

Red Lake Nation College

Human Resources Plan



Revised: February 20, 2018

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Human Resources Hiring Plan - UPDATES

Based on the Red Lake Nation College (RLNC) academic needs, operational requirements and planned budgets for the academic years between 2015 to 2019, RLNC will be hiring several new faculty and staff/administration positions. With the new campus and projected increase of student enrollment, it is imperative that RLNC add faculty and staff to meet the needs of additional students and future growth.

Since the RLNC campus is a central part of the Red Lake Capitol, the college will benefit from receiving continued support for basic services from the Tribe, such as janitorial, maintenance, and information technology over the next four years.

According to the *Assessment of Enrollment Potential for the Red Lake Nation College* survey from April 2011, the most recent U.S. Census showed that the total Red Lake reservation population age 25 and over, had attained the following levels of education:

- Bachelor’s Degree 1.4% of the Red Lake population
- Master’s Degree, Professional Degree or PhD 0.6% of the Red Lake population

The Tribe is aware that it needs more highly qualified Tribal Members to manage their Tribal government, businesses, natural resources and health care facilities. This means the Red Lake Nation College is ideally positioned to assist the Tribe with getting students started on the path toward higher education.

The following are the revised Human Resources Hiring Plans for RLNC for 2015 to 2019. In March of each year, the Hiring Plans will be revised and updated based on annual changes in job retention, actual job performance and actual budget performance. These are the original HR Hiring Plans and the current HR Hiring Plan Updates through February 16, 2018:

Academic Positions

Year	Position (Qualifications)	Expected Salary/Update	Hiring Timeline	Budget Source	Purpose
2015	FT English Instructor (Master’s Degree/PhD)	\$45K/Yr. (HIRED)	Open & post by 5/15, Hire by 8/15 for Fall	Tribal Funding, Tuition & Fees	Increased Enrollment & Academic excellence
2015	Adjunct Math Instructor (Master’s Degree/PhD)	\$1K/Credit (HIRED)	Open & post by 5/15, Hire by 8/15 for Fall 2015	Tribal Funding, Tuition & Fees	Academic excellence

Year	Position (Qualifications)	Expected Salary/Update	Hiring Timeline	Budget Source	Purpose
2016	FT Math Instructor (Master's Degree/PhD)	\$59K/Yr. (HIRED)	Open & post by 1/16, Hire by 4/15/16 for Fall	LLTC NSF Grant, Tuition & Fees	Quality of Education, & Academic excellence
2017	FT Ojibwe Language Instructor (Language Expertise/Tribal Eminence)	\$45K/Yr. (HIRED)	Open & post by 5/17, Hire by 8/17 for Fall	Tribal Funding, Tuition & Fees, Private Fundraising	Increased Enrollment, Language & Culture New Ojibwe Language Certificate
2017	FT Business Instructor (Master's Degree/Business Experience)	\$50K/Yr. (NOT HIRED) <i>Business Program deferred till' after 2020</i>	Open and post by 5/17 Hire by 8/17 for Fall	Tribal Funding, Tuition & Fees, Private Fundraising	New Business Program
2018	Adjunct Science & Chemistry Instructor (Master's Degree/PhD)	\$50K/Yr. (NOT HIRED) <i>Environ. Science Program deferred till' after 2020</i>	Open and post by 5/18, Hire by 8/18 for Fall	Tribal Funding, Tuition & Fees, Private Fundraising	New Environmental Science Program

Staff and Administration Positions

Year	Position (Qualifications)	Expected Salary/Update	Hiring Timeline	Budget Source	Purpose
2014	Chief Financial Officer (MBA & PhD Candidate, 18 Yrs. Experience)	\$66K/Yr. (HIRED)	Open & post by 6/14, Hired on 11/19/14	Title III, Tribal Funding, Tuition & Fees	Financial Management & Foundational Structure
2015	Executive Assistant to the President (6 Yrs. Experience)	\$55K/Yr. (HIRED)	Open & post by 11/14, Hire by 2/15	Title III, Tribal Funding,	Increased President Efficiency

