



STRATEGIC PRIORITIES

2025-2027

TABLE of CONTENTS

EXECUTIVE SUMMARY	3
OVERVIEW	4
STRATEGIC PRIORITIES 2025-2027	5
Vision	5
Mission	5
Seven Grandfather Teachings	5
Practical Vision	7
Blocks	7
Strategic Priorities	7
APPENDICES	13
A. Strategic Priorities Process	14
B. MCT Staff Strategic Prioritizing Survey Summary 03.20.2024	20
C. MCT Staff Strategic Prioritizing Survey PV UC SP 03.20.2024	24
D. MCT TEC SWOT Update 04.16.17.2024	29
E. MCT TEC PV UC SP 04.30.2024 Updated	32
F. MCT Staff Listening Session Current Reality Assessment 04.30.2024	37
G. MCT Staff Listening Session Summary 04.30.2024	40
H. MCT Current Reality, Success Indicators & Actions 05.15.2024	49
I. MCT Strategic Priorities Timeline 05.15.2024	55
J. MCT Priority Wedge 05.15.2024	57
K. MCT All Staff Feedback Survey Summary 01.24.25	59
L. REBOOT MCT SP Handout 01.28.25	79
M. FINAL MCT Vision Mission Actions Reboot 01.29.2025	94
N. FINAL MCT Strategic Plan Timeline 01.29.2025	100

EXECUTIVE SUMMARY

In September 2023, the Minnesota Chippewa Tribe (MCT) engaged Northspan to develop a three-year strategic framework aligned with MCT's mission. This process included creating a practical vision, identifying blocks, setting strategic priorities, setting an organization vision and mission, and planning actions for implementation.

During strategic priority workshops, the Tribal Executive Committee (TEC) and leadership staff established five strategic priorities:

Strategic Priorities

1. Being Anishinaabe
2. Securing Relevancy with the Federal Government & Member Bands
3. Empowering Human Capital
4. Actively Engaging Each Other
5. Enhancing and Updating Technology

Following the TEC workshops, all staff collaborated to determine how to implement these priorities. After a change in Executive Director, the staff reconvened in January 2025 to update and finalize the actions, outcomes, and timeline for the strategic priorities, as well as the vision and mission.

Vision: Nimaamawinomin: We all come together.

Mission: The Minnesota Chippewa Tribe, representing the six bands, is dedicated to fostering unity, cultural preservation, and community well-being through quality services, advocacy, and the Seven Grandfather Teachings, striving to empower all members with reliable resources for today and the next seven generations.

This document outlines the strategic priorities that will guide the Minnesota Chippewa Tribe's work for the next three years. Details on the strategic planning process and supporting documents are available in the appendices.

OVERVIEW

The Minnesota Chippewa Tribe (MCT) is a federally recognized Tribal authority representing the Bois Forte Band of Chippewa, Fond du Lac Band of Lake Superior Chippewa, Grand Portage Band of Lake Superior Chippewa, Leech Lake Band of Ojibwe, Mille Lacs Band of Ojibwe, and White Earth Nation reservations.

The Preamble to the [Revised Constitution and Bylaws of the Minnesota Chippewa Tribe](#) (mnchippewatribe.org) outlines the purposes, aspirations, and goals of the union of these six member reservations. It states that the MCT comes together “in order to form a representative Chippewa tribal organization, maintain and establish justice for our Tribe, conserve and develop our Tribal resources and common property, and promote the general welfare of ourselves and descendants.”

MCT continually strives toward these ideals, which are the foundation of its existence. Tribal political action and the administration of programs and services are designed to meet these goals. MCT’s four divisions—Administration, Education, Finance, and Human Services—ensure that programs are effective and efficient in delivering services to its members. The governing body of MCT is the Tribal Executive Committee (TEC), composed of the Chairperson and Secretary/Treasurer of each of the six reservations.

Following recent leadership changes, MCT aimed to create strategic priorities to foster cohesion and collaboration across its divisions and among the six member reservations. In September 2023, MCT engaged Northspan to facilitate the creation of a 3-year strategic plan to lay the groundwork for future success.

The strategy committee included TEC members and all MCT staff. The strategic planning process involved a staff survey (January-March 2024), TEC member interviews (March-April 2024), two consensus workshops with TEC members and MCT leadership, two staff focus group listening sessions (April 2024), a focused implementation workshop with all staff (May 2024), and an opportunity for feedback and edits (June 2024) before final TEC approval. After hiring a new Executive Director, MCT re-engaged Northspan in January 2025 to complete an all-staff survey, interview the ED, and conduct a one-day retreat to finalize the strategic plan with a vision and mission. The new strategic plan aims to unify MCT’s activities under a common vision and provide concrete, measurable steps to achieve it.

STRATEGIC PLAN 2025-2027

The 3-year strategic plan for the Minnesota Chippewa Tribe (MCT) is the result of a strategic prioritization process facilitated by Northspan from September 2023 to February 2025. This process established a practical vision, identified blocks, set strategic priorities and an organizational vision and mission, and created an action plan with timelines for implementation.

VISION: Nimaamawiinomin: We all come together.

MISSION: The Minnesota Chippewa Tribe, representing the six bands, is dedicated to fostering unity, cultural preservation, and community well-being through quality services, advocacy, and the Seven Grandfather Teachings, striving to empower all members with reliable resources for today and the next seven generations.

Guided by the Seven Grandfather Teachings, the Minnesota Chippewa Tribe will work to achieve its vision and mission through the Five Strategic Priorities.

The Seven Grandfather Teachings

1. Truth: Debwewin
2. Humility: Dabasendiziwin
3. Respect: Manaaji'idiwin
4. Love: Zaagi'idiwin
5. Honesty: Gwayakwaadiziwin
6. Bravery: Zoongide'ewin
7. Wisdom: Nibwaakaawin

Truth: Debwewin

To speak only to the extent, we have lived or experienced. Commonly referred to as Truth.

- Deb = to a certain extent
- We = sound through speech
- Win = a way it is done

Truth is represented by the turtle as the turtle was here during the creation of Earth and carries the teachings of life on his back.

Humility: Dabasendiziwin

To think lower of oneself in relation to all that sustains us. Commonly referred to as Humility.

- Dabas = low or lower
- End = pertaining to thought
- Izi = state or condition
- Win = a way it is done

Humility is represented by the wolf. The wolf lives for his pack and the ultimate shame is to be an outcast.

STRATEGIC PLAN 2025-2027

Respect: Manaaji'idiwin

To go easy on one another and all of Creation. Commonly referred to as Respect.

- Manaaji = to go easy on someone
- Idi = in a reciprocal way
- Win = a way it is done

Respect is represented by the buffalo. The buffalo gives every part of his being to sustain the human way of living. The buffalo respects the balance and needs of others.

Love: Zaagi'idiwin

Unconditional love between one another including all of Creation, humans and non-humans. Commonly referred to as Love.

- Zaag = to emerge, come out or flow out
- Idi = in a reciprocal way
- Win = a way it is done

The eagle represents love because he has the strength to carry all of the teachings.

Honesty: Gwayakwaadiziwin

To live correctly and with virtue. Commonly referred to as Honesty.

- Gwayak = correctly, straightly, and rightly
- Aadizi = he/she lives
- Win = a way it is done

Honesty is represented by either the raven or the sabel. They both understand who they are and how to walk in their life.

Bravery: Zoongide'ewin

To live with a solid, strong heart. Commonly referred to as Bravery or Courage.

- Zoongi = solid, strong
- De'e = a form of heart
- Win = a way it is done

Bravery is represented by the bear. The mother bear has the courage and strength to face her fears and challenges while protecting her young. To face life with courage is bravery.

Wisdom: Nibwaakaawin

To live with vision. Commonly referred to as Wisdom.

- Ni = the soul within
- Waa = pertaining to sight
- Kaa = an abundance
- Win = a way it is done

The beaver represents wisdom because he uses his natural gift by altering the environment for his family's survival.

STRATEGIC PLAN 2025-2027

PRACTICAL VISION

What do we want to see in place in five years as a result of the Minnesota Chippewa Tribe's strategic actions?

- Increased Feeling of Debendagoz (“To Belong”)
- Stronger Cultural Knowledge
- Transparent Communication
- Engaged Human Resources and Employee Relations
- Technologically Integrated Business Practices
- Improved Fiduciary Responsibilities and Capabilities

BLOCKS

What may be blocking us or holding us back from moving toward our practical vision?

- Multiple Agendas Hinder Organizational Development
- Expected Services Exceed Staff Capacity
- Unclear Identity Prevents Funding Investment
- Ambiguity Creates Fear
- Not a Priority Hinders Cultural Knowledge
- Misunderstanding Impedes Self-Determination

STRATEGIC PRIORITIES

What innovative, substantial actions will deal with our blocks and move us toward our practical vision?

1. Being Anishinaabe
2. Securing Relevancy with the Federal Government & Member Bands
3. Empowering Human Capital
4. Actively Engaging Each Other
5. Enhancing and Updating Technology

BEING ANISHINAABE

Definition

This strategic priority recognizes the significance of embracing and celebrating Ojibwe culture and heritage within the Minnesota Chippewa Tribe. It integrates traditional teachings, cultural practices, and the Ojibwe language into everyday life by fostering educational opportunities and promoting cultural immersion. It aims to enhance cultural engagement and awareness, ensuring the rich traditions of the Ojibwe people are preserved and actively practiced cultivating a strong sense of identity, pride, and connection within the Minnesota Chippewa Tribe and the broader Tribal community.

Action Steps

1. Identify opportunities to go deeper into cultural self-discovery by hiring band members and experts
2. Bless and smudge the building, define smudging practice for where, when, and how
3. Bring Tribal/State relations training to MCT
4. Add 7 Grandfather Teachings to the building through signage and activities
5. Implement survey to understand interest and engagement level
6. Schedule four seasonal lunch and learns to understand our history
7. Develop an immersion opportunities policy for supporting attendance
8. Identify and support immersion opportunities for staff to attend
9. Implement Ojibwe word of the day in an interactive space

Outcomes

- We are learning who we are
- Increased language engagement
- Improved relationships with the community
- Sharing knowledge
- Interest engagement level is understood

SECURING RELEVANCY WITH THE FEDERAL GOVERNMENT & MEMBER BANDS

Definition

This strategic priority unites the Minnesota Chippewa Tribe's efforts to remain relevant and effective for its members. Key actions include exploring new ways to reach clients, auditing and identifying funding streams, lobbying Congress for MCT Band listings, gaining stakeholder support through an awareness campaign, assessing urban office needs, and supporting a strong lobbyist. These efforts aim to increase funding, broaden the client base, enhance synergy among member Bands, and create a unified approach to serving the community and achieving common goals.

Action Steps

1. Explore new ways to reach clients and members
2. Audit current funding streams and their sustainability
3. Explore funding streams for increased revenue
4. Lobby Congress to get each MCT Band listed
5. Get stakeholder support and collaboration via awareness campaign
6. Assess needs for urban offices
7. Continue supporting a strong lobbyist

Outcomes

- Increase funding to continue the work
- Able to serve all clients
- Increase capacity/locations
- MCT & MCT Bands each listed with Federal government
- Increased land base for all into Trust

EMPOWERING HUMAN CAPITAL

Definition

This strategic priority emphasizes fostering a supportive and engaging work environment for the Minnesota Chippewa Tribe. Key actions include developing a culturally respectful accountability chart with defined roles, creating a salary and benefit structure, and updating job descriptions. It also involves hiring a Director of Human Resources, updating personnel policies with employee input, establishing confidentiality practices, providing training, and implementing an Annual Review and Professional Development Plan. These efforts aim to enhance job satisfaction, retention, and accountability, creating a supportive environment where employees feel valued and motivated.

Action Steps

1. Develop a culturally respectful accountability chart (replacing organization chart) with defined roles for each position
2. Determine and create salary and benefit structure
3. Update job descriptions based on accountability chart roles
4. Update personnel policies and procedures with employee input
5. Create a confidentiality and privacy practices with an incorporated signed agreement
6. Provide training on personnel policies and procedures
7. Create an Annual Review and Professional Development Plan process for all staff

Outcomes

- Policy and procedures are updated and utilized
- Standardized salary and benefits structure
- Timely reviews including professional development plans
- Increased sense of belonging and safety
- An individual dedicated to HR
- Clear accountability in each role

ACTIVELY ENGAGING EACH OTHER

Definition

This strategic priority seeks to strengthen internal communication and collaboration across the Minnesota Chippewa Tribe's departments. Key actions include creating a meeting space for visitors, continuing all-staff meetings with breakfast or lunch and learn opportunities, implementing team-building exercises, and cross-training within and across divisions. These efforts will promote open and effective communication, a unified sense of purpose, and harmonious interdepartmental relationships.

Action Steps

1. Create meeting space/holding area for people entering the building
2. Continue all staff meetings including breakfast or lunch and learn opportunities to learn about activity across MCT
3. Implement team building exercises
4. Implement cross training within divisions and support across divisions

Outcomes

- Consistent all staff meetings
- Clear implementation of policies and roles
- Better communication across divisions
- Annual staff survey
- Knowledge of chain of command/accountability

ENHANCING AND UPDATING TECHNOLOGY

Definition

This strategic priority aims to modernize and streamline the Minnesota Chippewa Tribe's technological infrastructure. Key actions include investigating paperless options, providing software training, determining new software for MCT and the finance corporation, standardizing technology accountability, assessing the need for an annual IT contract, documenting software procedures, communicating IT updates, and upgrading social media management. These efforts will improve communication, optimize workflows, and ensure reliable IT support.

Action Steps

1. Investigate paperless options for greater IT efficiency
2. Provide training on software used across all MCT staff
3. Determine new software for MCT & finance corporation
4. Standardize technology accountability process
5. Determine in-house need for annual IT contract
6. Document software standard operating procedures
7. Provide communication to team on IT project updates and outcomes
8. Upgrade social media management

Outcomes

- Better, more clear communication both internally and externally
- Software processes are understood
- Increased efficiency
- Faster, in-house, IT response

APPENDICES

- A. Strategic Priorities Process
- B. MCT Staff Strategic Prioritizing Survey Summary 03.20.2024
- C. MCT Staff Strategic Prioritizing Survey PV UC SP 03.20.2024
- D. MCT TEC SWOT Update 04.16.17.2024
- E. MCT TEC PV UC SP 04.30.2024 Updated
- F. MCT Staff Listening Session Current Reality Assessment 04.30.2024
- G. MCT Staff Listening Session Summary 04.30.2024
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- M. FINAL MCT Vision Mission Actions Reboot 01.29.2025
- N. FINAL MCT Strategic Plan Timeline 01.29.2025



APPENDIX A
STRATEGIC PRIORITIES PROCESS

STRATEGIC PRIORITY PROCESS

The Minnesota Chippewa Tribe has prepared 3-year strategic priorities to guide its activities and achieve accomplishments consistent with the group's mission. The strategic process steps, session dates, and agendas are included as an attachment, as are the results of the sessions that followed.

PROCESS STEPS

September - December 2023 Preparation and Design
January - March 2024 Staff Survey
March - April 2024 TEC Stakeholder Interviews
04.16.2024 Strategic Priority Workshop | Board Retreat Session 1 of 2
04.17.2024 Strategic Priority Workshop | Board Retreat Session 2 of 2
04.30.2024 Staff Focus Group Listening Sessions
05.15.2024 Strategic Priority Workshop | Staff Retreat
May 2024 Draft Strategic Priorities Review and Feedback
June 2024 Final Strategic Priorities Review and Feedback was Delayed
January 2025 Executive Director Interview
January 2025 MCT All Staff Feedback Survey
01.28.2025 All Staff One-Day Retreat
February/March 2025 Final Strategic Priorities Review and Feedback
March 2025 Strategic Plan Presented to TEC

PREPARATION AND DESIGN

The strategy process initiated a phase of preparation and design, marked by a series of meetings and communications with MCT lead staff. This initial stage aimed to clarify the strategy goal, refine the engagement design, identify key stakeholders, and assess the organizational environment to focus the strategy workshops.

STAFF SURVEY

MCT solicited input from staff members in a survey distributed via SurveyMonkey. The survey was available from February 28, 2024, through March 15, 2024, and received nine responses. Participants were asked to conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis and submit their ideas for the Tribe's practical vision, blocks, and strategic priorities. Results of the survey are available in Appendix B titled FINAL MCT Staff Strategic Prioritizing Survey Summary 03.20.2024 and Appendix C titled MCT Staff Strategic Prioritizing Survey PV UC SP 03.20.2024

STAKEHOLDER INTERVIEWS

Prior to the start of the strategic priorities workshop, Northspan conducted one-on-one virtual interviews with MCT's Tribal Executive Committee members throughout March 2024. These 3 interviews drew out feedback regarding participants' roles in the strategic process, things that were going well, and potential issues facing the Tribe. It explored participants' perceptions of the process, insights into the organizational structure, and fostered thought on training and succession planning.

**STRATEGIC PRIORITY WORKSHOP | TRIBAL EXECUTIVE COMMITTEE RETREAT SESSION 1 OF 2
AGENDA | April 16, 2024, | 12:00 PM - 4:00 PM**

- 12:00 Welcome, Agenda, & Introductions
- 12:10 Creating a Safe, Brave Space: Lunch & Ice Breaker Introductions
- 1:10 SWOT Workshop
- 2:10 Practical Vision Workshop
- 3:50 Next Steps
- 4:00 Adjourn

On April 16, 2024, a strategy committee comprised of a group of ten MCT staff and Tribal Executive Committee members met in a half-day retreat for the first session of strategy priority workshops facilitated by Northspan. The group reviewed the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis generated in the staff survey and had a chance to note agreement or disagreement and add additional responses. The revised SWOT analysis is available in Appendix D titled MCT TEC SWOT Update 04.16.17.2024. The group then reviewed and discussed additional environmental scanning assessments, including a summary of the full staff survey results.

Practical Vision

Following the context presentation, the group then participated in a strategic priority consensus workshop to develop a practical vision outlining what they would like to see in place due to the Minnesota Chippewa Tribe's strategic actions over the next three years. Elements of the practical vision included:

- Increased Feeling of Debendagoz ("To Belong")
- Stronger Cultural Knowledge
- Transparent Communication
- Engaged Human Resources and Employee Relations
- Technologically Integrated Business Practices
- Improved Fiduciary Responsibilities and Capabilities

The above practical vision elements are available in Appendix E titled MCT TEC PV UC SP 04.16.17.2024.

**STRATEGIC PRIORITY WORKSHOP | TRIBAL EXECUTIVE COMMITTEE RETREAT SESSION 2 OF 2
AGENDA | April 17, 2024, | 9:00 AM - 1:00 PM**

- 9:00 Welcome & Recap
- 9:10 Blocks Workshop
- 10:40 Strategic Directions Workshop
- 1:00 Next Steps & Adjourn

The Minnesota Chippewa Tribe strategy committee group, composed of ten staff and Tribal Executive Committee members, reconvened for a half-day retreat on April 17, 2024, to complete a second strategy priority workshop facilitated by Northspan.

