and operations of GDI

The Institute has grown tremendously since 1980 and now encompasses:

- ∞ Saskatchewan Urban Native Teacher Education Program (SUNTEP)
- ∞ Gabriel Dumont College (GDC)
- ∞ Northern Saskatchewan Indigenous Teacher Education Program (NSITEP)
- ∞ Dumont Technical Institute (DTI)
- ∞ Gabriel Dumont Institute Training and Employment (GDITE)
- ∞ Gabriel Dumont Scholarship Foundation (GDSF)
- ∞ Gabriel Dumont Institute Culture and Heritage Department
- ∞ Gabriel Dumont Institute Library

**The Institute's total revenue** was over \$41 million in the 2020-2021 reporting year.

**In 2020-2021**, the Institute had 181 employees (full-time equivalent). 59% were self-declared as Métis. GDI's leadership and governance teams are 100% Métis.

**Through affiliation and federation agreements** with various post-secondary institutions across Saskatchewan, GDI offers several accredited degree, vocational, and skills-training programs to Saskatchewan's Métis.







## Gabriel Dumont Institute Organizational Chart

Gabriel Dumont Institute operates as a parent company, to a variety of entities, to offer post-secondary educational and training programs and services. All entities work together to offer accredited educational, vocational, employment, entrepreneurship, and skills-training programs and services across the province.

### Métis People of Saskatchewan



### 12 Member Board of Governors







## Strategic Planning Overview

Gabriel Dumont Institute is dedicated to providing cultural and education programming to Saskatchewan Métis. GDI's Board of Governors and senior management commit to the following:

- ∞ An intensive review of the Institute's long-term strategic plan with the assistance of an outside professional service provider on a five-year basis;
- ∞ Annual review of strategic priorities and outcomes at a GDI Board of Governors meeting, and;
- ∞ Annual review and approval of the Institute's programs and operating budgets prior to the beginning of the new fiscal year.

Below are some Institute accomplishments under the 2018-2021 Strategic Plan:

- ∞ **GDI** built and opened an addition onto the Saskatoon central office. All Saskatoon staff outside of SUNTEP are housed within two buildings in close proximity to one another.
- ∞ **The Métis Centre of Excellence** opened in mid-2019 as part of the expansion of GDI's Saskatoon central office. The Institute's museum, gallery, and special collections and staff from the Institute's Culture and Heritage Department relocated to become part of the Centre.
- ∞ **The Virtual Museum of Métis History and Culture** ([www.metismuseum.ca](http://www.metismuseum.ca)) had a total of 339,000 unique online visits from 2018-2021. Site visits have increased greatly year over year. For instance, in 2017-2018 the number of visits totaled 85,037 and in 2020-2021 the number of visits totaled 144,548 (69% increase).

- ∞ **The Culture and Heritage Department** produced 39 resources from 2018-2021, six of which included Michif translations, and 20 which were Michif-focused (18 books for Taanishi Series II, Northern Michif to Go, and the Northern Michif Métis Anthem poster).
- ∞ **The Institute's** percentage of Métis staff increased from 55% in 2018-2019 to 59% in 2020-2021.
- ∞ **GDI** signed a five-year agreement with the MN-S to distribute Saskatchewan's first Métis Nation University (MNU) Funding. The MN-S and GDI were the first in Canada to deliver funding to students.
- ∞ **The Institute's** total expenditures increased by 27% from \$32,496,468 in 2017-2018 to \$41,389,072 in 2020-2021, an average increase of 8% per year.
- ∞ **Between 2013-2021**, 94 students graduated from the GDI Community-Based Master of Education program.
- ∞ **SUNTEP** had 117 new Bachelor of Education graduates between 2018-2021. In total, SUNTEP has graduated 1,397 teachers, in partnership with the University of Saskatchewan and the University of Regina.
- ∞ **NSITEP** began in 2019. Currently a total of 61 students are enrolled in Yr. 1, 2, and 3.
- ∞ **3,616 Métis clients** were funded by GDITE through the Individual sponsorship program between 2018-2021.