				Tuition & Fees	
2015	Financial Aid Director/Bookstore Manager (3 Yrs. Experience)	\$45K/Yr. (HIRED FIN. AID. COORDINATOR in Nov. 2017)	Open and post by 7/14	Title III, Tribal Funding, Tuition & Fees	Separate Financial Aid & Manage Bookstore
2015	Director of Human Resources (Master's Degree/Tribal Member & Experience)	\$30K/Yr. (PT) (HIRED in Mar. 16', & then new staff in June 17'.	Open and post by 10/15, Hire by 12/15/15	Title III, Tribal Funding, Tuition & Fees, Private Fundraising	Provide HR Support and Leadership
2016	Director of Assessment & Institutional Effectiveness (Native, Harvard educated & trained w/ Experience)	\$24K/Yr. (PT) (HIRED PT in 2016, HIRED FT @ \$62K in 2018)	Open & post by 2/16, Hire by 3/15/16	Title III, Tribal Funding, Tuition & Fees, Private Fundraising	Provide Data Analysis
2016	Grant Writer (Experienced grant writer)	\$24K/Yr. (PT) HIRED FT @ \$44K in 2017)	Open and post by 4/16 Hire by 5/30/16	Title III, Tribal Funding, Title III, Tuition & Fees, Private Fundraising	Development
2017	Registrar (RLNC trained & Experienced. 4 Yr. Degree, Tribal Member)	\$45K/Yr. HIRED FT @ \$45K in 2017)	Open & post by 5/17, Hire by 2/17	Title III, Tribal Funding, Tuition & Fees, Private Fundraising	Separate Registrar
Year	Position (Qualifications)	Expected Salary/Update	Hiring Timeline	Budget Source	Purpose
2017	IT Director (RLNC trained & Experienced)	\$55K/Yr. HIRED FT IT TECHNICIAN @ \$40K in 2017)	Open & post by 5/17, Hire by 2/17	Title III, Tribal Funding, Tuition & Fees, Private Funding	Acquire IT Control from Tribe
2017	Learning Center Tutor	\$40K/Yr. (NOT HIRED)	Open & post by 5/17, Hire by 2/17	Title III, Tribal Funding, Tuition & Fees	Student Support
2017	Development Officer	\$30K/Yr. (PT to Start) (NOT HIRED)	Open and post by 1/17, Hire by 3/17	Title III, Tribal Funding,	Student Support

				Tuition & Fees	
2018	Student Success Counselor	\$33K/Yr. (FT to Start) (HIRED)	Open and post by 12/17, Hire by 1/18	Title III, Tribal Funding, Tuition & Fees	Student Support
2018	Student Success Specialist	\$31K/Yr. (FT to Start) (HIRED)	Open and post by 12/17, Hire by 1/18	Title III, Tribal Funding, Tuition & Fees	Student Support
2018	Recruitment & Retention Counselor	\$31K/Yr. (FT to Start) (HIRED)	Open and post by 12/17, Hire by 1/18	Title III, Tribal Funding, Tuition & Fees	Student Support
2018	IT Director (Credentialed with Higher Education experience)	\$65K/Yr. (FT to Start) (REVISED PLAN FOR IT DIRECTOR)	Open and post by 10/18, Hire by 12/18	Title III, Tribal Funding, Tuition & Fees	Establish & Strengthen IT Foundational Structure
2018	Community & Continuing Education Coordinator	\$24K/Yr. (PT to Start) (NOT HIRED)	Open and post by 10/18, Hire by 12/18	Title III, Tribal Funding, Tuition & Fees	Strengthen Community Ed offerings & increase revenues
2018	Public Relations Writer (Credentialed writer to assist and work with President King to write more stories and quarterly newsletters)	\$24K/Yr. (PT to Start) (NOT HIRED)	Open and post by 10/18, Hire by 12/18	Title III, Tribal Funding, Tuition & Fees	Increase PR profile & public awareness of RLNC & community impact

*** *Other positions will be added if circumstances change, or as needed.*

Native Hiring Preference

Provisions in the Federal Civil Rights Act of 1964 allow private and governmental employers on or near federal trust Indian Reservations to publicly announce and practice a policy of giving preferential treatment to qualified American Indian candidates who present proof of eligibility for Indian Preference.

The Indian Preference Law is reasonably and rationally designed to further Indian self-government. The Indian Preference Law is a distinct statute that does not violate Title VII of the Civil Rights Act of 1964, as amended. The United States Supreme Court has held that the Indian Preference Law does not constitute harmful racial discrimination or violate the due process clause of the Fifth Amendment.