BLOCKS

In this session, participants engaged in a consensus workshop to determine underlying contradictions that may be blocking the Tribe from realizing the practical vision identified in the previous strategy session. Elements of the underlying contradictions, or blocks, included:

- Multiple Agendas Hinder Organizational Development
- Expected Services Exceed Staff Capacity
- Unclear Identity Prevents Funding Investment
- Ambiguity Creates Fear
- Not a Priority Hinders Cultural Knowledge
- Misunderstanding Impedes Self-Determination

STRATEGIC PRIORITIES

With the contradictions in mind, participants then engaged in an additional consensus workshop to identify strategic priorities that they believe will allow the Minnesota Chippewa Tribe to overcome these blocks.

The group identified the following 5 strategic priorities:

1. Being Anishinaabe
2. Securing Relevancy
3. Empowering Human Capital
4. Actively Engaging Each Other
5. Enhancing and Updating Technology

The above blocks and strategic priorities are available in Appendix E titled MCT TEC PV UC SP 04.16.17.2024.

STAFF FOCUS GROUP LISTENING SESSIONS

AGENDA | April 30, 2024, | 10:00 AM - 12:00 PM & 2:00 PM - 4:00 PM

10:00 2:00	Welcome, Agenda, & Introductions
10:10 2:10	SWOT
10:20 2:20	Practical Vision, Blocks, & Strategic Priorities
11:00 3:00	Current Reality Assessment
11:45 3:45	Reflection & Next Steps
12:00 4:00	Adjourn

On April 30, 2024, two focus group listening sessions with Minnesota Chippewa Tribe staff members, each two hours in length, were conducted and facilitated by Northspan. The first of these focus group sessions had ten participants and the second session had three participants. In each focus group listening session, participants briefly reviewed the revised SWOT analysis and practical vision, blocks, and strategic priorities elements generated in the previous workshops and completed a Current Reality Assessment to identify the Minnesota Chippewa Tribe's strengths and weaknesses, as well as benefits and dangers that their success may bring.

The findings of the above staff focus group listening sessions are available in Appendix F titled MCT Staff Listening Session Current Reality Assessment 04.30.2024 and Appendix G titled MCT Staff Listening Session Summary 04.30.2024.

STRATEGIC PRIORITY WORKSHOP | STAFF RETREAT

AGENDA | May 15, 2024, | 9:00 AM - 3:00 PM

- 9:00 Welcome, Agenda, & Introductions
- 9:20 Context Setting from Listening Sessions
- 10:00 Social Styles Self-Assessment & Activity
- 11:00 Focused Implementation Workshop
- 2:30 90-Day Plan Template
- 2:50 Celebrate Strong Work & Next Steps
- 3:00 Adjourn

A final strategic priority workshop facilitated by Northspan was held during a staff retreat on May 15, 2024. The workshop began with the Minnesota Chippewa Tribe staff members receiving a context presentation with an overview of the work done in the process to date as outlined above. Staff then completed a social styles self-assessment developed by David Merrill and Roger Reid and reconvened for a social styles group activity.

Focused Implementation

Following the context presentation, staff members engaged in a focused implementation workshop to identify tangible actions that will start to build momentum behind each strategic priority, as well as specific, measurable success indicators and accomplishments for each action. These actions and success indicators are available in Appendix H titled MCT Current Reality, Success Indicators & Actions 05.15.2024. Participants then defined a timeline for completing these strategic actions, which is available in Appendix I titled MCT Strategic Priorities Timeline 05.15.2024. Lastly, staff members identified 90-day priority actions for the first quarter, as available in Appendix J titled MCT Priority Wedge 05.15.2024.

STRATEGIC PRIORITY REVIEW AND FEEDBACK

After the completion of all strategic priority workshop sessions, Northspan facilitators completed a draft strategic priorities plan encompassing the above elements. The Minnesota Chippewa Tribe Tribal Executive Committee and staff then had the opportunity to review and provide feedback on the draft 3-year strategic priorities plan.

JANUARY 2025 EXECUTIVE DIRECTOR INTERVIEW

Once re-engaged, Northspan conducted a one-on-one virtual interview with MCT's Executive Director in January 2025. This interview gathered feedback on the Executive Director's role in the strategic process, identified successes and potential challenges facing the Tribe, and explored perceptions of the process. It also provided insights into the organizational structure and encouraged thoughts on training and succession planning.

JANUARY 2025 MCT ALL STAFF FEEDBACK SURVEY

In January 2025, Northspan conducted an All Staff Feedback Survey using SurveyMonkey. The survey was open from January 9 to 24, 2025 and received 19 responses. Staff members were asked to review each section of the strategic plan and provide their feedback. The survey results are detailed in Appendix K, titled "MCT All Staff Feedback Survey Summary 01.24.25."

01.28.2025 ALL STAFF ONE-DAY STRATEGIC PRIORITIES CONFIRMATION WORKSHOP

AGENDA | JANUARY 29, 2025 | 9:00 AM - 4:30 PM

9:00AM Welcome & Introductions

9:30AM Strategic Planning Process Review to Date

9:40AM Reboot Handout

- Practical Vision
- Blocks
- Strategic Priorities

10:40AM Vision & Mission Workshop

11:40PM Lunch Break

12:30PM Focused Implementation: Actions Reboot

- Current Reality, Success Indicators, Actions
- Update Timeline
- Priority Discussion

3:00PM Next Steps

3:30 Adjourn

The day started with a warm welcome and introductions, followed by a review of the strategic planning process so far. Participants then received a reboot handout detailing the practical vision, blocks, and strategic priorities. This was followed by the Vision & Mission Workshop, which led into a lunch break. After lunch, the session continued with a focused implementation segment, covering current reality, success indicators, actions, an updated timeline, and priority discussions. The day wrapped up with a discussion on next steps before adjourning. For more details, refer to Appendix L, “REBOOT MCT SP Handout 01.28.25,” Appendix M, “FINAL MCT Vision Mission Actions Reboot 01.29.2025,” and Appendix N, “FINAL MCT Strategic Plan Timeline 01.29.2025.”

FEBRUARY/MARCH 2025 FINAL STRATEGIC PRIORITIES REVIEW AND FEEDBACK

After the completion of all staff strategic priority confirmation workshop, Northspan facilitators completed a draft strategic plan encompassing the above elements. The Minnesota Chippewa Tribe Executive Director then had the opportunity to review and provide feedback on the draft 3-year strategic plan

MARCH 2025 STRATEGIC PLAN PRESENTED TO TEC

Once feedback on the draft strategic plan was received and incorporated, a summary of the final Strategic Plan was presented to the Minnesota Chippewa Tribe board via email by the Executive Director for approval.



APPENDIX B
FINAL STAFF STRATEGIC PRIORITIZING SURVEY SUMMARY
03.20.2024



MINNESOTA CHIPPEWA TRIBE

STAFF STRATEGIC PRIORITIES SURVEY SUMMARY

The Minnesota Chippewa Tribe contracted with Northspan to survey staff members as part of the strategic prioritizing process. The survey was distributed via SurveyMonkey and was open from February 29, 2024, through March 15, 2024. A total of 9 respondents completed the survey.

SWOT ANALYSIS: STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS

Staff members were first asked to identify strengths, weaknesses, opportunities, and threats related to the Minnesota Chippewa Tribe. Similar responses were grouped based on themes, with grouped responses listed below in bold in the order of frequency they appeared.

Strengths (Internal factors that give the Minnesota Chippewa Tribe an advantage compared to others)	Weaknesses (Internal factors that place the Minnesota Chippewa Tribe at a disadvantage compared to others)
<ul style="list-style-type: none"> • Employee benefits (e.g., paid time off, health insurance and reimbursement, retirement plan) • Working with other Native people, rapport with clients, and shared life experiences • Experienced, knowledgeable staff • Overall size, reach, and potential for growth • Established programs and support services offered • Long history of the organization • Resources to create opportunities for growth and better quality of life in our tribes and communities • Local presence, partnerships, and support from tribes • Centralized decision making • Diverse group we serve 	<ul style="list-style-type: none"> • Organizational culture (e.g., politics, cliques, gossip, bullying) • Lack of accountability, direction, and involvement from leadership • Staffing levels, retention, and turnover • Funding and budget issues • Lack of cooperation and communication between departments • Outdated technology and software systems • Large, spread-out service area • No flexible schedules or telework options • Failure to address root cause of problems • Old policies and procedures that hold us back; limit growth
Opportunities (External factors that the Minnesota Chippewa Tribe could use to our advantage)	Threats (External factors that could create challenges for the Minnesota Chippewa Tribe)
<ul style="list-style-type: none"> • Improved tribal communication, relationships, and the power of coming together • Availability of funding and grants • New technology, better online services, and improved computer access • Partnerships and government collaboration • Chances to promote cultural activities and learnings • Workforce development and increasing staff numbers • Economic growth and political stability • Access to BIA land accounting system (TAAMS) • Tried and true services • Growing - find out what each division "wish list" is and see how we can achieve them. • Our tribal colleges can be a great external advantage. • Streaming process for programs 	<ul style="list-style-type: none"> • Political change, legal disputes, and attacks on tribal sovereignty • Dependence on external funding and support • Employment and hiring challenges • Economic downturns and rising costs • Unpredictable or difficult clients • Competition from individual tribes • Hacking and information security concerns • Misinformation, errors, confusion, and complacency • Need Banking to be more efficient • Not technologically savvy, behind the times • Negativity from staff and/or clients hurts our reputation. • Loss of knowledge



MINNESOTA CHIPPEWA TRIBE STAFF STRATEGIC PRIORITIES SURVEY SUMMARY

PRACTICAL VISION

The next section of the survey asked staff members to consider the question: *“What do you want to see in place in 3 years as a result of the Minnesota Chippewa Tribe’s strategic planning actions?”*

Responses covered a variety of topics, with the top responses indicating a desire to see more dependable staffing models and human resources procedures, improved systems for fiscal and asset management, and increased support for and engagement from tribal communities. A total of 40 practical vision ideas were submitted and are categorized into high-level buckets below.

“What do you want to see in place in 3 years as a result of the Minnesota Chippewa Tribe’s strategic planning actions?”

Reliable staffing practices	30%
Stable operations systems	30%
Supported and engaged tribal communities	23%
Collaborative employees	18%

UNDERLYING CONTRADICTIONS (BLOCKS)

Staff members were then asked to answer the question: *“What may be blocking us or holding us back from moving toward your practical vision?”*

Participants identified a range of underlying contradictions (blocks) that may be preventing the Minnesota Chippewa Tribe from realizing their practical vision, including disjointed processes and communication, limited availability of funding and resources, and lack of clarity regarding the organization’s overall vision and direction. A total of 28 underlying contradiction responses were received and are clustered below based on their theme.

“What may be blocking us or holding us back from moving toward your practical vision?”

Fragmented communication reduces motivation	39%
Limited resources restrict growth	21%
Unclear direction causes friction	21%
Outdated practices obstruct innovation	18%



MINNESOTA CHIPPEWA TRIBE STAFF STRATEGIC PRIORITIES SURVEY SUMMARY

STRATEGIC PRIORITIES

Lastly, staff members were asked to reflect on the question: *“What innovative, substantial actions will deal with our blocks and move us toward our practical vision?”*

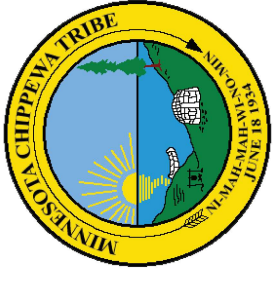
Respondents noted various ideas that might help the Minnesota Chippewa Tribe move past blocks to realize their practical vision, including an emphasis on educating and supporting staff, evaluating and clarifying the organization’s internal processes, pursuing funding and contracting opportunities, and updating technology within the organization. 26 strategic direction ideas were submitted and are grouped by content below.

“What innovative, substantial actions will deal with our blocks and move us toward our practical vision?”

Clarifying processes to create a shared sense of purpose	27%
Supporting staff to foster professional development	27%
Pursuing opportunities to increase capacity	15%
Updating technology to improve services	15%
Honoring Ojibwe culture to strengthen relationships	15%



APPENDIX C
STAFF STRATEGIC PRIORITIZING SURVEY PV UC SP
03.20.2024



PRACTICAL VISION | *What do you want to see in place in 3 years as a result of the Minnesota Chippewa Tribe's strategic planning actions?*

1. Reliable staffing practices
2. Stable operations systems
3. Supported and engaged tribal communities
4. Collaborative employees

Staff Strategic Planning

Survey Summary

03.20.2024

BLOCKS | *What may be blocking us or holding us back from your Practical Vision?*

1. Fragmented communication reduces motivation
2. Limited resources restrict growth
3. Unclear direction causes friction
4. Outdated practices obstruct innovation

STRATEGIC PRIORITIES | *What innovative, substantial actions will deal with our*

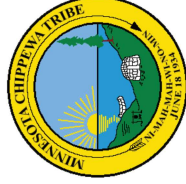
Blocks and move us toward our Practical Vision?

1. Clarifying processes to create a shared sense of purpose
2. Supporting staff to foster professional development
3. Pursuing opportunities to increase capacity
4. Updating technology to improve services
5. Honoring Ojibwe culture to strengthen relationships



PRACTICAL VISION

Reliable staffing practices	Stable operations systems	Supported and engaged tribal communities	Collaborative employees
<ul style="list-style-type: none"> • Increased and better staffing, more dependable experienced • More staff • All positions filled with the best qualified personnel. • Better staff retention • staff that are trained and competent in their work • Hire people qualified for the work they applied • More positions; find out what is needed and find ways to secure funding to hire. • All personnel knowing personnel policies and procedures. • Increased wages • Better HR • new human resources policies and procedures • Revise and restructured to succeed 	<ul style="list-style-type: none"> • Access to BIA land accounting system TAAMS • Continue to receive funding from BIA for TAAMS contract • Assist Bands with processing and encoding land into trust in TAAMS • Better accounting practices • Develop better Accounting Practices • Assist Bands with processing and encoding land leases into TAAMS • new fiscal management system • more federal/state funding • Increased funding, improved programs, innovative ideas • On-line access for clients and less paperwork • Updated website 	<ul style="list-style-type: none"> • having a hand in supplying more engaging opportunities and services that cultivates relationship around us for those that live in our communities as well as for ourselves and our families. • Constitutional Amendments/ Laws & Policy changes that reflect the needs and wants of tribes and members • Increased economic development opportunities for tribes and small business opportunities for entrepreneurs • Increased home ownership. • MCT Workforce Development Centers capital projects and excitement in workforce training. • support and active engagement from six member bands • All MCT Departments being expanded with actual effective lasting with a supportive and affective reach over the six tribes and it's communities relationship with MCT organization.. • Tribal membership understands how to engage with the MCT as a government • Our own space in Duluth/Mpls 	<ul style="list-style-type: none"> • Not just a one person for themselves mindset but instead able to support those in the organization to make for a better place. • Inter-office communication will be better • helping the employees growth in the departments while being welcomed and shown the vision and mission statement of the MCT organization bringing forth the ability to practice common integrity together, respectably while working toward the organization's overall goals; mission statement and vision. • Trust and ability to confront at hand ideals without fear of being pushed out or of environment becoming hostile but instead having the ability to overcome and feel comfortable enough to discuss out of respect and professionalism. • Happy personnel. • Perceived or real unfair treatment of employees. • Better employee interaction • Stability



BLOCKS

Fragmented communication reduces motivation	Limited resources restrict growth	Unclear direction causes friction	Outdated practices obstruct innovation
<ul style="list-style-type: none"> • Communication • Lack of communication • no team approach in the organization • Lack of recognition/acknowledgement=lowered motivation • finding ways to educate our staff members in not just one area of limitation, when employees are learning and knowledgeable about the organization the better understanding comes into play, naturally bringing forth a greater community within • communicating what each other is doing in meetings frequent enough to bring light to what we offer and plan to incorporate within the organization to bring greater understanding of where we are going keeping those around us informed and in return brings a respected understanding and also reminds us what we are working toward as well as what we stand for as part of this organization. • meetings with all departments included where we get to understand and the bosses can understand how department operates and who is learning for example where they are at in learning the company duties or if they are taking on more, get caught up or filled in on how the success of program stands or how to implement changes into a department so all other employees are aware and able to ask questions or be informed without confusion conflict or doubts and speculation don't settle into the organization, communicating in a way that we understand what our reasons for changes are happening such as why it wasn't working and what would like to focus on trying a different way to keep from running into same blocks or discrepancies. This also provides opportunity for employees know where they stand, maybe even what is needed from them and what to expect in the up and coming, and even more reasons of that nature. • I feel these strategies could help employees become more invested into the organization and be able to provide a health growth and better service to those it serves and/or reaches, knowing about our organization brings a better knowing of what we offer who we are here for a great sense of the purpose and direction to be upheld and involved in ways that naturally draw forth positive influence • untrained staff; staff who do not want to work • Arduous employees • lack of engagement by tribes and citizens 	<ul style="list-style-type: none"> • Budget • Limited funding sources • Funding • limited/lack of funding • Underdeveloped • Underutilized 	<ul style="list-style-type: none"> • Lack of vision, direction • Not fully aware of or not remembering our mission. • outdated vision and mission • a united vision and direction • Conflicting leadership • Making it impersonal, patterns of inconsistent support within the organization, maybe we could find healthy and effective ways to place the reason for being here as an employee is to assist the mct organization and those it intends to serve as a whole. 	<ul style="list-style-type: none"> • Unwillingness to adapt to new ways • tunnel mindset • Outdated procedures • Streaming or new ideas • Outdated website



STRATEGIC PRIORITIES

Clarifying processes to create a shared sense of purpose	Supporting staff to foster professional development	Pursuing opportunities to increase capacity	Updating technology to improve services	Honoring Ojibwe culture to strengthen relationships
<ul style="list-style-type: none"> • strategic planning • fully staffed meetings with monthly agendas, updates, informed when a new system is going to be set in place, what to look forward to and to be able to have a constant sense of overall progress and positioning. • new vision for MCT (providing TA; being a clearinghouse) • Review personnel policies and procedures as needed. • team approach • Better Inter-office communication • Identify the root of the problem 	<ul style="list-style-type: none"> • support and respect space to find footing. • Allow time and space to Transition • Have employees have a familiarity of services offered by the organizations. • learned behavior's chosen show grace when corrected! • increase education/training programs • onboarding with Subcommittee members and others • Mission To Serve is easy to be at a loss and not be realized if the progression or impact if we are not hearing about what it is we are contributing and succeeding at and better yet falling short, especially if we don't work that position daily not knowing can be a grave void to settle in but when these areas are conversed in all in all matter if brings a powerful sense of productivity and security in knowing where we stand and where we are going. Brings faith and trust to those you work with in knowing that each employing is doing their part to make the organization work effective and thoroughly. 	<ul style="list-style-type: none"> • Try to stride to get better funding state and federal • grant writing-new programs addressing poverty issues • Procure funds and grants • Discuss expanding TAAMS contract scope with BIA 	<ul style="list-style-type: none"> • New website to show what we have to offer • Less paperwork, maybe more online services • Modern Technology • New banking access and/or procedures 	<ul style="list-style-type: none"> • improved communication with six member bands • more networking so MCT is not invisible but seen • Post the 7 grandfather teachings/values. • Find a way to learn our language; make it optional and fun. (We have signage, but do we know how to pronounce it?)