## Strategic Planning Overview

- ∞ **1,195 students** have been sponsored through MNU in 2019-2021.
- ∞ **180 Métis entrepreneurs** have accessed the Pathways for Entrepreneurship (since 2018-2019).
- ∞ **658 new jobs** were created in apprenticeship trades and 223 Métis clients have been indentured since 2018-2019.
- ∞ **\$1,071,900 has been awarded** in scholarships and bursaries to 1,422 Métis students between 2018-2021. In total, the Gabriel Dumont Scholarship Foundation has awarded \$3.8 million since its inception in the mid-1980s.
- ∞ **GDI Culture and Heritage** and its authors were shortlisted for four Saskatchewan Book Awards between 2018-2021.
- ∞ **Steady growth** in student numbers (SUNTEP, GDC, NSITEP, & DTI)
- ∞ **GDI** supported a number of students through the COVID-19 pandemic by distributing \$1.1M to students for emergency assistance in 2020-2021.
- ∞ **1,676 students** completed or graduated from DTI from 2018-2021.
- ∞ **DTI** receives regular Essential Skills for the Workplace funding since 2018.







## Strategic Planning Process

- July 2021** Gabriel Dumont Institute Board of Governors passed a motion amending policy for the development of a five-year strategic plan.
- July - August 2021** External company retained to facilitate the strategic planning process.
- August 2021** Senior management led their teams to review their priorities for the next five years.
- September 2021** The board, Elder, staff, and student representatives gathered in Saskatoon for a facilitated strategic planning session.
- October - November 2021** A discussion report was developed based on priorities established at the planning session.
- November 2021 - February 2022** Discussion document circulated to senior leaders, Métis Nation—Saskatchewan regional directors, Métis community members, and other stakeholders. Feedback documented.
- March 2022** Gabriel Dumont Institute Board of Governors examine feedback, make revisions, and adopt a final five-year strategic plan.
- April 2022** Gabriel Dumont Institute five-year Strategic Plan published and released to Institute staff, stakeholders, community, government partners. Available online on the Institute website ([www.gdins.org](http://www.gdins.org)).
- Post 2022** Annual review and progress updates by GDI Board of Governors.





## Elements of our Future Vision

Below are important issues and future aspirations that came from the in-person planning session.

### ∞ Infuse Métis culture in all endeavors

- Online Michif language classes available
- Métis resources available to school divisions (partnerships/make this more well known)

### ∞ Expand/Diversify Program Offerings

- Additional intake for certain high demand programs
- Flexible learning options
- Longer programs for northern locations (certificate, diploma, and feeder programs)
- Mentorship programs for current students

### ∞ Sustain/Grow Student Engagement

- Michif camps
- Michif incorporated into programs
- More stable funding
- Urban/rural offices for easier student access

### ∞ Connect all Systems

- Open communications through all organizations
- Improved branding and social presence – to better define GDI, GDC, DTI, GDITE, SUNTEP, NSITEP, and Culture and Heritage
- Improved communications between departments
- Working relationships with community partners and GDI staff
- Bridging scholarships and sponsorships

### ∞ Governance and Human Resource Development

- Proactive hiring, succession planning
- Maintain strong HR component
- Strengthen and maintain GDI policies
- Improve processes, implementation of new resources, and improved consistency with existing processes
- Maintain and build healthy relationships with governments (federal, provincial, and MN–S)

### ∞ Celebrate Success Regularly

- Communicate successes all year round
- Advertise all services offered
- Community understanding of GDI structure to garner support at the community level

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## Strategic Priorities and Measurable Targets

Over the two-day facilitated strategic planning session, an Elder, staff, senior leaders, students, board members, and the board chair outlined GDI's successes and what should be celebrated from the past three years as well as where GDI wants to be in the next five years.