Legal references:

I.S.D.A. [25 U.S.C. 450e(b)(1), 41 C.F.R. 14-78,5002] Section 7(b)(1)

Civil Rights Act of 1965, as amended [42 U.S.C. 2000e-2(1)] Section 703(i)

Executive Order 11246

A.R.S. 15-502,15-504,41-1463

The College will make every effort to recruit and hire the most qualified individuals available for all positions. The College reserves the right to invoke American Indian preference for all positions to be filled. Following is the order of preference the College will use when selecting from a qualified pool of candidates for a vacant position:

The RLNC President and Administrative Team will follow “Indian Preference” for employment in the following order:

1. Enrolled member of the Red Lake Band.
2. American Indian spouse of an enrolled member, or American Indian parent of enrolled tribal member with legal custody.
3. Other American Indian (member of a federally recognized tribe).
4. Non-Indian spouse or non-Indian parent of enrolled tribal member.
5. Non-Indians.

The RLNC uses a team approach to interviewing and hiring new employees. However, the President reserves the right to appoint the most qualified candidate regardless of race, creed, national origin, age, sex, or political affiliation to key positions.

Scope: The Indian Preference Policy applies to hiring, placement, promotion, transfer or demotion, selection for training and other actions related to the hiring process.

Compensation Study Analysis

Red Lake Nation College strives to provide highly competitive salaries and benefits to all employees. RLNC approaches recruitment and retention of key faculty and staff similar to a private business in that we do what is necessary to provide competitive salaries and outstanding benefits to attract and keep our best people. We do not stick to a strict, minimal wage, Tribal College, or higher education pay and benefits scale. We have developed a competitive RLNC wage scale that allows us to attract and keep credentialed, experienced people. We are in the people business. To provide excellent teaching, learning and student support, we need good people to provide these services.

Given that we are in a very rural location yet we still require highly specific credentials for instructors and staff, it is imperative that RLNC maintains this aggressive recruiting and retention philosophy in order to recruit and retain top quality people. Further, RLNC offers a flexible, family friendly work environment and a 21st century work philosophy that also helps maintain top quality human resources. On the following pages, please read our new RLNC operational work policies of, “Hard on Problems, Soft on People” and our “21st Century Working and Learning

Environment” that are people and family friendly ways to approach human resources in the 21st century, high technology, labor market.

In an effort to continue to provide competitive salaries commensurate to specific positions within RLNC, several compensation study analyses were conducted during the 2016-2017 and 2017-2018 academic years. Final results from the various salary surveys and information gathered from these compensation study analyses were used to develop our hiring plan and expected salaries for each position.

The source studies were the College and University Professional association for Human Resources (CUPR-HR) study on Administrators in Higher Education Study (AHES) from 2015/2016. Also used were public data from Minnesota State website for Bemidji State University (BSU) and Northwest Technical College (NWTC). Averages from these studies were used for our RLNC wage scale and were weighted toward the regional schools such as BSU and Northwest Technical College, since they are a fellow two-year college.

Additionally, the American Indian Higher Education Commission’s (AIHEC) Biennial Tribal College Wage Study from 2016 was used and heavily weighted to emphasize our smaller college size. The AIHEC wage survey was important in that it studied the average salaries from several positions for all 38 Tribal Colleges. However, we did not restrict ourselves to blindly following that AIHEC study since those salaries tended to be very low and would not allow us to be competitive in recruiting and retaining good people. Adjunct and Full time faculty salary schedules were also determined based on regional, local and Tribal College salary levels.

This new RLNC Compensation Chart shows a general range of salaries that each position may be paid with a low, average and high salary for each RLNC job title. This RLNC Compensation Chart was reviewed and approved by the RLNC Administration Team, and the RLNC Board Budget Committee in February 2018. This RLNC Salary Scale will also be reviewed and approved by the RLNC Board of Directors at their Annual Retreat in March 2018. The Adjunct and full time Faculty salary schedule was proposed by the Administration Team and approved by President King in May 2017.