APPENDIX D
TEC SWOT UPDATE
04.16.17.2024



MINNESOTA CHIPPEWA TRIBE | Tribal Executive Committee 04.15.16.2024 Updated STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS (SWOT) ANALYSIS

At a Strategic Planning Workshop on April 16, 2024, members of the Minnesota Chippewa Tribe (MCT) Tribal Executive Committee (TEC) reviewed the SWOT analysis generated in the staff survey. They had a chance to add items to the SWOT and indicate which items they agreed or disagreed with. Below is a revised SWOT based on both staff and TEC input with items listed in order of frequency.

Bold items indicate similar, clustered responses originally generated by staff in the survey.

The * symbol indicates new responses added by TEC members during the workshop.

Strengths (Internal factors that give the Minnesota Chippewa Tribe an advantage compared to others)	Weaknesses (Internal factors that place the Minnesota Chippewa Tribe at a disadvantage compared to others)
<ul style="list-style-type: none"> ● Long history of the organization ● Local presence, partnerships, and support from tribes ● Working with other Native people, rapport with clients, and shared life experiences ● Employee benefits (e.g., paid time off, health insurance and reimbursement, retirement plan) ● Overall size, reach, and potential for growth ● Diverse group we serve ● Centralized decision making ● Resources to create opportunities for growth and better quality of life in our tribes and communities ● Experienced, knowledgeable staff ● Established programs and support services offered <ul style="list-style-type: none"> ○ Comment: same/complacent in areas * ● Enjoy the work * ● Highly educated staff * ● Collective voice at state and federal level with 41,000 members * ● Bands at MCT can help one another with strengths/resources * 	<ul style="list-style-type: none"> ● Organizational culture (e.g., politics, cliques, gossip, bullying) ● Lack of accountability, direction, and involvement from leadership ● Staffing levels, retention, and turnover ● Funding and budget issues ● No flexible schedules or telework options, reducing labor pool ● Lack of cooperation and communication between departments ● Outdated technology and software systems ● Large, spread-out service area ● Old policies and procedures that hold us back; limit growth ● Failure to address root cause of problems ● Visibility in community, intro to newly elected leadership will lead to stronger relationship * ● Having truth and trust with all MCT Tribes * ● Salaries * ● Lack of diversity of band members representing MCT in employment; have to live in Cass/Leech Lake. Perhaps telework could address this * ● Division amount staff and leaders < mission/purpose/MCT service * ● Staff understanding role of the board TEC *



MINNESOTA CHIPPEWA TRIBE | Tribal Executive Committee 04.15.16.2024 Updated STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS (SWOT) ANALYSIS

Opportunities (External factors that the Minnesota Chippewa Tribe could use to our advantage)	Threats (External factors that could create challenges for the Minnesota Chippewa Tribe)
<ul style="list-style-type: none"> ● Improved tribal communication, relationships, and the power of coming together ● Availability of funding and grants ● Chances to promote cultural activities and learnings ● New technology, better online services, and improved computer access ● Growing - find out what each division "wish list" is and see how we can achieve them. ● Cultural language and knowledge of our values * ● Partnerships and government collaboration ● Economic growth and political stability ● Streaming process for programs <ul style="list-style-type: none"> ○ <i>Comment:</i> and increased communication * ● Inherent sovereignty of tribes * ● Workforce development and increasing staff numbers ● Access to BIA land accounting system (TAAMS) ● Our tribal colleges can be a great external advantage. ● Flexibility to grow and change * ● Tried and true services ● Improve connections to individual band members and families = personal connection with MCT mission and purpose * ● Resolve land ownership and enrollment/membership * ● Capacity building for staff and TEC to make change happen * 	<ul style="list-style-type: none"> ● Dependence on external funding and support ● Employment and hiring challenges ● Negativity from staff and/or clients hurts our reputation. ● Political change, legal disputes, and attacks on tribal sovereignty ● Misinformation, errors, confusion, and complacency ● Loss of knowledge ● Hacking and information security concerns ● Not technologically savvy, behind the times ● Economic downturns and rising costs ● Unpredictable or difficult clients ● Competition from individual tribes <ul style="list-style-type: none"> ○ <i>Comment:</i> division * ● Need Banking to be more efficient ● Possible large population influx – administration difficult * ● Lateral violence, building security, de-escalation training * ● Declining membership (enrollment); associated problems and solutions take time * ● Unresolved land ownership and restoration of treaty reserved land transfer * ● Quarterly meetings: long time between meetings; lack of protocol from public; negativity from audience = difficult to get to positive solutions or decisions and hear from positive tribal citizens/employee *



APPENDIX E
TEC PV UC SP
04.30.2024 UPDATED

PRACTICAL VISION | *What do you want to see in place in 3 years as a result of the Minnesota Chippewa Tribe's strategic planning actions?*

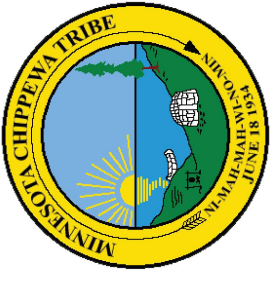
- Increased Feeling of Debandagoz ("To Belong")
- Stronger Cultural Knowledge
- Transparent Communication
- Engaged Human Resources and Employee Relations
- Technologically Integrated Business Practices
- Improved Fiduciary Responsibilities and Capabilities

Tribal Executive Committee

04.15.16.2024

Updated by Staff

04.30.2024



BLOCKS | *What may be blocking us or holding us back from your Practical Vision?*

- Multiple Agendas Hinder Organizational Development
- Dependency on Limited Staff Reduces Morale
- Unclear Identity Prevents Funding Investment
- Ambiguity Creates Fear
- Not a Priority Hinders Cultural Knowledge
- Misunderstanding Impedes Self-Determination

STRATEGIC PRIORITIES | *What innovative, substantial actions will deal with our*

Blocks and move us toward our Practical Vision?

1. Being Anishinaabe
2. Securing Relevancy
3. Empowering Human Capital
4. Actively Engaging Each Other
5. Enhancing and Updating Technology



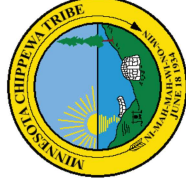
PRACTICAL VISION

Increased Feeling of Debandagoz ("To Belong")	Stronger Cultural Knowledge	Transparent Communication	Engaged Human Resources and Employee Relations	Technologically Integrated Business Practices	Improved Fiduciary Responsibilities and Capabilities
<ul style="list-style-type: none"> • Invest in physical infrastructure • Center for the wisdom - elders 	<ul style="list-style-type: none"> • More membership/ community engagement • Respect of inherent sovereigns • Training - culturally governance employment • Preparing youth for next 7 generations • Sharing language and cultural practices 	<ul style="list-style-type: none"> • Knowledge and implementation - constitution • Productive meetings - Robert's Rules • Strong lobbying advocacy - education • Clarity for our mission and vision • Improve communication between directors and staff • Increased voter turnout • Regularly scheduled meetings/retreats • Communication hub 	<ul style="list-style-type: none"> • Consistency - improve HR policies • Increased health and well-being • Flexible tech options - tele/remote for some positions • Incentive - recognition of employees • Efficient hiring processes • Stable workforce • Accountability - dependable staff 	<ul style="list-style-type: none"> • Financial management systems evaluated • Updated systems that support business practices and processes • Increased government modernization (paperless, communication) • Consistent business practices and processes • Regular technology updates 	<ul style="list-style-type: none"> • Increase programs and services budgets • Being fiscally sound



BLOCKS

Multiple Agendas Hinder Organizational Development	Dependency on Limited Staff Reduces Morale	Unclear Identity Prevents Funding Investment	Ambiguity Creates Fear	Not a Priority Hinders Cultural Knowledge	Misunderstanding Impedes Self-Determination
<ul style="list-style-type: none"> • Direction of MCT is unclear, neglected • Outdated I.T. systems and software • Unclear, inconsistent, uncoordinated communication: internally and externally • Inconsistent staff dependability • Limited communication at 4 meetings per year • Lack of standard operating procedures throughout organization • Neglected staff development/training 	<ul style="list-style-type: none"> • Reactionary vs. proactive = deferred long-term plan and decisions • Fragmented and restricted capacity for separation of duties • Additional/overloading duties and respect subtracts from staff capacity • Fragmented HR functions reduce staff capacity 	<ul style="list-style-type: none"> • Limited funding services prevents efficient services • Dependency on limited funding affects staff capacity • Misaligned funding in the roles of MCT 	<ul style="list-style-type: none"> • Things will never change attitude • Set in our ways - no change • Constitutional reform causes uneasy future 	<ul style="list-style-type: none"> • Limited access to culture i.e. elders, mentors • Underutilized cultural knowledge base and "who" can mentor 	<ul style="list-style-type: none"> • Uniqueness provides "unique" path (not defined) • Underutilized shared decision making



STRATEGIC PRIORITIES

Being Anishinaabe	Securing Relevancy	Empowering Human Capital	Actively Engaging Each Other	Enhancing and Updating Technology
<ul style="list-style-type: none"> • Reviving our identity to promote positive change (future) • Ceremony - "Begin with ceremony" • Make culture a priority through admin action • Engage daily in cultural activities such as smudging, etc. • Incorporate the Grandfather 7 Teachings in the MCT mission statement 	<ul style="list-style-type: none"> • Empower TEC to address self-determination • Emphasize history and mission function of MCT and future vision for TEC • Look at current MCT mission and vision statement - does it meet needs today • Lobby U.S. Congress to solidify tribes' self-determination • Increase funding with lobbying efforts and contract with a grant writer • Enhance visibility through "re-branding" 	<ul style="list-style-type: none"> • Tools to manage change • Employee assistance programs (wellness, mental health, etc.) • Develop goals for incentives • Improve accountability from the top down • Assess staff workload and job descriptions • TEC training on policies best practices • Supportive tools for employees • Launch training portal for staff/TEC • Empower staff with training, meetings, and best practices 	<ul style="list-style-type: none"> • Communicate shared vision to increase understanding • Regularly scheduled staff meetings • Build capacity through staff development with buy-in and input • Clear implementation of policies and roles • Multiple assessment and plans explained. Why, how improved, measures - create the buy-in 	<ul style="list-style-type: none"> • Advance technology and processes - automate, go paperless • Develop clearing house for tribal data • Assess I.T. needs and upgrades



APPENDIX F
STAFF LISTENING SESSION CURRENT REALITY ASSESSMENT
04.30.2024



Staff Focus Group Listening Sessions | April 30, 2024

CURRENT REALITY ASSESSMENT

Strengths (What are the strengths this group has toward creating the Practical Vision? What are our strengths as a team?):

- Knowledge and skills
- Experienced knowledgeable staff
- Creative Staff
- Small workforce
- Communication
- Desire to serve people

Weakness (What are the weaknesses this group has toward accomplishing the Strategic Directions? What are our weaknesses as a team?):

- Motivation
- Need better communication
- Staffing levels and limited funding
- No policy and procedures
- Policy and procedures are not followed
- Allowing unprofessionalism
- Need better IT
- Little empathy
- Lack of training
- Outdated systems
- Capacity
- Funding
- Communication
- Ambiguity creates fear



Staff Focus Group Listening Sessions | April 30, 2024

CURRENT REALITY ASSESSMENT

Benefits (What benefits will our success bring?):

- Improve communication
- Improved internal communication
- Help band members
- Growth and job security
- Growth as MCT
- Dedication
- Increase enrollment
- Better employee wellness and health
- Improved employee morale
- Stronger cultural presence
- More programs and clients
- Advance our future
- Appreciation
- Transparent communication

Dangers (What obstacles or dangers do we anticipate confronting when we are highly successful?):

- Doing more with less
- Creating higher expectations
- Bottleneck and the Feds
- Increase enrollment
- No longer needed
- Insecurities
- Complacency
- If we are highly successful, will we cease to improve?



APPENDIX G
STAFF LISTENING SESSION SUMMARY
04.30.2024



Staff Focus Group Listening Sessions | April 30, 2024

On Tuesday, April 30th, Northspan conducted two listening sessions with staff members of the Minnesota Chippewa Tribe. 13 people participated, with 10 in the morning session and 3 in the afternoon session.

Elissa Hansen opened the first listening session at 10:03am and the second session at 2:05pm. At the beginning of each session, she welcomed the group and reviewed the agenda. During introductions, participants shared their names and the roles they play within the community and the organization.

Hansen described the listening session's intent by giving participants background information about surveys recently completed by staff members and members of the Tribal Executive Committee and asked participants to review the data that had been collected.

Key insights from the listening sessions are as follows:

KEY INSIGHTS

Staff Training and Knowledge Disparities

The feedback highlights a significant strength in some departments having experienced and knowledgeable staff, yet it also points to a major weakness where such expertise is inconsistent across the organization. This disparity is creating operational silos and a lack of uniform knowledge about overall organizational operations, goals, and workload. The organization would benefit from a structured, comprehensive training program to elevate the knowledge base of all employees and encourage a more cohesive and informed team.

Communication and Organizational Culture Issues

Multiple feedback points indicate severe communication breakdowns within the organization, from the feeling that inter-departmental communication is "forbidden," to staff feeling unheard and a general sentiment that communication is a widespread weakness. This environment is causing silos and inefficiencies. There is an opportunity to overhaul the communication channels and strategies within the organization to foster a culture of openness, respect, and collaboration. Implementing regular inter-departmental meetings and open forums such as Lunch and Learn events could help mitigate these issues.

Opportunities for Strategic Succession Planning

The upcoming retirements present both an opportunity and a threat. They offer a chance to rethink succession planning and training for new and existing staff, which could address several concerns noted, such as the dependency on a few knowledgeable individuals and the need for more cross-training. By creating a clear succession planning strategy, the organization can ensure stability and continuity. Additionally, integrating technology training into this plan could position the organization to handle future staff transitions and challenges more effectively, and ensure safety of sensitive data.



Staff Focus Group Listening Sessions | April 30, 2024

SWOT REVIEW

Hansen instructed the group to take a few minutes to review the SWOT analysis and then conducted a focused conversation to solicit feedback from the group. Hansen asked where participants noticed agreement in the strengths. Responses included:

- I like the benefits.
- I enjoy my work.
- I agree with the experienced knowledgeable staff that we have.
- I see a lot of potential.
- The one that stands out is experienced, knowledgeable staff- some departments do not have that.
- We finally have a good staff of people that are getting things done.
- We don't have the training for people; we must seek our own training, which depends on funding.

Next, Hansen asked participants to discuss what weaknesses hinder our progress. Participants responded with the following comments:

- I would add that we don't have uniform knowledge in terms of what would benefit all of us.
- We need to understand everyone's programs.
- We work in silos and could work together better if we knew what others were doing.
- I'm always concerned with funding, stability, sustainability.
- Making staff members do more than one job rather than hire appropriately.
- Backlogged work for staff members.
- Limited input from staff creates tension.
- Need updated job descriptions so staff members know what all staff are doing.
- Respect staff when they are learning and asking questions.
- Communication is our biggest weakness. People don't talk to each other.
- There is a sense that it is forbidden to talk to each other.
- I don't feel listened to.
- Departments are siloed.

Hansen continued to engage participants in discussion by asking, "what external factors could benefit us?" Responses included:

- New technology.
- Improved tribal communications with feds and other tribal entities.
- I like that flexibility came up.
- There are upcoming retirements coming up so there is an opportunity to create succession plans, and train incoming staff members.
- Training in technology – AI, etc.

Hansen then asked the group to discuss concerns about potential threats. Their thoughts included:

- Reputation.
- The misinformation, confusion, complacency is a credible threat.
- Dependence on external funding and support is always a threat.
- Violence is a concern. Building safety.
- Concern about upcoming staff transitions adding more work to other staff members.
- Concern for cyber security, hacking, and information concerns.



Staff Focus Group Listening Sessions | April 30, 2024

- The feeling that staff members are stuck in one job without opportunities for advancement or growth.

Hansen continued the discussion by asking how the identified strengths and weakness align with the identified opportunities and threats. Answers include:

- I see the threat of hacking and information security linked with the opportunity for new technology.
- The threat of unresolved land ownership and the opportunity for BIA/TAAMS to reduce that as a threat.
- Threat of violence provides an opportunity to create a plan for emergency situations, increased safety measures, more security.
- Opportunity for better communication among staff members.
- Opportunity for succession planning and job description updates and process documents.

She then asked the participants to identify insights that have been revealed.

- Need for safety planning, protocol to mitigate angry visitors/clients.
- We don't know where the boundaries are with the Bands and the MCT.

In the final section of the SWOT discussion, Hansen asked the group, "Based on these insights, what strategies can we implement to capitalize on strengths and address weaknesses?" Answers include:

- Work on creating a safer environment.
- Create job descriptions and share so everyone understands each other's jobs.
- Create process documents so people can take time off or leave the organization without work grinding to a halt.
- Succession planning for upcoming staff transitions.
- Leadership training for department heads and staff.
- Evaluations should be done by both the individual (employee) and the reviewer/supervisor.
- Time to update the staff evaluations.

Hansen concluded the focused conversation by asking, "How can we mitigate threats and maximize opportunities?"

- Be ready to apply for grants and other funding.
- Have better communication regarding which entity is going for which grant funding.
- Onboarding for TEC members.



Staff Focus Group Listening Sessions | April 30, 2024

PRACTICAL VISION REVIEW

In the second portion of the session, Hansen asked the group to review the results of the survey that pertained to Practical Vision. Participants were asked to read through the responses from the survey that answered the questions, “What do you want to see in place in 3 years as a result of our strategic planning actions?”. Hansen asked the group what caught their attention across the responses. Answers included:

- I like the transparent communication.
- I see a disconnect in what we actually do and everything that’s listed in Practical Vision.
- Cultural knowledge, debendagoz, and lobbying does not resonate with us.
- We need more outreach to explain what services are available- revamping the website, referral resources at front desk.
- Transparent communication, utilize training opportunities.
- Revise meeting policy i.e. Robert’s Rules, Parliamentary, etc. To better reflect indigenous culture/desires and how we work.



Staff Focus Group Listening Sessions | April 30, 2024

BLOCKS REVIEW

Hansen next asked the group to consider what may be blocking us or holding us back from moving toward your Practical Vision. She asked what caught their attention as they read through the blocks identified in the survey. Responses included:

- The title Expected Services Exceed Staff Capacity would be better as “Dependency on Limited Staff Reduces Morale”.
- Limited communication affects information sharing.
- Limited pool of individuals who may be interested in working for MCT – specialized positions that need to be filled.
- Upcoming staff transitions cause knowledge loss, small pool to reach out to fill those positions.
- Need for succession planning must be addressed and made a priority.
- Dependency on limited/specialized staff affects morale, process planning.
- Morale is very important – we want people to enjoy their work but also have some personal time.
- Ambiguity creates fear- is MCT a tribe or a tribal organization? We don’t know who we are and neither does the board. Our membership may have other ideas of who we are.
- How can MCT help the bands regarding improving standard operating procedures.
- What is the purpose for MCT- land, enrollment, elections.

She also asked, “what do you feel is missing?”

- There is an opportunity to serve people other than our members, descendants as well.
- We are working with descendants, sometimes indirectly.