From these discussions, strategic priorities, along with measurable targets and goals, were created. Below outlines four top priorities for the next five years along with ways GDI will measure and celebrate success.

### Strategic Priority 1

***Build capacity of GDI to attract, train, and retain qualified and dedicated Métis to grow the leadership, governance, and strength of GDI's workforce and influence in the community.***

- ∞ Identify and encourage training, and professional development opportunities to increase the potential of GDI staff, career paths, and succession planning.
- ∞ Demonstrate strength as a preferred employer through on-going interest from prospective employees and internal employees.
- ∞ Secure, maintain, and enhance new and existing partnerships to satisfy capacity demands and quality standards to which GDI aspires.
- ∞ Develop a skills matrix or other tools to ensure relevant governance competencies are represented (e.g. Michif language, education, trades, legal, finance, and communications, etc.)
- ∞ Regular policy review to ensure current policies are relevant and up-to-date.
- ∞ Strengthen board leadership through formal orientation, regular professional governance training, and opportunities for board community visibility and engagement.





## Strategic Priority 2

***Expand programming and services that connect the Métis, reflect our shared experience, build pride and awareness of Métis history and culture, and preserve and promote the Michif language.***

- ∞ Explore further GDI-delivered graduate level programs, including Métis-specific Masters and Doctorate programs.
- ∞ Encourage presence of Métis history, culture, and languages in Saskatchewan educational programming.
- ∞ Expand and promote programs and services that encourage Métis student success.
- ∞ Maintain and grow accessibility to GDI Library systems and resources to ensure students and communities can retrieve and connect with supports.
- ∞ Ensure coordination of all GDI communication to demonstrate size and scope of GDI program offerings and building GDI's brand.
- ∞ Ensure long-term financial stability by maintaining and building meaningful partnerships.
- ∞ Incorporate Michif-language usage and instruction in Institute programs and services whenever possible.





### Strategic Priority 3

***Build and sustain robust systems that protect the GDI brand by streamlining communication, building learning communities, and responding to market demands.***

- ∞ Develop and implement on-going needs assessment and consultation processes.
- ∞ Support staff transitions to new technology, processes, and programs.
- ∞ Deliver structured communication platforms to support all GDI divisions to share information internally and to conduct external promotions.
- ∞ Maintain modern and responsive technology infrastructure to ensure seamless digital process and program delivery.
- ∞ Ensure GDI remains accountable, transparent, and responsive as a MN—S affiliate and to funding agencies and stakeholders.



## Strategic Priority 4

***Continually celebrate successes of GDI graduates, students, staff, and community to build presence and reputation provincially, nationally, and internationally.***

- ∞ Feature provincially and nationally-based alumni stories to demonstrate GDI's long-term impact.
- ∞ Maintain ongoing dialogue with provincial and federal funding partners to increase both the awareness and influence of GDI programs.
- ∞ Enhance the outreach to GDI alumni to gather stories, celebrate successes, and build community.
- ∞ Utilize Centre of Excellence to feature Métis stories and relevance across Saskatchewan.
- ∞ Continue to support involvement with Métis educational institutions across Canada.

## Conclusion

The Gabriel Dumont Institute Strategic Plan 2022-2027—*Proud Past, Bright Future*, is the first five-year strategic plan for the Institute, moving from a three-year plan to a five-year plan with yearly reviews by the board of governors.

The mission and values remain constant and the four strategic priorities in the 2022-2027 plan are directly related to future success and strategic growth of the Institute. GDI's priorities continue to build on what already exists, building and maintaining positive relationships, providing quality programs and services to Métis communities, building capacity within the Institute with high quality human resources, and being accountable and transparent to our community and stakeholders.

The Institute looks forward to implementing and following the direction outlined in this new strategic plan for the next five years.

For more information about the Gabriel Dumont Institute please visit our website at [www.gdins.org](http://www.gdins.org).



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