Attached here is the compensation chart that was completed by RLNC Administration and Board Members during the time period of 2016 to 2018:

RLNC SALARY SCALE		RLNC SALARY		
<i>As of 2-3-18</i>		SCALE		
<u>Job Title</u>	<u>Department</u>	<u>Begin</u>	<u>Avg.</u>	<u>Exper.</u>
President	<i>President</i>	\$90,000	\$130,000	\$150,000

Vice President of Academics	<i>Academics</i>	\$60,000	\$90,000	\$120,000
Chief Financial Officer	<i>Business/Facilities</i>	\$60,000	\$90,000	\$120,000
Vice President of Student Success	<i>Student Success</i>	\$45,000	\$60,000	\$80,000
Director of Institutional Research	<i>Academics</i>	\$55,000	\$75,000	\$105,000
Director of Human Resources	<i>President</i>	\$45,000	\$55,000	\$85,000
Director of Student Records	<i>Academics</i>	\$40,000	\$52,000	\$65,000
Executive Assistant	<i>President</i>	\$37,000	\$47,000	\$59,000
Financial Aid Administrator	<i>Academics</i>	\$30,000	\$45,000	\$59,000
Director of Online Learning & Community Ed	<i>Academics</i>	\$40,000	\$50,000	\$57,000
Director of Library Services & Tribal Archives	<i>Academics</i>	\$40,000	\$51,000	\$63,000
Grant Writer/ Manager	<i>Business/Facilities</i>	\$40,000	\$50,000	\$60,000
Registrar	<i>Student Success</i>	\$42,000	\$55,000	\$70,000
IT Network Admin	<i>Academics</i>	\$25,000	\$35,000	\$43,000
Business Officer- Lead	<i>Business/Facilities</i>	\$30,000	\$44,000	\$52,000
Student Success Counselor	<i>Student Success</i>	\$30,000	\$45,000	\$55,000
Security and Maintenance Supervisor	<i>Business/Facilities</i>	\$30,000	\$40,000	\$49,000
Student Success Specialist	<i>Student Success</i>	\$25,000	\$35,000	\$48,000
Recruitment & Retention Counselor	<i>Student Success</i>	\$24,000	\$34,000	\$47,000
Business Officer	<i>Business/Facilities</i>	\$24,000	\$34,000	\$45,000
Student Success Coordinator	<i>Student Success</i>	\$25,000	\$35,000	\$48,000
Library Assistance	<i>Academics</i>	\$21,000	\$30,000	\$39,000
Security	<i>Business/Facilities</i>	\$22,000	\$30,000	\$39,000
Maintenance Technician	<i>Business/Facilities</i>	\$21,000	\$30,000	\$40,000

Security	<i>Business/Facilities</i>	\$22,000	\$30,000	\$39,000
Receptionist/ Administrative Assistant	<i>Student Success</i>	\$21,000	\$28,000	\$37,000
Payroll Specialist	<i>Business/Facilities</i>	\$22,000	\$30,000	\$41,000
Maintenance Technician	<i>Business/Facilities</i>	\$21,000	\$30,000	\$40,000
IT Director	<i>Academics</i>	\$45,000	\$60,000	\$75,000

Attached here is the Adjunct and Full Time Salary Schedule:

Adjunct/Overload Contracts Salary Schedule

Developmental Courses

Bachelor	\$700 per credit hour
Master	\$750 per credit hour
PhD	\$800 per credit hour

1000 and 2000 level courses

Bachelor	\$900 per credit hour
Master	\$950 per credit hour
PhD	\$1000 per credit hour

Full-Time Faculty Salary Scale (12-16 credit hours)

Additional credit hours will be paid to faculty per the adjunct/overload salary schedule. Faculty members may be hired at different levels of the salary scale. This is dependent on College need and the applicant availability in various disciplines. In order to achieve higher levels, additional education may be required. Faculty evaluations and available funding will determine eligibility to achieve higher levels.

Level	Bachelor's Degree
1. Criteria: Bachelor's degree + tested experience, or full time teaching developmental classes	\$37,000-\$39,999
2 Criteria: Bachelor's degree + 18 graduate credits in applicable discipline.	\$38,000-\$42,999
3 Criteria: Level 2 plus 3 years of college instruction.	\$40,000-\$45,999
	Master's Degree
4 Criteria: Master's w/ 18 graduate credits in discipline.	\$43,000-\$48,999
5	\$48,000-\$51,999
6	\$50,000-\$54,999
7	\$52,000-\$57,999
8	\$55,000-\$60,999
9	\$59,000-\$64,999

	Doctorate or Equivalent
10 Criteria: Completed Doctorate w/ 18 graduate credits in discipline.	\$65,000-\$66,999
11	\$66,000-\$69,999
12	\$68,000-\$72,999
13	\$71,000-\$75,999
14	\$74,000-\$78,999

*Applying for and Overseeing a grant may result in additional stipend, as written into grant budgets.