Staff Focus Group Listening Sessions | April 30, 2024

STRATEGIC PRIORITIES REVIEW

Hansen then asked the group to read through the strategic priorities identified in the survey. She then asked participants what caught their attention across the responses. Remarks included:

- Promoting the language/working together to learn.
- Allowing people to celebrate what they are into.
- Open space for everyone to learn what they want to learn.
- Incorporate Word of the Day and other cultural learnings.
- Empowering human capital seems most important.
- Recognize that the people in the organization are assets.
- Securing relevancy.

Hansen also asked if participants felt that anything was missing. One participant remarked that it would be useful to provide information about what benefits are available for Indigenous youth and other band members.

Hansen then asked participants to discuss how they see putting them into action:

- Securing relevancy - we are going through a rebranding process with restructured website.
- Empowering human capital- our goal is to make sure everyone has the tools to do their job.
- Regularly scheduled staff meetings should be structured and give an opportunity to learn from each other and what each other does.
- There are a lot of crossovers and commonalities. They also build on each other.
- Communication is a common thing in all of it- between bands and the tribe, and departments, etc.
- We are currently working on assessing staff workload and job descriptions and will be presenting out to TEC and staff.



Staff Focus Group Listening Sessions | April 30, 2024

CURRENT REALITY ASSESSMENT

The final component of the Listening Sessions was an exercise called Current Reality Assessment. Hansen asked the group to brainstorm their own ideas about the following elements: strengths, weaknesses, benefits, and dangers. Responses are listed below each element.

Strengths: What are the strengths this group has toward creating the Practical Vision? What are our strengths as a team?

- Knowledge and skills
- Experienced knowledgeable staff
- Creative Staff
- Small workforce
- Communication
- Desire to serve people

Weakness What are the weaknesses this group has toward accomplishing the Strategic Directions? What are our weaknesses as a team?

- Motivation
- Need better communication
- Staffing levels and limited funding
- No policy and procedures
- Policy and procedures are not followed
- Allowing unprofessionalism
- Need better IT
- Little empathy
- Lack of training
- Outdated systems
- Capacity
- Funding
- Communication
- Ambiguity creates fear

Benefits: What benefits will our success bring?

- Improve communication
- Improved internal communication
- Help band members
- Growth and job security
- Growth as MCT
- Dedication
- Increase enrollment
- Better employee wellness and health
- Improved employee morale
- Stronger cultural presence
- More programs and clients
- Advance our future
- Appreciation
- Transparent communication



Staff Focus Group Listening Sessions | April 30, 2024

Dangers (What obstacles or dangers do we anticipate confronting when we are highly successful?):

- Doing more with less
- Creating higher expectations
- Bottleneck and the Feds
- Increase enrollment
- No longer needed
- Insecurities
- Complacency
- If we are highly successful, will we cease to improve?

In conclusion, Hansen asked the group, **“If you could share one thought or idea directly with the strategic planning committee, what would it be?”**

- I think that the strategy committee should have included all employees.
- Communication is key because we’re all working toward the same thing.
- The bottom line is, we as a whole want MCT to remain operational.



APPENDIX H
CURRENT REALITY, SUCCESS INDICATORS & ACTIONS
05.15.2024



Current Realities, Success Indicators, & Actions

Current Reality: Description of the current situation as it relates to the Strategic Direction.

Success Indicators: Explains what will be different in 3 years if the organization mobilizes around and gets behind the Strategic Direction.

Actions: Considers and answers “What are our specific, measurable, and achievable accomplishments for the next 3 years?”

Ni mah mah wi no min: “We all come together”

SP1. BEING ANISHINAABE

Current Realities

- Lack of the 7 grandfather teachings
- Signage at the MCT buildings
- Lack of importance of being Anishinaabe individually within us
- Little to no language involvement

Success Indicators

- We are learning who we are
- Increased language engagement
- Improved relationships with the community
- Sharing knowledge
- Interest engagement level is understood

Actions

1. Smudge the building
2. Identify opportunities to go deeper into cultural self-discovery
3. Implement Ojibwe word of the month
4. Add 7 grandfather teachings to building and activities
5. Implement anonymous questionnaire to understand interest engagement level
6. Schedule monthly lunch and learns to understand our history
7. Identify and support immersion opportunity
8. Bring Tribal/State relations training to MCT



SP2. SECURING RELEVANCY

Current Realities

- MCT federally listed
- Bands no on CFRI individually – 41,000 members
- Enrollments
- Elections
- Home loans (392 clients)
- Multiple services available
- Mission outdated
- 6 Bands together, stronger
- Technical assistance
- State Contracts
- Fed Contracts
- Name
- Self-governance to Bands now doing probate, real estate, leases
- Education
- Funding issues

Success Indicators

- Increase funding to continue the work
- Able to serve all clients
- Increase capacity/locations
- Feeling of synergy in togetherness and common goals
- MCT & MCT Bands each listed with Federal government
- Increased clients
- Clear mission and vision
- Increased land base for all into Trust

Actions

1. Explore new ways to reach clients and members
2. Create a funding plan
3. Update Mission Statement and create Vision Statement
4. Explore ways to support self-governance to enhance synergy
5. Lobby Congress to get each MCT Band listed
6. Reevaluate who we serve and how
7. Create a road map to change name and re-brand
8. Get stakeholder support via awareness campaign



SP3. EMPOWERING HUMAN CAPITAL

Current Realities

- Lack of direct communication with action
- Steps to work through with each party accountable
- Working together
- Doing strategic planning
- No trust
- No official human resources department/appointed person
- No fairness
- Confusion on tasks/roles
- Lack of morale
- Accountability across the board- policy and procedure not followed
- Out of date job descriptions/titles
- Inability to voice opinion
- No respect
- Wage competitiveness- some wages are increased, some are not
- Employees not getting proper reviews in reasonable time, review schedules are out of date

Success Indicators

- Policy and procedures are updated and utilized
- Standardized salary and benefits structure
- Timely reviews including professional development plans
- Increased feeling of belonging and safety
- An individual dedicated to HR
- Clear accountability in each role

Actions

1. Determine and create salary and benefit structure
2. Create accountability chart with defined roles for each position
3. Provide training on confidentiality and privacy practices with an incorporated signed agreement
4. Determine and update job descriptions and hire for HR position
5. Update policies and procedures with employee input and provide training
6. Create new 360 review process with professional development plans for all staff
7. Create mediation process for conflict
8. Implement a quarterly psychological safety survey



SP4. ACTIVELY ENGAGING EACH OTHER

Current Realities

- Lack of interaction
- Lack of other division knowledge (siloes)
- Set in our ways
- Systems limitations create silos
- Vision and mission are unclear
- Uncoordinated communication
- Limited staff hinders engagement

Success Indicators

- Consistent all staff meetings
- Clear implementation of policies and roles
- Better communication across divisions

Actions

1. Create meeting space/holding area for people entering the building
2. Continue all staff meetings
3. Implement team building exercises
4. Pilot housing applicants' eligibility and identify opportunities for other services
5. Implement cross training to be open to assist other divisions
6. Create Breakfast or Lunch and Learn opportunities to learn about activity across MCT



SP5: ENHANCING AND UPDATING TECHNOLOGY

Current Realities

- What technology?
- Cell phone, text, group email
- Different software across departments
- Outdated software
- Can't make payments online
- Tech not meeting expectations of members
- Website is outdated
- Different methods, outer offices struggle with IT more
- IT process isn't timely
- Enrollment database
- Check processing issues
- No in-house IT, rely on contractors
- Accounting software will freeze

Success Indicators

- Better, more clear communication both internally and externally
- Software processes are understood
- Increased efficiency
- Faster IT response

Actions

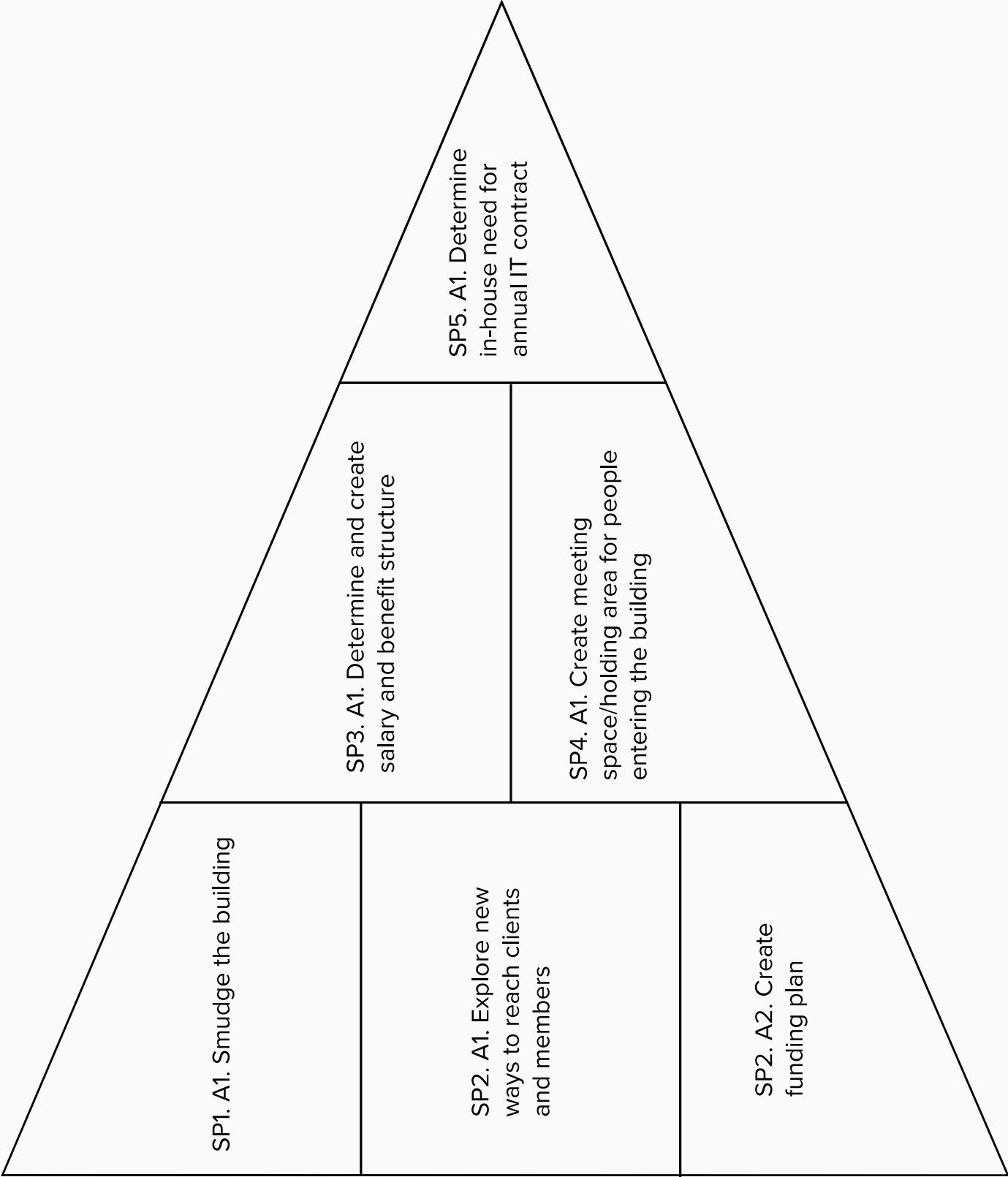
1. Determine in-house need for annual IT contract
2. Investigate paperless options for greater IT efficiency
3. Provide communication to team on IT project updates and outcomes
4. Continue to look at server security
5. Standardize technology accountability process
6. Determine new software for finance corporation
7. Document software standard operating procedures
8. Provide training on software used across all MCT staff



APPENDIX I
STRATEGIC PRIORITIES TIMELINE
05.15.2024



APPENDIX J
PRIORITY WEDGE
05.15.2024





APPENDIX K
MCT ALL STAFF FEEDBACK SURVEY SUMMARY
01.24.25



MINNESOTA CHIPPEWA TRIBE

STRATEGIC PRIORITIES ALL STAFF FEEDBACK SURVEY SUMMARY

PROCESS SUMMARY

Beginning in September 2023, the Minnesota Chippewa Tribe (MCT) engaged Northspan to conduct a strategic prioritization process aimed at developing a three-year strategic framework in alignment with MCT's mission, including a practical vision, blocks, strategic priorities, and action planning to guide its implementation. In previous strategic priority workshops, members of the Tribal Executive Committee (TEC) and MCT leadership staff discussed the vision and mission, developed practical vision and block components, and established five strategic priorities to guide the Tribe's work over the next three years.

To support the continuation of this process and inform the strategic workshop held at Black Bear Casino on January 29, 2025, a survey was conducted gathering insights from MCT staff on the draft strategic framework. Staff members were invited to review the work to date, share feedback on sections of the draft report, and provide additional input on strategic priorities and action items. The survey was conducted via SurveyMonkey and was open from January 13 through January 24, 2025. **A total of 19 staff completed the survey.**

OVERVIEW SECTION

"The Minnesota Chippewa Tribe, or MCT, is a federally recognized Tribal authority comprised of representatives of the Bois Forte Band of Chippewa, Fond du Lac Band of Lake Superior Chippewa, Grand Portage Band of Lake Superior Chippewa, Leech Lake Band of Ojibwe, Mille Lacs Band of Ojibwe, and White Earth Nation reservations.

The Preamble to the [Revised Constitution and Bylaws of the Minnesota Chippewa Tribe \(mnchippewatribe.org\)](https://mnchippewatribe.org) sets forth the purposes, aspirations, and goals of the union of the six member reservations. The Preamble states that the six member reservations of MCT come together, "in order to form a representative Chippewa tribal organization, maintain and establish justice for our Tribe and to conserve and develop our Tribal resources and common property; and to promote the general welfare of ourselves and descendants."

It is toward these ideals that MCT continually strives, and it is for these reasons that MCT exists. Tribal political action and the administration of programs and services are intended to help meet these goals. MCT's four divisions, Administration, Education, Finance, and Human Services, work to ensure that programs operated by MCT are effective and efficient in the delivery of services to its membership. The governing body of MCT is its Tribal Executive Committee (TEC) composed of the Chairperson and Secretary/Treasurer of each of the six Minnesota Chippewa Tribe Reservations.

After recent leadership changes, MCT sought to create strategic priorities to foster cohesion and collaboration across its divisions and between the six member reservations. In September 2023, MCT engaged Northspan to facilitate the planning of 3-year strategic priorities as part of the process to lay the groundwork for its future success.

Participants in the strategy committee included MCT leadership staff and TEC members. The group's strategic prioritization process included a staff survey conducted February through March, TEC member interviews held throughout March, April, and May, two strategy committee consensus workshops, and two staff focus group listening sessions in April, a focused implementation workshop with all staff members in May, and an opportunity for feedback and edits in early June before final approval by the TEC. The new strategic priorities sought to bring together many of MCT's activities behind a common vision and provide concrete, measurable steps with which to make the vision a reality.

At this time, MCT had a major staff leadership transition needing to hire a new Executive Director, so the strategy did not get completed. We are now re-engaging with the TEC and MCT staff to review and finalize a three-year strategy."



Comments and feedback on the Overview Section included:

- The overview sounds good and seeing upfront what our realities have become is quite a bit different than what is portrayed.
- Revised Constitution & Bylaws of MCT - "Minnesota Chippewa Indian Blood" the way this reads that all 7 bands in the State of Minnesota should be included. Red Lake Nation is not included. Also, I believe the Strategic Plan is a step in the right directions for MCT.
- Looks good to me.
- The plan above has already been implemented and as of right now I do not see any changes needed.
- This overview is a good reflection of what is happening. However, we need to do this as quickly as possible.
- I guess I would like an updated timeline of three-year plan 2025-2027 or maybe a sentence of kickoff date, but other than that, it looks good.

WORKSHOP REVIEW

The initial strategy prioritization workshops established the following practical vision, blocks, draft vision, and draft mission to guide implementation for MCT:

PRACTICAL VISION

What do we want to see in place in three years as a result of the Minnesota Chippewa Tribe's strategic actions?

- **Increased Feeling of Debendagoz ("To Belong")**
- **Stronger Cultural Knowledge**
- **Transparent Communication**
- **Engaged Human Resources and Employee Relations**
- **Technologically Integrated Business Practices**
- **Improved Fiduciary Responsibilities and Capabilities**

Comments on the Practical Vision section included:

- Taking life experiences and lessons from past to build strong foundation for next 7 generations who can continue to utilize gained knowledge ensuring future for all Indigenous people
- all in place
- Strongly agree
- Increased feeling of belonging to a team
- Better communication within departments would help the program, accounting practices updated and streamlined for transparency from start to finish.
- I agree with these actions.
- Debendagoz may be spelt wrong - just double check the spelling (this may mean to belong in one place - we support and represent six bands). Other than that - looks good! :)
- Strong leadership skills that would effectively engage in the Human Resources and Employee Relations. Treating employees with respect and equally throughout divisions.
- As I plan on being retired by then, I hope there is a legacy for the work I have accomplished that fits within the mission and vision of MCT. I don't want to waste my time on projects that are not going to be sustainable.



BLOCKS

What may be blocking us or holding us back from moving toward the practical vision?

- **Multiple Agendas Hinder Organizational Development**
- **Expected Services Exceed Staff Capacity**
- **Unclear Identity Prevents Funding Investment**
- **Ambiguity Creates Fear**
- **Not a Priority Hinders Cultural Knowledge**
- **Misunderstanding Impedes Self-Determination**

Comments on the Blocks section included:

- Ambiguity Creates Fear and Expected Services Exceed Capacity are two primary blocks.
- All of the above and should include our social issues which tend to have an effect on our work
- Now that Trump is President, we will probably end up closing our doors. Indigenous people should be doing the work not outside organizations.
- All of the above.
- Ambiguity can create issues and lead to miscommunication. Staffing could be increased for better program outcomes.
- Continued realization of employees towards other employees. No investigating of issues, taking sides without finding the truth.
- I believe we operate under fear and lack of direction which holds us back. We have antiquated systems that individuals want to keep. This also holds us back.
- I think the biggest thing holding us back is ourselves. I always say sometimes we are our worst enemies. It's about building culture and self-esteem to ensure the mission, vision, and the overall culture of the organization are sustaining.

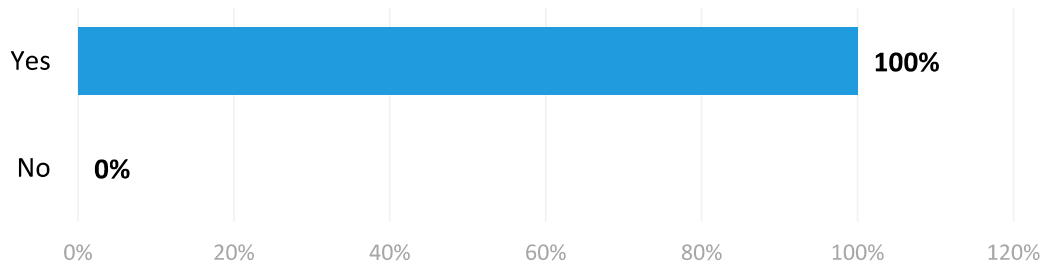


MINNESOTA CHIPPEWA TRIBE

STRATEGIC PRIORITIES ALL STAFF FEEDBACK SURVEY SUMMARY

DRAFT VISION: Ni mah mah wi no min (“We all come together”)

Do you feel this vision is relevant or a good fit for MCT?



Comments on the draft vision statement included:

- There is no other option to choose other than yes or no.
- "Ni mah mah wi no min" has been on the MCT logo since June 18, 1934 and may have forgotten why MCT was established.
- Bringing the MCT into modern technology and maintaining connections to cultural ways will be good.
- I have none
- Verify that the Ni mah mah wi no min actually means we all come together. I had an elder relative say that this version means for gathering at a table to feast.
- I feel this vision is lost as it is not show cased anywhere or discussed.
- I think this fits my vision as well for the MCT as a whole. We all come together is perfect in my opinion.

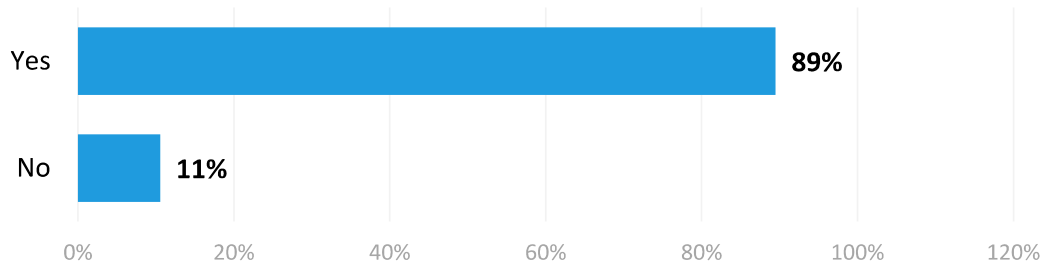


MINNESOTA CHIPPEWA TRIBE

STRATEGIC PRIORITIES ALL STAFF FEEDBACK SURVEY SUMMARY

DRAFT MISSION: To provide quality services and technical assistance to the reservation governments and tribal people through unified leadership that protects and promotes the member Bands.

Do you feel this mission is relevant or a good fit for MCT?



Comments on the draft mission statement included:

- Concise
- It should somehow include tribal people wherever they may reside
- Training staff also be a part of this Mission.
- "through unified leadership and employees"
- Have surveys been sent out to the six bands asking for input on services/assistance they would like to see?
- I have none
- Sounds good! :)
- Providing quality service to MCT staff as well as the tribal governments and people should be a priority.
- However, can there be a shift in how we meet the mission? For example, are some of our services outdated and antiquated. Or there other projects we need to consider? I feel like we have been doing the same thing day after day with no visible progress. How can we measure progress?
- Maybe something like "Our mission is to provide quality services and technical assistance to the reservation governments and tribal people through unified leadership that protects, promotes, and enhances the health, well-being, and support of all band members through the seven grandfather teachings".



MINNESOTA CHIPPEWA TRIBE

STRATEGIC PRIORITIES ALL STAFF FEEDBACK SURVEY SUMMARY

2025-2027 STRATEGIC PRIORITIES AND ACTION ITEMS REVIEW

In prior workshops, five overarching strategic priorities were developed in response to the question, “*What innovative, substantial actions will deal with our blocks and move us toward the practical vision?*”

DRAFT STRATEGIC PRIORITIES:

1. **Being Anishinaabe**
2. **Securing Relevancy**
3. **Empowering Human Capital**
4. **Actively Engaging Each Other**
5. **Enhancing and Updating Technology**

For each strategy, MCT staff then engaged in a workshop to identify the current realities, success indicators, and specific action items to accomplish the strategic priority.

Current Reality: *Description of the current situation as it relates to the strategy.*

Success Indicators: *Explains what will be different if the community mobilizes around and gets behind the strategy.*

Actions Items: *Considers and answers “What do we need to accomplish at a level of program, project, or event to begin moving from Current Reality to Success as described?”*



STRATEGY 1: BEING ANISHINAABE

Definition: This strategic priority recognizes the significance of embracing and celebrating Ojibwe culture and heritage within the Minnesota Chippewa Tribe. It integrates traditional teachings, cultural practices, and the Ojibwe language into everyday life by fostering educational opportunities and promoting cultural immersion. It aims to enhance cultural engagement and awareness, ensuring the rich traditions of the Ojibwe people are preserved and actively practiced to cultivate a strong sense of identity, pride, and connection within the Minnesota Chippewa Tribe and the broader Tribal community.

Current Realities:

- Lack of the 7 grandfather teachings
- Signage at the MCT buildings
- Lack of importance of being Anishinaabe individually within us
- Little to no language involvement

Success Indicators:

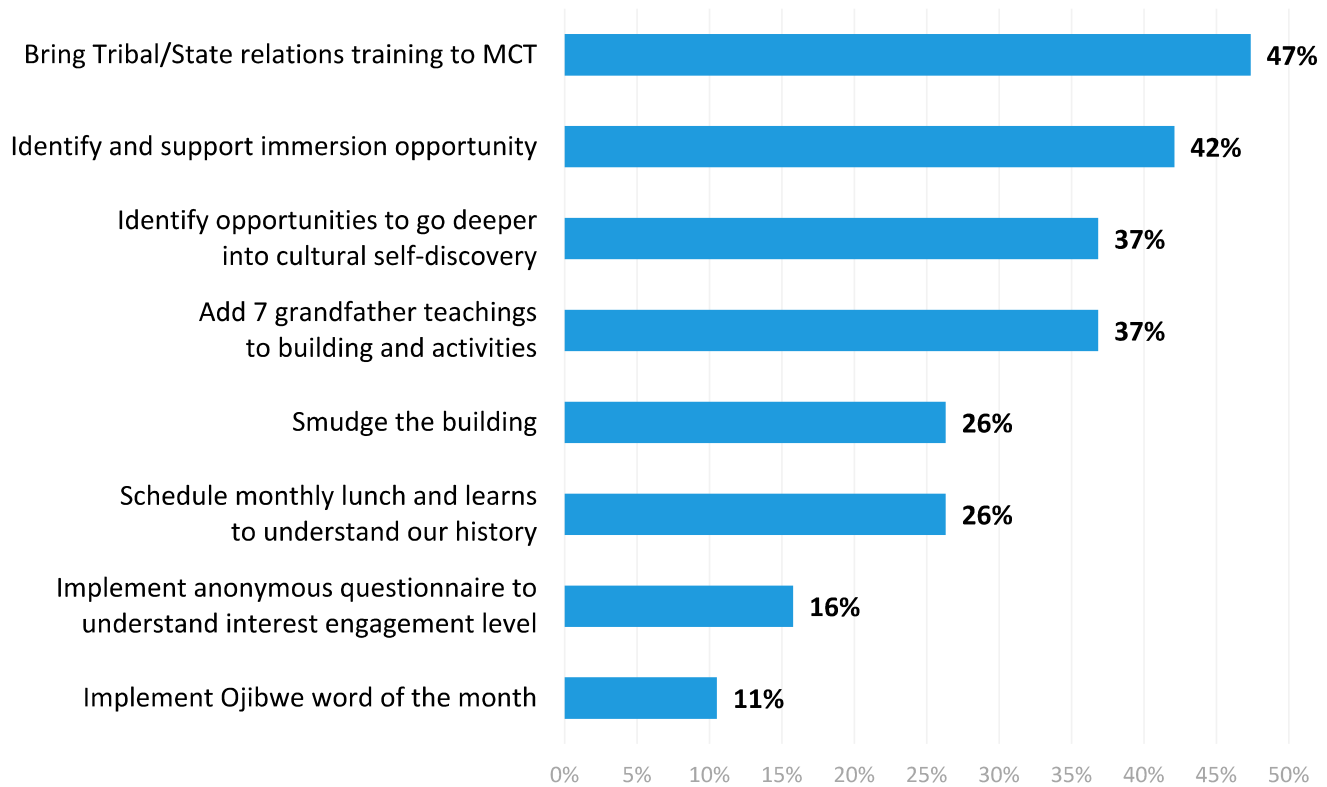
- We are learning who we are
- Increased language engagement
- Improved relationships with the community
- Sharing knowledge
- Interest engagement level is understood

Action Items:

1. Smudge the building
2. Identify opportunities to go deeper into cultural self-discovery
3. Implement Ojibwe word of the month
4. Add 7 grandfather teachings to building and activities
5. Implement anonymous questionnaire to understand interest engagement level
6. Schedule monthly lunch and learns to understand our history
7. Identify and support immersion opportunity
8. Bring Tribal/State relations training to MCT



Staff were asked to select up to two actions they feel will have the biggest impact on Being Anishinaabe:



Additional ideas for action items to begin moving toward success in Being Anishinaabe included:

- freedom to smudge in privacy respecting other's beliefs and traditions
- Respect toward each other.
- Explain what 7 grandfather teachings are
- Allow programs to be developed in collaboration with tribal members, and staff input.
- Smudging building, who, & do they practice these beliefs?
- how to get along with each other; develop respect
- Work with TCU's in the state to incorporate language and culture
- welcome public to bring cultural events, sessions, teachings
- Fairness, no timecard frauding.
- Integrate or sponsor nature learning/teachings for educational activities, medicine plants, ricing, hunting, fishing, tapping trees, etc.
- Start a language and revitalization program with Minnesota Department of Education
- This building has never been blessed
- Communicating face to face, not emails to everyone in the building.
- Bring back the elder program to share knowledge, traditional storytelling, and language. Sponsor arts and crafts, beadwork, regalia, etc.
- All parties need to be involved: Headstart, K-6, 7-12, post secondary education, and tribes.



STRATEGY 2: SECURING RELEVANCY

Definition: This strategic priority focuses on uniting the efforts of the Minnesota Chippewa Tribe to ensure its continued relevance and effectiveness in meeting the needs of its Tribal members. It involves creating a comprehensive funding plan, advocating for legislative support, stakeholder engagement, reevaluating the mission, vision, and overall branding, and enhancing self-governance. The effects of its implementation include increased funding, a broader client base and awareness of the Minnesota Chippewa Tribe, enhanced synergy among the member Bands, and a cohesive, unified approach to serving the community and achieving common goals.

Current Realities:

- MCT Federally listed
- Bands no on CFRI individually – 41,000 members
- Enrollments
- Elections
- Home loans (392 clients)
- Multiple services available
- Mission outdated
- 6 Bands together, stronger
- Technical assistance
- State Contracts
- Fed Contracts
- Name
- Self-governance to Bands now doing probate, real estate, leases
- Education
- Funding issues

Success Indicators:

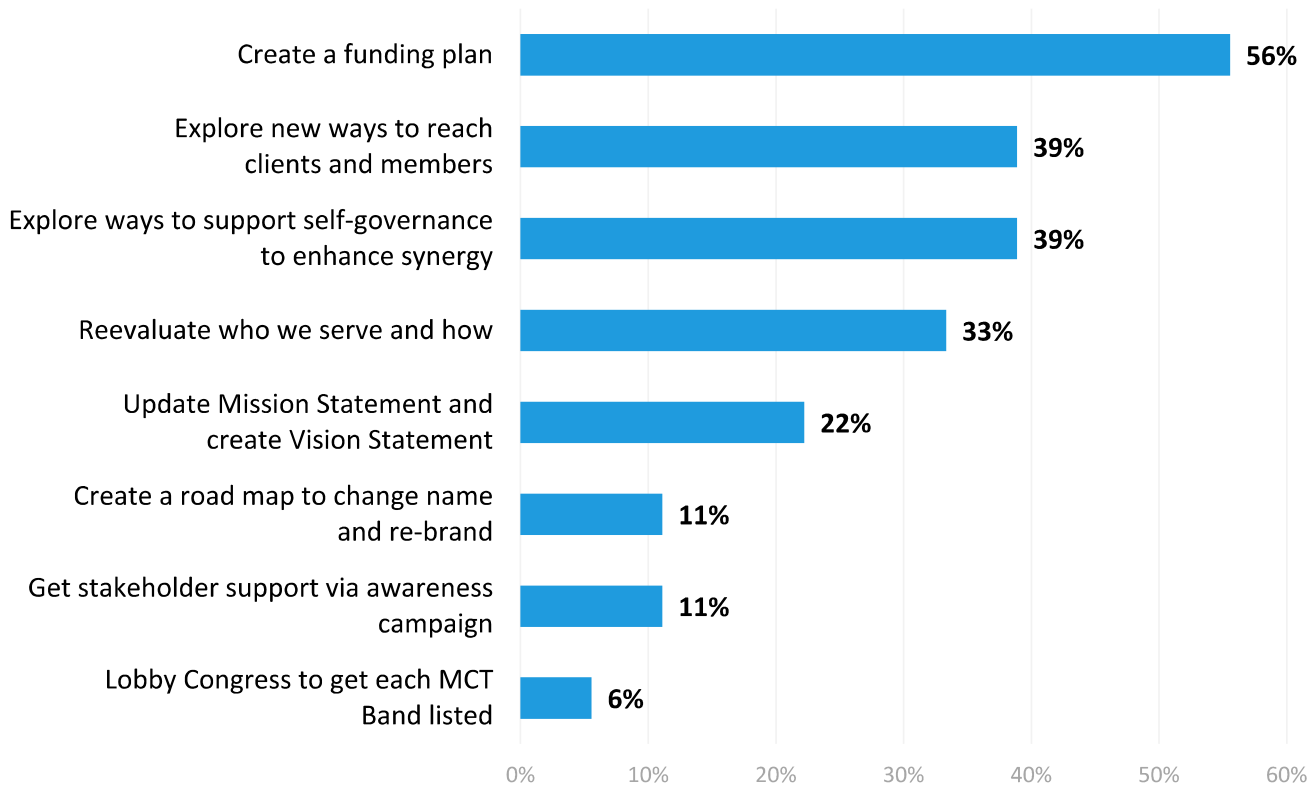
- Increase funding to continue the work
- Able to serve all clients
- Increase capacity/locations
- Feeling of synergy in togetherness and common goals
- MCT & MCT Bands each listed with Federal government
- Increased clients
- Clear mission and vision
- Increased the Trust land base for all

Action Items:

1. Explore new ways to reach clients and members
2. Create a funding plan
3. Update Mission Statement and create Vision Statement
4. Explore ways to support self-governance to enhance synergy
5. Lobby Congress to get each MCT Band listed
6. Reevaluate who we serve and how
7. Create a road map to change name and re-brand
8. Get stakeholder support via awareness campaign



Staff were asked to select up to two actions they feel will have the biggest impact on Securing Relevancy:



Additional ideas for action items to begin moving toward success in Securing Relevancy included:

- Strengthen financial standing
- Increase client access and out reach.
- Increase current revenues through grant writing and donations etc
- The MCT name is an outdated term. I don't know anyone that refers to themselves as Chippewa. Let's focus on Anishinaabe.
- support and advocacy from state departments (e.g. DEED, MBA))
- I think reevaluating what is the MCT, who we are, and what we serve to have an idea of everything.
- MCT History needs to be shared with upcoming generations
- Needing funding
- Increase funding sources for programs, better grant writing, expand staffing, raise salaries to attract high caliber employees.
- Explore new ways to expand services to band members on and off reservation
- MCT staff needs support from tribal councils
- Serving elders and youth, we aren't now.
- More outreach to band members asking what would be helpful to them. What resources would they like to see, ie, transportation, child care, etc.



STRATEGY 3: EMPOWERING HUMAN CAPITAL

Definition: This strategic priority emphasizes the importance of fostering a supportive and engaging work environment for the Minnesota Chippewa Tribe. It enhances job satisfaction and professional growth by using employee input to reevaluate policies and procedures, provide opportunities for training and development, and establish dedicated Human Resources support. It seeks to promote improved satisfaction and retention, clear accountability, and a supportive work environment where employees feel valued, safe, and motivated to succeed.

Current Realities:

- Lack of direct communication with action
- Steps to work through with each party accountable
- Working together
- Doing strategic planning
- No trust
- No official human resources department/appointed person
- No fairness
- Confusion on tasks/roles
- Lack of morale
- Accountability across the board- policy and procedure not followed
- Out of date job descriptions/titles
- Inability to voice opinion
- No respect
- Wage competitiveness- some wages are increased, some are not
- Employees not getting proper reviews in reasonable time, review schedules are out of date

Success Indicators:

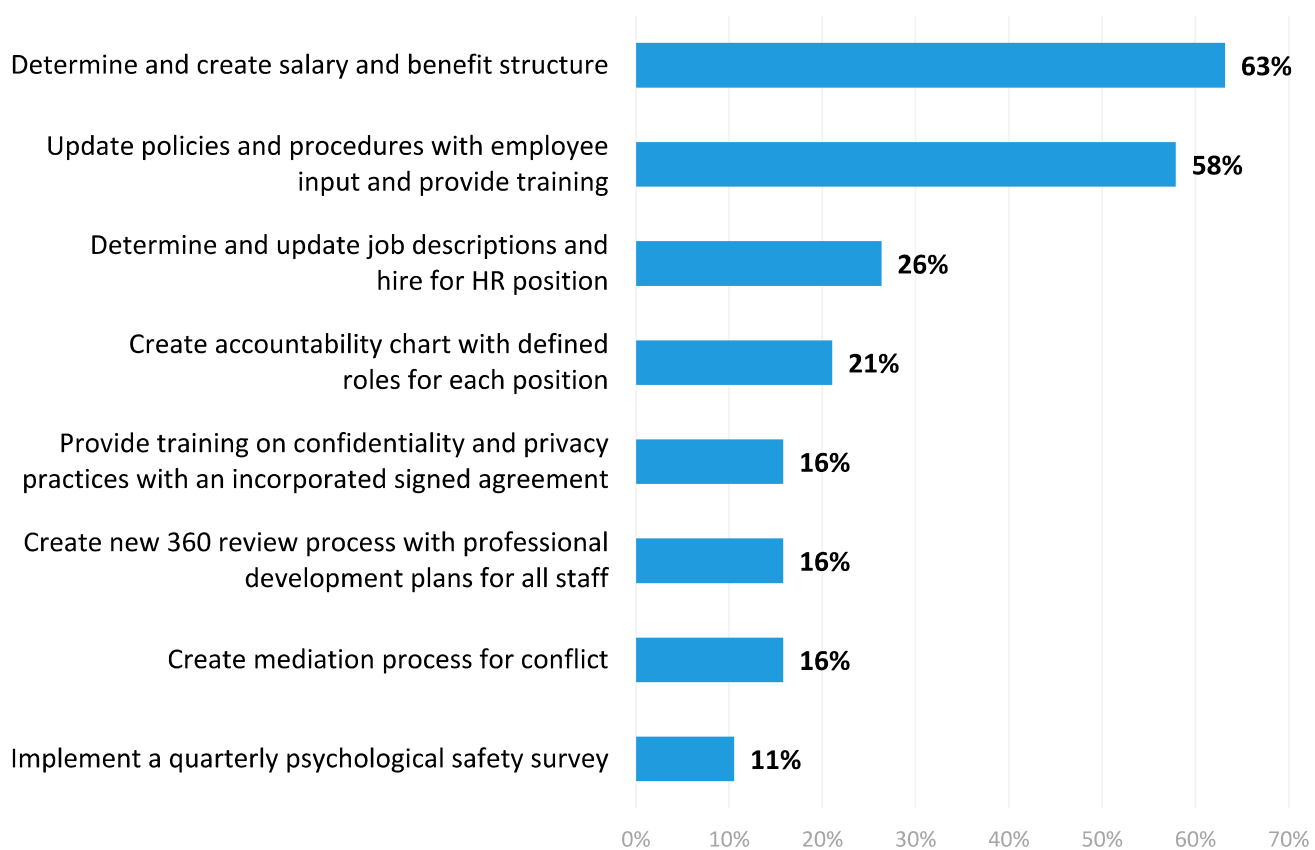
- Policy and procedures are updated and utilized
- Standardized salary and benefits structure
- Timely reviews including professional development plans
- Increased feeling of belonging and safety
- An individual dedicated to HR
- Clear accountability in each role

Action Items:

1. Determine and create salary and benefit structure
2. Create accountability chart with defined roles for each position
3. Provide training on confidentiality and privacy practices with an incorporated signed agreement
4. Determine and update job descriptions and hire for HR position
5. Update policies and procedures with employee input and provide training
6. Create new 360 review process with professional development plans for all staff
7. Create mediation process for conflict
8. Implement a quarterly psychological safety survey



Staff were asked to select up to two actions they feel will have the biggest impact on Empowering Human Capital:



Additional ideas for action items to begin moving toward success in Empowering Human Capital included:

- Management training for Supervisors that includes review of policies and procedures
- Fairness - for salary & benefits
- Allow staff to be more involved in planning stages of all action items
- Competitive salaries comparable to state/county positions
- Uphold our Policies and Procedures
- Update the Pay Scale which hasn't been updated since 2010
- benefits should include reviewing our retirement and health insurance and being educated on them
- Improving overall self-esteem and moral development for all staff at MCT
- Transparency and fairness throughout MCT
- Input from everyone and everything, not just from a few.
- Hire talented and experienced employees to run programs, hire accountants for accounting positions.
- validation of job and self
- Working together towards the mission and Vision of the MCT
- Should include training for all on microaggressions & lateral violence
- Supervisors need manager training. example: treating all fairly.
- Cultural workshops/retreats with meaningful agenda.
- onboarding, retirements, transitioning and chain of command
- Updating everything including HR and Finance practices, audits, etc



STRATEGY 4: ACTIVELY ENGAGING EACH OTHER

Definition: This strategic priority seeks to strengthen internal communication and collaboration across the Minnesota Chippewa Tribe’s departments. It encourages a cohesive organizational culture by clarifying and integrating the mission and vision, enhancing team building, and creating ample opportunities for cross training and learning. These efforts will promote more open and effective communication, a unified sense of purpose, and harmonious and productive interdepartmental relationships.