*Subject to annual cost of living increases.

*Starting salaries subject to candidate qualifications, institutional determinations by administration.

Two Successful RLNC Policies are Formalized and Adopted

These two new management and operational policies listed below (Hard on Problem, Soft on People, and our 21st Century Policy) “have been unofficially followed at RLNC” over the last eight years. These two unofficial policies and philosophies have been the primary fuel that have driven the many RLNC institutional successes over the last eight years. Without these policies, none of our major accomplishments could have been achieved. These two policies have been instrumental in supporting and allowing our small staff to be creative and get things done. Given the fast growth and success of RLNC over the last several years, both of these policies were formalized and made official by the President, and confirmed and supported by the Board in 2017.

RLNC Management and Operational Policy: “Hard on Problems, Soft on People”

Our overall RLNC management and operational policy is to be:

“Hard on problems, soft on people.”

This will be our over-arching philosophy of dealing with problems. The key part of this is to treat all people with respect, professionalism and kindness. This includes following our RLNC 7 Ojibwe Values of:

- Humility, Truth, Courage, Honesty, Respect, Love and Wisdom

All RLNC supervisors should keep this philosophy in mind when figuring out how to deal with any human resource problem and this will guide your way forward. This is a cooperative philosophy that is focused on work adaptation to solve problems. This management concept does not avoid problems but deals with them directly by focusing strong human, material and financial resources on problem solving.

- However, focusing on and dealing with problems directly does not have to be a management and operational policy that is overly harsh on people.
- Getting the most out of people is best done through providing employees heavy input and involvement into the management and decision making process.
- A team working environment allows that provides employee support, collaboration and cooperation are the most productive work environments.
- Setting team goals and deadlines and allowing employees to figure out how to achieve them works better than closely micromanaging employees.

If problems arise with teamwork, cooperation or human resources, they are best handled in a manner that is non-blaming and non-accusatory.

- Put employees in job positions, roles and work projects that best utilize their individual skills and manners in which they can best succeed. Do not put people in positions or roles that do not compliment their skills, abilities or interests.
- Provide employees every opportunity to succeed when they experience job failures or personal failures that affect their jobs. Look at other possible positions or roles they can be successful in.
- Firing employees is an absolute last resort, not a first resort.
- Provide employees with honest and direct feedback and honest, critical performance reviews. Providing fluffy, overly positive performance reviews does nothing to help people.
- If problems come up with an employee's performance, address it in a non-blaming manner and focus on the problems, not attacking or being critical of the person. Focus on the problem, not the person.

RLNC Management and Operational Policy: "21st Century Working & Learning Environment"

RLNC embraces an active learning environment which incorporates the use of high technology and flexible schedules demanded from our students and community. We recognize we must be a 24/7 working and learning environment. This is a policy to help us be successful in a constantly changing world where learning never stops. We must adapt to the needs of our students and community. This means providing more afternoon, evening courses, more online and hybrid courses. Our college services must reflect the needs of our students, community and rural geography.

This means we do not follow only a traditional 8am to 5pm work day schedule. We follow an academic schedule that promotes learning 24/7 based on student and college needs. Student success does not end at 5pm. We need to take calls from students at 8pm or 10pm at night if that's what it takes for them to succeed. To be successful, we work nights and weekends and get hours and days off to compensate, known as comp time. We work staggered hours and evening hours such as library hours and student services events on nights and weekends as needed to serve students and the community.

If we only worked Monday through Friday from 8am to 5pm, we would not be able to attain our major college goals, such as HLC Candidacy for Accreditation status. To attain the most important and most challenging goal in higher education, that being accreditation status, we need to work flexible hours beyond just 8am to 5pm. This above and beyond the norm effort is what it takes to achieve these goals with a small RLNC staff. Therefore, we must allow our staff to work flexible work schedules that allow them to properly balance their family lives with their work lives.

This also means, our work place and employees must be flexible and adapt to the needs of the 21st century workplace. This is even more important since we have a rural designation and a Red

Lake population that is spread out over a wide geographical area throughout Minnesota and elsewhere.