Current Realities:

- Lack of interaction
- Lack of other division knowledge (siloes)
- Set in our ways
- Systems limitations create silos
- Vision and mission are unclear
- Uncoordinated communication
- Limited staff hinders engagement

Success Indicators:

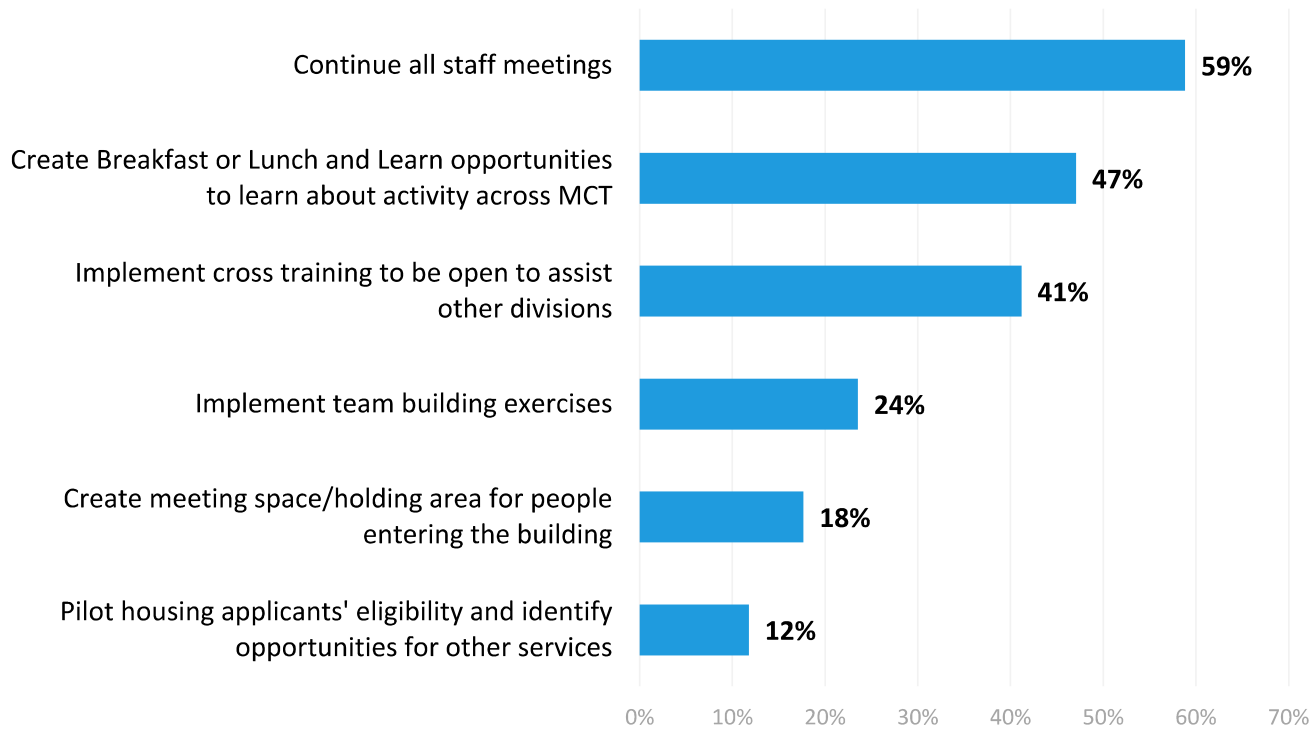
- Consistent all staff meetings
- Clear implementation of policies and roles
- Better communication across divisions

Action Items:

1. Create meeting space/holding area for people entering the building
2. Continue all staff meetings
3. Implement team building exercises
4. Pilot housing applicants' eligibility and identify opportunities for other services
5. Implement cross training to be open to assist other divisions
6. Create Breakfast or Lunch and Learn opportunities to learn about activity across MCT



Staff were asked to select up to two actions they feel will have the biggest impact on Actively Engaging Each Other:



Additional ideas for action items to begin moving toward success in Actively Engaging Each Other included:

- Simple conflict resolution steps encouraged and engaged
- Helping one another. we don't do that anymore.
- Integrate traditional prayer, invocation to start an in-person meeting
- Individuals should have a good understanding of the services provided in each division
- Be able to be open and listen to each other. It's okay to disagree.
- Staff meet within their own division?
- Respecting each other, respecting ourselves.
- Cultural aspect to team building, not just western methods
- incoming calls, phone policy on who calls should go to
- Retreats and trainings. I want employees to feel like they're at home.
- Quarterly all staff meet
- Fairness!!!
- Address safety concerns for main office and outer offices
- policy on how to handle employee complaints
- No politics.



STRATEGY 5: ENHANCING AND UPDATING TECHNOLOGY

Definition: This strategic priority aims to modernize and streamline the technological infrastructure of the Minnesota Chippewa Tribe. It evaluates the Tribe's information technology and software needs, incorporates standardized operating procedures, documentation, accountability, and training processes, and explores digital solutions that aid with efficiency and security. As a result, it works to improve overall communication, foster knowledge of software applications, optimize workflows and operational processes, and ensure timely, reliable support for information technology needs.

Current Realities:

- What technology?
- Cell phone, text, group email
- Different software across departments
- Outdated software
- Can't make payments online
- Tech not meeting expectations of members
- Website is outdated
- Different methods, outer offices struggle with IT more
- IT process isn't timely
- Enrollment database
- Check processing issues
- No in-house IT, rely on contractors
- Accounting software will freeze

Success Indicators:

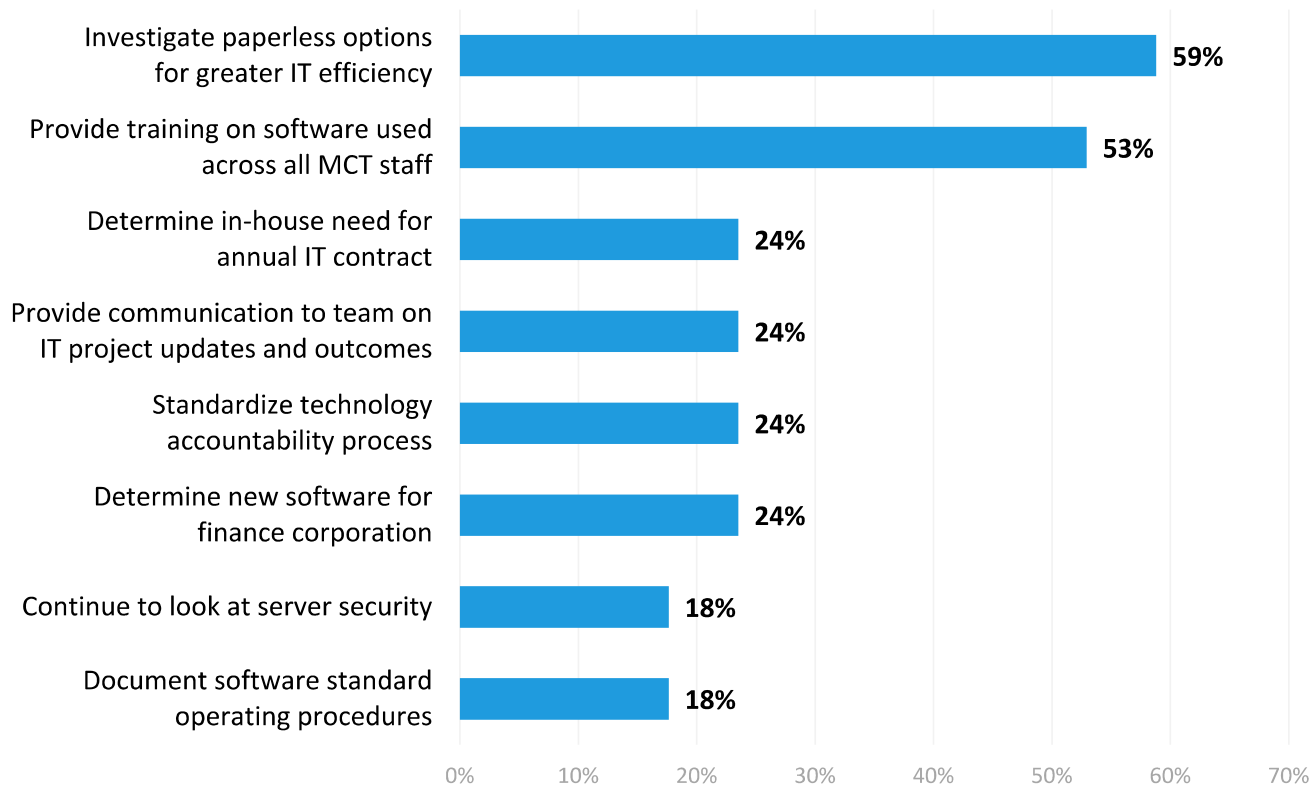
- Better, more clear communication both internally and externally
- Software processes are understood
- Increased efficiency
- Faster IT response

Action Items:

1. Determine in-house need for annual IT contract
2. Investigate paperless options for greater IT efficiency
3. Provide communication to team on IT project updates and outcomes
4. Continue to look at server security
5. Standardize technology accountability process
6. Determine new software for finance corporation
7. Document software standard operating procedures
8. Provide training on software used across all MCT staff



Staff were asked to select up to two actions they feel will have the biggest impact on Enhancing and Updating Technology:



Additional ideas for action items to begin moving toward success in Enhancing and Updating Technology included:

- We have software for finances but they need to learn to use it. you can get new software but without training and learning it. it will only be great for the ones who take the time to learn and use it.
- Standardized software for all programs
- Look at hiring an in-house IT person
- Technology is our biggest problem, update phone system
- Look for new software organizational wide such as Workday
- We need to keep our server secure.
- Update website with interactive capability, post community events, pow wows, storytelling, round dance, etc
- Be open to change
- Our Website was perfect, but we had to waste money for what????
- Update accounting dept
- Updating internal processes



Lastly, the survey asked staff respondents to consider the five Strategic Priorities as a whole:

1. Being Anishinaabe
2. Securing Relevancy
3. Empowering Human Capital
4. Actively Engaging Each Other
5. Enhancing and Updating Technology

"Do you feel there is anything missing from these Strategic Priorities?":

- No
- yes
- Helping or finding help for all who show up at our doors!!
- How to incorporate Being Anishinaabe into daily work practices. Interview staff for feedback and job description updates.
- These 5 items seem to cover strategic priorities.
- idk
- All good! :)
- Making employees accountable for their actions and not all staff.
- No
- Not a thing looks to be missing
- Cultural coordinator like special projects position to lead some of this work.
- Collaborating with tribal colleges.
- Unionize the MCT tribes to provide internships opportunities.
- Importance of tribal colleges and collaborations with the MN TCUs, solar, workforce development, etc.
- How do we get tribe members to stay or get them back?
- MSP urban office – what makes sense? Looking at renovations or ways to be more financially healthy. Debt needs to be reduced.
- Maybe the vision can incorporate the seven grandfather teachings then that would be our motto and culture of the organization. These are more the "Goals and building blocks" rather than vision. Mission and Vision statement should be such as "Adapted Vision and Mission for the Minnesota Chippewa Tribe":
 - DRAFT Vision: Ni mah mah wi no min: "We all come together"
 - DRAFT Mission: Our mission is to provide quality services and technical assistance to the reservation governments and tribal people through unified leadership that protects, promotes, and enhances the health, wellbeing, and support of all band members.
- Incorporating the Seven Grandfather Teachings
 - We will work to achieve this vision and mission through the following strategies, guided by the Seven Grandfather Teachings:
 1. Being Anishinaabe (Wisdom): Cherishing our knowledge and traditions to guide our actions.
 2. Securing Relevancy (Love): Promoting peace and unity within our community.
 3. Empowering Human Capital (Respect): Honoring and valuing all members and their contributions.
 4. Actively Engaging Each Other (Bravery): Facing challenges with integrity and courage.
 5. Enhancing and Updating Technology (Honesty): Ensuring transparency and truth in our advancements.
 6. Promoting Health and Wellbeing (Humility): Recognizing the sacredness of each individual and their role in our community.
 7. Upholding Our Values (Truth): Living by these teachings to create a harmonious and prosperous future.

Additional comments or feedback to inform the January 2025 workshops included:

- Thanks for a very useful survey!



- The Strategic Plan covers a lot of valid points and am looking forward to the change!
- some make this great pay and don't do what their job is. Others make not such a great pay and do many different jobs. need some fairness and adjusting of jobs.
- We are in a modern technology but can still respect traditional activities and culture. Work toward making the MCT a welcoming place to work, accessible for members as well.
- A lot of the strategic plan draft has been worked on already by current staff, and some of the workshops may seem repetitive, i.e. we may have already done exercises, etc. So there may be issues with employees not having the same enthusiasm as the first time around. It may be hard to come up with new ideas, etc.
- There are issues that come about regarding the phone line. I have been having issues with calls being sent to my line and they have nothing to do with my line of work. I do take the time out of my day to ensure that the caller gets to the correct person, but this is not my duty nor is it in my job range to complete this task. I do assist as they are normally elders who cannot access the internet easily - but all these requests could be completed at the front desk.
- I've also had issues with staff tracking my time in and out - there needs to be a relevance or reflection of this into people's job duties if that is the case. There are too many people here that have way too much time paying attention to what others are doing rather than doing their own paid to do duties.
- Also, there are local events that only one individual in this office gets notified of, and not everyone gets the invite to attend - to have a positive working environment, all should be included in the notification of events so we can represent MCT in a better light. I have been told by outside persons that notifications get sent to one MCT individual and this individual and couple of their staff show up to these events and I get asked if I heard of the event and I did not (I know I'm not the only one being excluded but it tells me that I am by not getting any type of notification).
- There will be quite a few retirements coming up, so how will we prepare for that.
- Thank you for helping
- Thinking about hybrid and remote for MCT staff as well
- Hiring a marketing coordinator position that is hybrid
- CFO experience needed – MCT leaders helping to make it happen
- EPA Coordinator ongoing could be more aimed at tribal colleges coordination
- Identifying more gaps in MSP and DLH urban office
- Anything promoting education, gap for applying for these focused grants
- Invest and fix up MSP, apply for workforce dev grant, and system for new buildings and maybe a coordinated urban band office in DLH, maybe a better place to house our offices in the TC
- DiSC and softskills training
- Being able to invest in professional development and marketing/social events, professional development plans
- Exercise and community leave, well being
- Education leave, if you get a degree, giving them some reimbursements and time to work on the schoolwork
- Maybe even make a connection to Leech Lake Tribal College for this as well
- State/Tribal training would be a huge benefit
- Partnership with tribal colleges for workforce development
- Offering a hybrid program at the tribal colleges, workforce development, and training
- Create more internships opportunities across tribal nations
- Need to enhance social media marketing to band members and share progress, data, and successes
- Enhance the MCT reputation



MINNESOTA CHIPPEWA TRIBE

STRATEGIC PRIORITIES ALL STAFF FEEDBACK SURVEY SUMMARY

- Health care, mental health, substance abuse disorder
- Need to figure out what we qualify for and what gaps the bands have
- Education probably #1 area of growth
- Health Care #2
- Enrollment also #1! Advancement of technology, GIS mapping, and going more paperless in any way we can
- APY with banks, are we with the best one
- What's going on with fed and state government and knowing how to maneuver and advocate
- Small business loans, Native American Loan Program, could be an income stream for MCT
- Contract that they have had, if we don't need them, why don't we have them, assessing where we are at, let them go
- Trying to get to a better financially secure and sustainable position
- Asking what people want in the work plan
- Being a support to the Bands in their programming



APPENDIX L
REBOOT MCT SP HANDOUT
01.28.25

STRATEGIC PRIORITIES REBOOT HANDOUT



PRACTICAL VISION | *What do you want to see in place in 3 years as a result of the Minnesota Chippewa Tribe's strategic planning actions?*

- Increased Feeling of Debendagoz/Dibendaagozi ("To Belong")
- Stronger Cultural Knowledge
- Transparent Communication
- Engaged Human Resources and Employee Relations
- Technologically Integrated Business Practices
- Improved Fiduciary Responsibilities and Capabilities

BLOCKS | *What may be blocking us or holding us back from your Practical Vision?*

- Multiple Agendas Hinder Organizational Development
- Dependency on Limited Staff Reduces Morale
- Unclear Identity Prevents Funding Investment
- Ambiguity Creates Fear
- Not a Priority Hinders Cultural Knowledge
- Misunderstanding Impedes Self-Determination

STRATEGIC PRIORITIES | *What innovative, substantial actions will deal with our Blocks and move us toward our Practical Vision?*

1. Being Anishinaabe
2. Securing Relevancy with the Federal Government and Member Bands
3. Empowering Human Capital
4. Actively Engaging Each Other
5. Enhancing and Updating Technology

Tribal Executive Committee on 04.15.16.2024 and Updated by Staff on 04.30.2024.

STRATEGIC PRIORITIES REBOOT HANDOUT



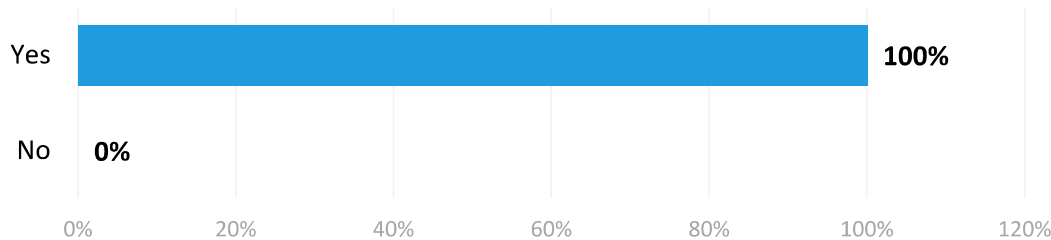
We will work to achieve this vision and mission guided by the Seven Grandfather Teachings through the Five Strategic Priorities.

1. Wisdom: Cherishing our knowledge and traditions to guide our actions.
2. Love: Promoting peace and unity within our community.
3. Respect: Honoring and valuing all members and their contributions.
4. Bravery: Facing challenges with integrity and courage.
5. Honesty: Ensuring transparency and truth in our advancements.
6. Humility: Recognizing the sacredness of each individual and their role in our community.
7. Truth: Living by these teachings to create a harmonious and prosperous future.

The vision is where are we going? It's future thinking and aspirational.

DRAFT VISION: Nimaamawiinomin / Ni mah mah wi no min
"We all come together"

Do you feel this vision is relevant or a good fit for MCT?



Comments on the draft vision statement included:

- I think this fits my vision as well for the MCT as a whole. We all come together is perfect in my opinion.
- There is no other option to choose other than yes or no.
- "Ni mah mah wi no min" has been on the MCT logo since June 18, 1934, and may have forgotten why MCT was established.
- Bringing the MCT into modern technology and maintaining connections to cultural ways will be good.
- I have none
- Verify that the Ni mah mah wi no min actually means we all come together. I had an elder relative say that this version means for gathering at a table to feast.
- Verified that this essentially means "We come together" or "We are coming together" and the we meaning the 6 bands not just all of us in the area or world but we within the MCT
- I feel this vision is lost as it is not show cased anywhere or discussed.

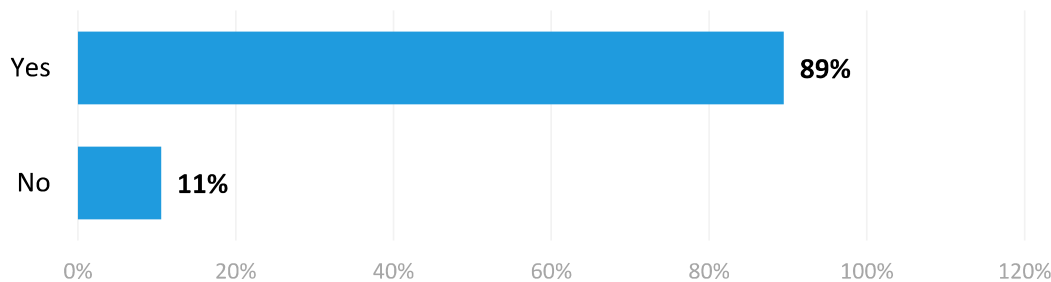
STRATEGIC PRIORITIES REBOOT HANDOUT



The mission is what do we do? It's factual and real time.

DRAFT MISSION: To provide quality services and technical assistance to the reservation governments and tribal people through unified leadership that protects and promotes the member Bands.

Do you feel this mission is relevant or a good fit for MCT?



Comments on the draft mission statement included:

- Concise
- It should somehow include tribal people wherever they may reside
- Training staff also be a part of this Mission.
- "through unified leadership and employees"
- Have surveys been sent out to the six bands asking for input on services/assistance they would like to see?
- I have none
- Sounds good! :)
- Providing quality service to MCT staff as well as the tribal governments and people should be a priority.
- However, can there be a shift in how we meet the mission? For example, are some of our services outdated and antiquated. Or are there other projects we need to consider? I feel like we have been doing the same thing day after day with no visible progress. How can we measure progress?
- Maybe something like "Our mission is to provide quality services and technical assistance to the reservation governments and tribal people through unified leadership that protects, promotes, and enhances the health, well-being, and support of all band members through the seven grandfather teachings".



STRATEGIC PRIORITIES REBOOT HANDOUT

How to build a MISSION statement:

DO WHAT: *unite caring people*

IN A WAY THAT: *mobilizes resources*

SO THAT: *individuals are empowered, and communities are strengthened*

EXAMPLE FULL STATEMENT: To empower individuals and strengthen communities by uniting caring people and mobilizing resources.

DO WHAT...

IN A WAY THAT...

SO THAT...

Other Mission Examples

- *Uncomplicating the challenge of building competitive communities and companies*
- *Be a trusted partner and advocate to strengthen rural Minnesota communities, especially the Grand Rapids area.*
- *To grow the Itasca County economy through education, research and outreach that creates business opportunities.*
- *Provide leadership and excellence in economic development for our communities, members, and partners.*
- *To promote the development of the region through intergovernmental cooperation, community and human development, long-range planning, and technical assistance.*

How?

1. Current Reality – Describe and list out the current situation as it pertains to the Strategic Direction.



STRATEGIC PRIORITIES REBOOT HANDOUT

2. Success Indicators – Discuss the current indicators, should they remain or not, change, or be added too?
3. Actions – Discuss the current actions, which are complete and can come off the list, which are ongoing and need to stay, what should/could be added to continue to move us from Current Reality to Success?

1. Being Anishinaabe

Definition

This strategic priority recognizes the significance of embracing and celebrating Ojibwe culture and heritage within the Minnesota Chippewa Tribe. It integrates traditional teachings, cultural practices, and the Ojibwe language into everyday life by fostering educational opportunities and promoting cultural immersion. It aims to enhance cultural engagement and awareness, ensuring the rich traditions of the Ojibwe people are preserved and actively practiced in order to cultivate a strong sense of identity, pride, and connection within the Minnesota Chippewa Tribe and the broader Tribal community.

Current Realities

- Lack of the 7 grandfather teachings
- Signage at the MCT buildings
- Lack of importance of being Anishinaabe individually within us
- Little to no language involvement

Success Indicators

- We are learning who we are
- Increased language engagement
- Improved relationships with the community
- Sharing knowledge
- Interest engagement level is understood



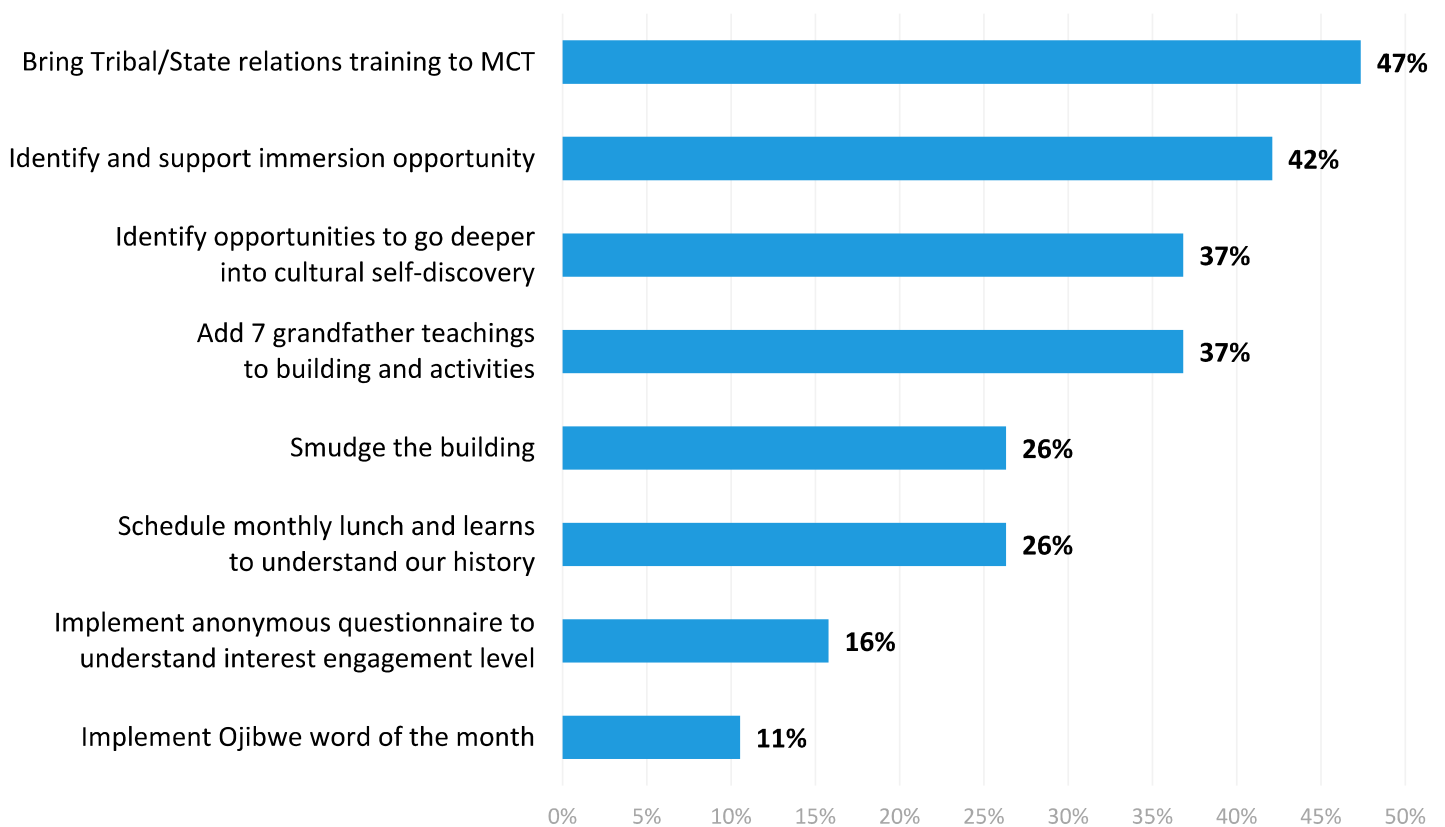
STRATEGIC PRIORITIES REBOOT HANDOUT

1. Being Anishinaabe

Actions

1. Smudge the building
2. Identify opportunities to go deeper into cultural self-discovery
3. Implement Ojibwe word of the month
4. Add 7 grandfather teachings to building and activities
5. Implement anonymous questionnaire to understand interest engagement level
6. Schedule monthly lunch and learns to understand our history
7. Identify and support immersion opportunity
8. Bring Tribal/State relations training to MCT

Staff were asked to select up to two actions they feel will have the biggest impact on Being Anishinaabe:





STRATEGIC PRIORITIES REBOOT HANDOUT

2. Securing Relevancy

Definition:

This strategic priority focuses on uniting the efforts of the Minnesota Chippewa Tribe to ensure its continued relevance and effectiveness in meeting the needs of its Tribal members. It involves creating a comprehensive funding plan, advocating for legislative support, stakeholder engagement, reevaluating the mission, vision, and overall branding, and enhancing self-governance. The effects of its implementation include increased funding, a broader client base and awareness of the Minnesota Chippewa Tribe, enhanced synergy among the member Bands, and a cohesive, unified approach to serving the community and achieving common goals.

Current Realities

- MCT federally listed
- Bands no on CFRI individually – 41,000 members
- Enrollments
- Elections
- Home loans (392 clients)
- Multiple services available
- Mission outdated
- 6 Bands together, stronger
- Technical assistance
- State Contracts
- Fed Contracts
- Name
- Self-governance to Bands now doing probate, real estate, leases
- Education
- Funding issues

Success Indicators

- Increase funding to continue the work
- Able to serve all clients
- Increase capacity/locations
- Feeling of synergy in togetherness and common goals
- MCT & MCT Bands each listed with Federal government
- Increased clients
- Clear mission and vision
- Increased land base for all into Trust



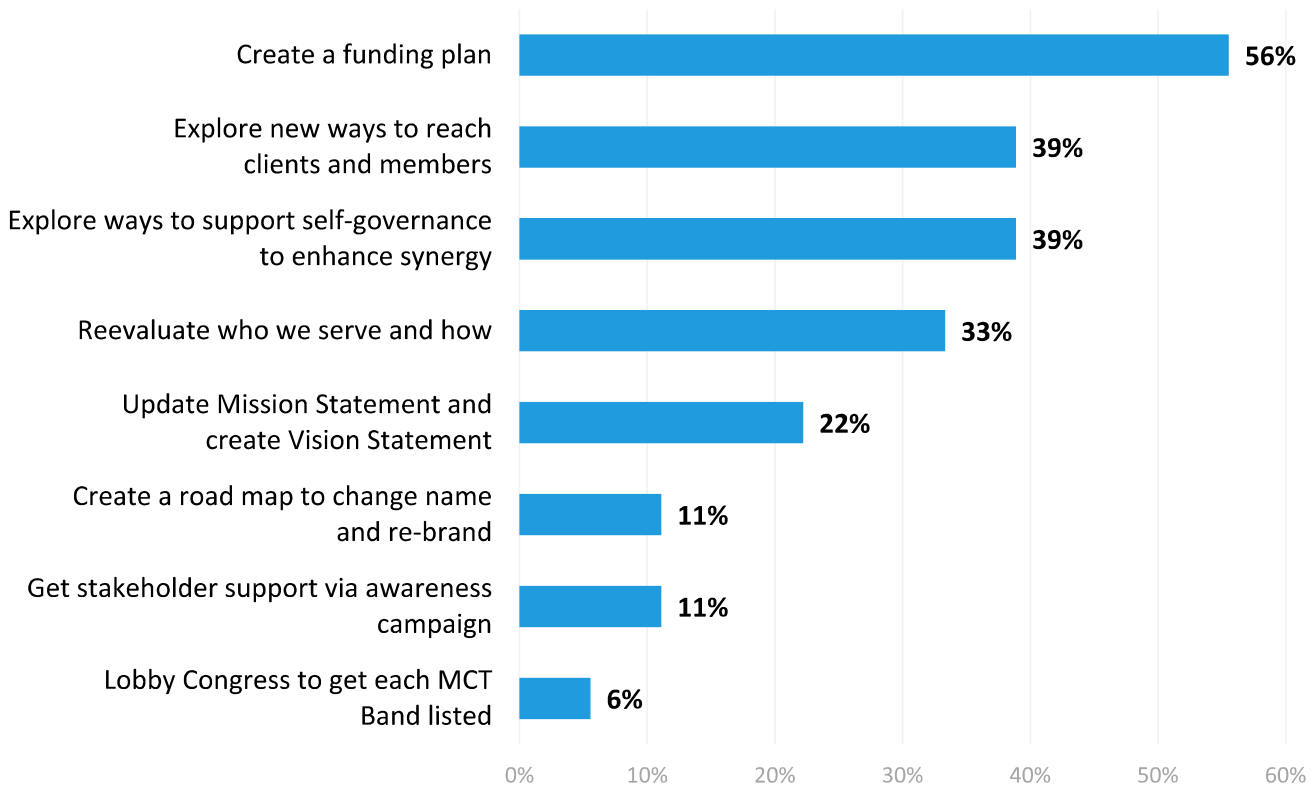
STRATEGIC PRIORITIES REBOOT HANDOUT

2. Securing Relevancy

Actions

1. Explore new ways to reach clients and members
2. Create a funding plan
3. Update Mission Statement and create Vision Statement
4. Explore ways to support self-governance to enhance synergy
5. Lobby Congress to get each MCT Band listed
6. Reevaluate who we serve and how
7. Create a road map to change name and re-brand
8. Get stakeholder support via awareness campaign

Staff were asked to select up to two actions they feel will have the biggest impact on Securing Relevancy:





STRATEGIC PRIORITIES REBOOT HANDOUT

3. Empowering Human Capital

Definition:

This strategic priority emphasizes the importance of fostering a supportive and engaging work environment for the Minnesota Chippewa Tribe. It enhances job satisfaction and professional growth by using employee input to reevaluate policies and procedures, provide opportunities for training and development, and establish dedicated Human Resources support. It seeks to promote improved satisfaction and retention, clear accountability, and a supportive work environment where employees feel valued, safe, and motivated to succeed.

Current Realities

- Lack of direct communication with action
- Steps to work through with each party accountable
- Working together
- Doing strategic planning
- No trust
- No official human resources department/appointed person
- No fairness
- Confusion on tasks/roles
- Lack of morale
- Accountability across the board- policy and procedure not followed
- Out of date job descriptions/titles
- Inability to voice opinion
- No respect
- Wage competitiveness- some wages are increased, some are not
- Employees not getting proper reviews in reasonable time, review schedules are out of date

Success Indicators

- Policy and procedures are updated and utilized
- Standardized salary and benefits structure
- Timely reviews including professional development plans
- Increased feeling of belonging and safety
- An individual dedicated to HR
- Clear accountability in each role



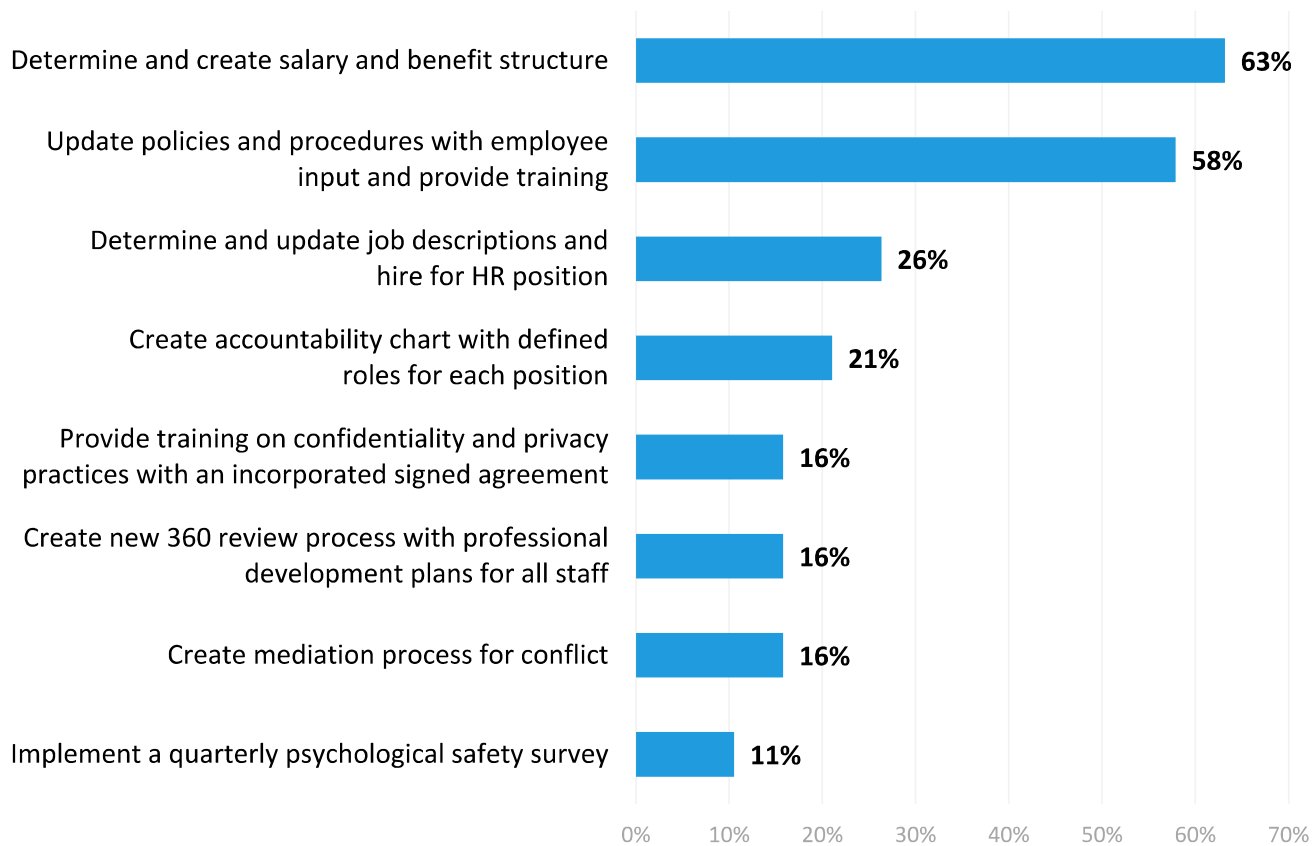
STRATEGIC PRIORITIES REBOOT HANDOUT

3. Empowering Human Capital

Actions

1. Determine and create salary and benefit structure
2. Create accountability chart with defined roles for each position
3. Provide training on confidentiality and privacy practices with an incorporated signed agreement
4. Determine and update job descriptions and hire for HR position
5. Update policies and procedures with employee input and provide training
6. Create new 360 review process with professional development plans for all staff
7. Create mediation process for conflict
8. Implement a quarterly psychological safety survey

Staff were asked to select up to two actions they feel will have the biggest impact on Empowering Human Capital:





STRATEGIC PRIORITIES REBOOT HANDOUT

4. Actively Engaging Each Other

Definition:

This strategic priority seeks to strengthen internal communication and collaboration across the Minnesota Chippewa Tribe's departments. It encourages a cohesive organizational culture by clarifying and integrating the mission and vision, enhancing team building, and creating ample opportunities for cross training and learning. These efforts will promote more open and effective communication, a unified sense of purpose, and harmonious and productive interdepartmental relationships.

Current Realities

- Lack of interaction
- Lack of other division knowledge (siloes)
- Set in our ways
- Systems limitations create silos
- Vision and mission are unclear
- Uncoordinated communication
- Limited staff hinders engagement

Success Indicators

- Consistent all staff meetings
- Clear implementation of policies and roles
- Better communication across divisions



STRATEGIC PRIORITIES REBOOT HANDOUT

4. Actively Engaging Each Other

Actions

1. Create meeting space/holding area for people entering the building
2. Continue all staff meetings
3. Implement team building exercises
4. Pilot housing applicants' eligibility and identify opportunities for other services
5. Implement cross training to be open to assist other divisions
6. Create Breakfast or Lunch and Learn opportunities to learn about activity across MCT

Staff were asked to select up to two actions they feel will have the biggest impact on Actively Engaging Each Other:





STRATEGIC PRIORITIES REBOOT HANDOUT

5. Enhancing and Updating Technology

Definition:

This strategic priority aims to modernize and streamline the technological infrastructure of the Minnesota Chippewa Tribe. It evaluates the Tribe's information technology and software needs, incorporates standardized operating procedures, documentation, accountability, and training processes, and explores digital solutions that aid with efficiency and security. As a result, it works to improve overall communication, foster knowledge of software applications, optimize workflows and operational processes, and ensure timely, reliable support for information technology needs.

Current Realities

- What technology?
- Cell phone, text, group email
- Different software across departments
- Outdated software
- Can't make payments online
- Tech not meeting expectations of members
- Website is outdated
- Different methods, outer offices struggle with IT more
- IT process isn't timely
- Enrollment database
- Check processing issues
- No in-house IT, rely on contractors
- Accounting software will freeze

Success Indicators

- Better, more clear communication both internally and externally
- Software processes are understood
- Increased efficiency
- Faster IT response



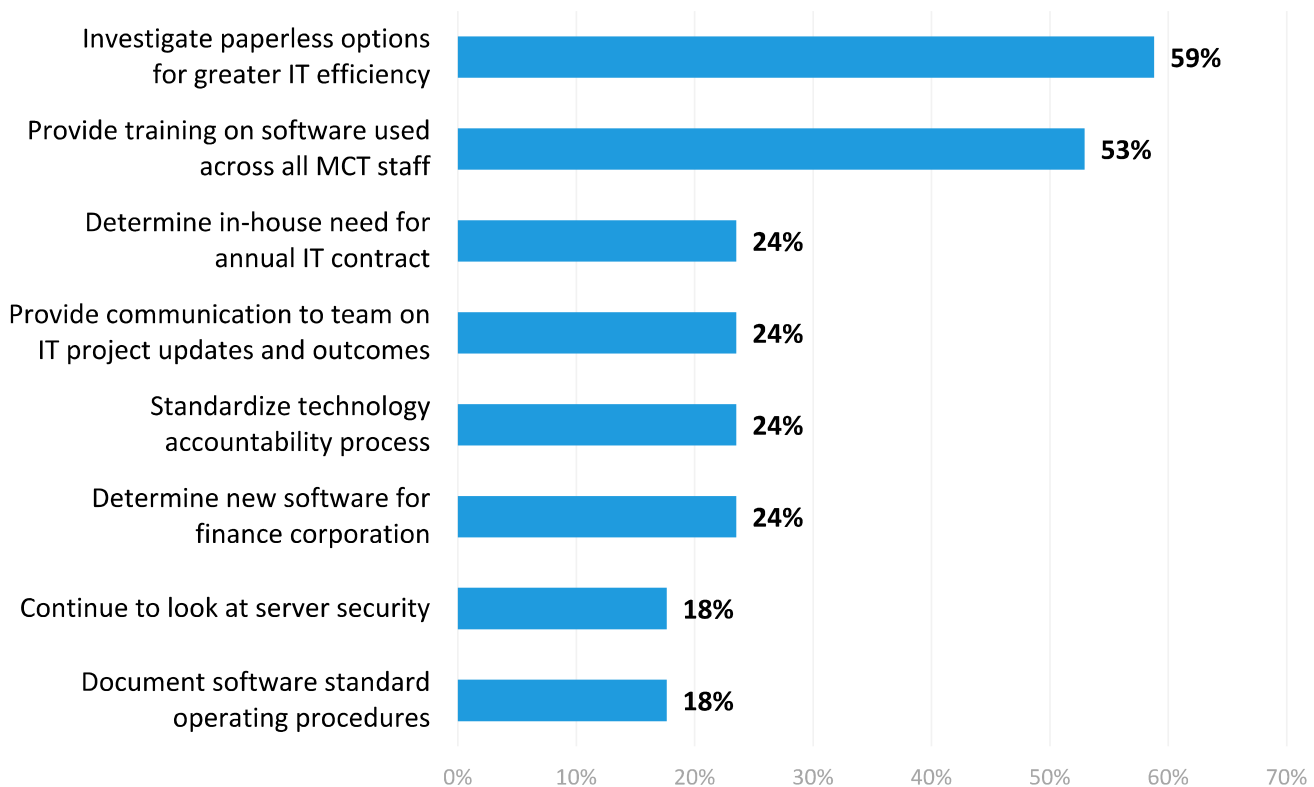
STRATEGIC PRIORITIES REBOOT HANDOUT

5. Enhancing and Updating Technology

Actions

1. Determine in-house need for annual IT contract
2. Investigate paperless options for greater IT efficiency
3. Provide communication to team on IT project updates and outcomes
4. Continue to look at server security
5. Standardize technology accountability process
6. Determine new software for finance corporation
7. Document software standard operating procedures
8. Provide training on software used across all MCT staff

Staff were asked to select up to two actions they feel will have the biggest impact on Enhancing and Updating Technology:





APPENDIX M
FINAL MCT VISION MISSION ACTIONS REBOOT
01.29.2025



Vision Mission Actions Reboot 01.29.2025

VISION

Nimaamawiinomin "We all come together."

MISSION

The Minnesota Chippewa Tribe, representing the six bands, is dedicated to fostering unity, cultural preservation, and community well-being through quality services, advocacy, and the Seven Grandfather Teachings, striving to empower all members with reliable resources for today and the next seven generations.

CURRENT REALITY, SUCCESS INDICATORS, AND ACTIONS

Current Reality: Description of the current situation as it relates to the Strategic Direction.

Success Indicators: Explains what will be different in 3 years if the organization mobilizes around and gets behind the Strategic Direction.

Actions: Considers and answers "What are our specific, measurable, and achievable accomplishments for the next 3 years?"

1. BEING ANISHINAABE

Definition: This strategic priority recognizes the significance of embracing and celebrating Ojibwe culture and heritage within the Minnesota Chippewa Tribe. It integrates traditional teachings, cultural practices, and the Ojibwe language into everyday life by fostering educational opportunities and promoting cultural immersion. It aims to enhance cultural engagement and awareness, ensuring the rich traditions of the Ojibwe people are preserved and actively practiced cultivating a strong sense of identity, pride, and connection within the Minnesota Chippewa Tribe and the broader Tribal community.

Current Realities

- Many of us don't know the language
- Lack of basic knowledge of tradition
- Website access to language is minimal, no translation, i.e. list rez w/Ojibwe translation that is spoken
- Smudge in respectful manner and space
- No policy for inclusive cultural attendance
- TV/signage integrating the language could be interactive
- Lack of the 7 grandfather teachings
- Lack of cultural resource guide

Success Indicators

- We are learning who we are
- Increased language engagement
- Improved relationships with the community
- Sharing knowledge
- Interest engagement level is understood

Actions

1. Identify opportunities to go deeper into cultural self-discovery by hiring band members and experts
2. Bless and smudge the building, define smudging practice for where, when, and how
3. Bring Tribal/State relations training to MCT
4. Add 7 Grandfather Teachings to the building through signage and activities
5. Implement survey to understand interest and engagement level
6. Schedule four seasonal lunch and learns to understand our history
7. Develop an immersion opportunities policy for supporting attendance
8. Identify and support immersion opportunities for staff to attend
9. Implement Ojibwe word of the day in an interactive space



Vision Mission Actions Reboot 01.29.2025

2. SECURING RELEVANCY WITH THE FEDERAL GOVERNMENT & MEMBER BANDS

Definition: This strategic priority unites the Minnesota Chippewa Tribe's efforts to remain relevant and effective for its members. Key actions include exploring new ways to reach clients, auditing and identifying funding streams, lobbying Congress for MCT Band listings, gaining stakeholder support through an awareness campaign, assessing urban office needs, and supporting a strong lobbyist. These efforts aim to increase funding, broaden the client base, enhance synergy among member Bands, and create a unified approach to serving the community and achieving common goals.

Current Realities

- Limited services available
- No lobbyist at the moment
- MCT federally listed
- We do enrollments, elections, home loans (392 clients), and technical assistance
- Vision unknown, and mission outdated
- 6 Bands together, stronger
- We have Federal and State Contracts
- Self-governance to Bands now doing probate, real estate, leases
- Education programming could grow
- Funding issues

Success Indicators

- Increase funding to continue the work
- Able to serve all clients
- Increase capacity/locations
- MCT & MCT Bands each listed with Federal government
- Increased land base for all into Trust

Actions

1. Explore new ways to reach clients and members
2. Audit current funding streams and their sustainability
3. Explore funding streams for increased revenue
4. Lobby Congress to get each MCT Band listed
5. Get stakeholder support and collaboration via awareness campaign
6. Assess needs for urban offices
7. Continue supporting a strong lobbyist



Vision Mission Actions Reboot 01.29.2025

3. EMPOWERING HUMAN CAPITAL

Definition: This strategic priority emphasizes fostering a supportive and engaging work environment for the Minnesota Chippewa Tribe. Key actions include developing a culturally respectful accountability chart with defined roles, creating a salary and benefit structure, and updating job descriptions. It also involves hiring a Director of Human Resources, updating personnel policies with employee input, establishing confidentiality practices, providing training, and implementing an Annual Review and Professional Development Plan. These efforts aim to enhance job satisfaction, retention, and accountability, creating a supportive environment where employees feel valued and motivated.

Current Realities

- Lack of direct communication with action
- No HR department/appointed person
- No confidentiality
- Inability to voice opinion
- Out of date job descriptions and salary compensation
- Wage competitiveness- some wages are increased, some are not
- Steps to work through with each party accountable
- Working together
- No trust
- No official human resources department/appointed person
- Confusion on tasks/roles
- Lack of morale
- Accountability across the board- policy and procedure not followed
- Employees not getting proper reviews in reasonable time, review schedules are out of date

Success Indicators

- Policy and procedures are updated and utilized
- Standardized salary and benefits structure
- Timely reviews including professional development plans
- Increased sense of belonging and safety
- An individual dedicated to HR
- Clear accountability in each role

Actions

1. Develop a culturally respectful accountability chart (replacing organization chart) with defined roles for each position
2. Determine and create salary and benefit structure
3. Update job descriptions based on accountability chart roles
4. Update personnel policies and procedures with employee input
5. Create a confidentiality and privacy practices with an incorporated signed agreement
6. Provide training on personnel policies and procedures
7. Create an Annual Review and Professional Development Plan process for all staff



Vision Mission Actions Reboot 01.29.2025

4. ACTIVELY ENGAGING EACH OTHER

Definition: This strategic priority seeks to strengthen internal communication and collaboration across the Minnesota Chippewa Tribe's departments. Key actions include creating a meeting space for visitors, continuing all-staff meetings with breakfast or lunch and learn opportunities, implementing team-building exercises, and cross-training within and across divisions. These efforts will promote open and effective communication, a unified sense of purpose, and harmonious interdepartmental relationships.

Current Realities

- Lack of interaction
- Lack of other division knowledge (siloes)
- Set in our ways
- Systems limitations create silos
- Vision and mission are unclear
- Uncoordinated communication
- Limited staff hinders engagement
- Unsure of TEC/Subcommittee duties
- Lack of direction

Success Indicators

- Consistent all staff meetings
- Clear implementation of policies and roles
- Better communication across divisions
- Annual staff survey
- Knowledge of chain of command/accountability

Actions

1. Create meeting space/holding area for people entering the building
2. Continue all staff meetings including breakfast or lunch and learn opportunities to learn about activity across MCT
3. Implement team building exercises
4. Implement cross training within divisions and support across divisions



Vision Mission Actions Reboot 01.29.2025

5. ENHANCING AND UPDATING TECHNOLOGY

Definition: This strategic priority aims to modernize and streamline the Minnesota Chippewa Tribe's technological infrastructure. Key actions include investigating paperless options, providing software training, determining new software for MCT and the finance corporation, standardizing technology accountability, assessing the need for an annual IT contract, documenting software procedures, communicating IT updates, and upgrading social media management. These efforts will improve communication, optimize workflows, and ensure reliable IT support.

Current Realities

- New website almost ready to launch
- Can't make payments online
- Tech no meeting expectations of members
- Need updated working relevant software across all departments and offices

Success Indicators

- Better, more clear communication both internally and externally
- Software processes are understood
- Increased efficiency
- Faster, in-house, IT response

Actions

1. Investigate paperless options for greater IT efficiency
2. Provide training on software used across all MCT staff
3. Determine new software for MCT & finance corporation
4. Standardize technology accountability process
5. Determine in-house need for annual IT contract
6. Document software standard operating procedures
7. Provide communication to team on IT project updates and outcomes
8. Upgrade social media management



APPENDIX N
FINAL MCT STRATEGIC PLAN TIMELINE
01.29.2025

Minnesota Chippewa Tribe Strategic Plan Timeline		FY25				FY 26				FY27				
		January	February	March	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SP1. Being Anishinaabe														
A1.	Identify opportunities to go deeper into cultural self-discovery by hiring band members and experts													
		Start & Ongoing												
A2.	Bless and smudge the building, define smudging practice for where, when, and how													
		Start & Ongoing												
A3.	Bring Tribal/State relations training to MCT													
						Start & End						Start & End		
A4.	Add 7 Grandfather Teachings to the building through signage and activities													
		Start & Ongoing												
A5.	Implement survey to understand interest and engagement level													
							Start & End					Start & End		
A6.	Schedule four seasonal lunch and learns to understand our history													
		Start & Ongoing												
A7.	Develop an immersion opportunities policy for supporting attendance													
					Start & End									
A8.	Identify and support immersion opportunities for staff to attend													
						Start & Ongoing								
A9.	Implement Ojibwe word of the day in an interactive space													
		Start & Ongoing												
SP2. Securing Relevancy														
A1.	Explore new ways to reach clients and members													
		Start & Ongoing												
A2.	Audit current funding streams and their sustainability													
		Start		End										
A3.	Explore funding streams for increased revenue													
					Start	End								
A4.	Lobby Congress to get each MCT Band listed													
		Start & Ongoing												
A5.	Get stakeholder support and collaboration via awareness campaign													
		Start & Ongoing												
A6.	Assess needs for urban offices													
						Start & End								
A7.	Continue supporting a strong lobbyist													
		Start & Ongoing												
SP3. Empowering Human Capital														
A1.	Develop a culturally respectful accountability chart (replacing organization chart) with defined roles for each position													
				Start	End									
A2.	Determine and create salary and benefit structure													
					Start	End								
A3.	Update job descriptions based on accountability chart roles													
						Start	End							
A4.	Update personnel policies and procedures with employee input													
								Start	End					
A5.	Create a confidentiality and privacy practices with an incorporated signed agreement													
								Start	End					
A6.	Provide training on personnel policies and procedures													
											Start & End			
A7.	Create an Annual Review and Professional Development Plan process for all staff													
											Start & End			
SP4. Actively Engaging Each Other														
A1.	Create meeting space/holding area for people entering the building													
		Start and Ongoing												
A2.	Continue all staff meetings including breakfast or lunch and learn opportunities to learn about activity across MCT													
		Start and Ongoing												
A3.	Implement team building exercises													
		Start & Ongoing												
A4.	Implement cross training within divisions and support across divisions													
		Start & Ongoing												
SP5. Enhancing and Updating Technology														
A1.	Investigate paperless options for greater IT efficiency													
		Start & Ongoing												
A2.	Provide training on software used across all MCT staff													
					Start & End					Start & End			Start & End	
A3.	Determine new software for MCT & finance corporation													
						Start & End								
A4.	Standardize technology accountability process													
							Start & End							
A5.	Determine in-house need for annual IT contract													
				Start & End										
A6.	Document software standard operating procedures													
							Start & End							
A7.	Provide communication to team on IT project updates and outcomes													
		Start & Ongoing												
A8.	Upgrade social media management													
		Start & Ongoing												