The 1950's factory style of management will not work in the 21st century. In spite of this, most companies and organizations still follow this 1950's philosophy of all employees of an organization working 8am to 5pm with an hour off for lunch.

This strict adherence to an outdated, "factory management" philosophy often results in an inefficient workplace and lower employee morale. Harsh, punitive and uncompromising requirements for 8am to 5pm standards will not be followed for every employee. Obsessively scrutinizing employee work hours are not an efficient use of valuable human or management time.

A better and more efficient way to operate is to adapt to the 21st century management and operations when it is in the student's best interests, and when it is appropriate for the efficiency of the operation. Using technology and off-site work schedules to increase efficiency will be followed. The following guidelines can be followed to allow for the most efficient operations of the college:

- President, VP's, Directors and other RLNC employees may follow flexible management schedules that allow for the effective achievement of college goals. If any of these flexible work schedules are resulting in the college not achieving its goals, then these schedules must be re-evaluated immediately. This will be evaluated through the regular review of Department Work Plan results.
- Certain essential employees such as front desk receptionists, maintenance, security staff, library staff, office staff and student services staff, must work more traditional work schedules and shifts in order to serve students during regular work hours.
- Flexible, off-site work schedules must be pre-approved by their direct supervisors and the President.
- Student needs and effective college operations must be the primary considerations when approving flexible work schedules.
- Use of technology, Internet and off-site work days must be pre-approved by the direct supervisor and the President.
- Allowing employees to address family needs and schedules is also allowed and encouraged, while making sure it also allows for excellent student services.
- Allowing evening and weekend work is also allowed with pre-approval by the direct supervisor and President.
- All other RLNC policies must still be followed if an employee is allowed flexible work schedules.

- The revised RLNC Education Leave policy from (revised in Fall Term 2017) must also be followed and considered when approving flexible work schedules.
- The bottom line is, the use of 21st technology and flexible work schedules are allowed as long as they also are perfectly aligned with effective operations, RLNC major goal achievement and excellent student services.

Long-Term Contracts for Key Employees

Given that the general direction for the college is largely determined by the two, top, key employees, the President and the Vice-President for Operations and Academic Affairs, and the RLNC has been very fortunate to employ two outstanding executives. Therefore, it is important for the long term future of the Red Lake Nation College to secure extended employment agreements with both employees.

Therefore, with the leadership philosophy of a private sector business, when you have two highly successful individuals who have proven they can perform at high, productive levels for the Tribal College, the RLNC has secured seven year contracts that began in 2016 and run through 2022.

In February 2018, we also added a long term contract for our current CFO, Tami Niswander. She has been an outstanding employee who has proven herself over the last three years. She has laid the ground work for our financial foundation by developing accounting systems, acquiring software and hardware, securing third party vendors to assist us with financial aid and hiring and training a high quality accounting staff. She is a highly dedicated team leader with strong accounting and finance credentials. She holds an MBA and is currently completing her Doctorate of Business Administration, DBA. She has also owned a payroll business in her experience. Her long term employment contract will run from 2018 through 2025. Please see her attached contract below:

2015 - 2019 RLNC HUMAN RESOURCES PLAN

Original Plan for 2015-2019

Based on our Tribal College academic and operational needs and our planned budgets for 2015 to 2019, we have several new faculty and staff/administration positions that we need to add in the next five years to assure we are meeting our mission statement and making progress toward our HLC Candidacy goal.

With our new campus and projected increase of student enrollment, we will need to add faculty and staff to address the higher numbers of students, courses and academic programs.

In order to achieve our stated mission and organizational goals, we need to open and post and hire for the below listed positions.

What are needed to meet our mission, provide excellent higher education programs and services, and reach Candidacy status, are our central questions to answer when deciding where to focus our resources over the next five years?

Since the new RLNC campus is a central part of the new Red Lake Capitol, the college will benefit from receiving support with basic services such as janitorial, maintenance and IT services. Further, the RLNC benefits from the great Tribal need for higher education.

According to the *Assessment of Enrollment Potential for the Red Lake Nation College* survey from April 2011, the most recent U.S. Census showed that the total Red Lake reservation population age 25 and over, had attained the following levels of education:

- Bachelor's Degree 1.4% of the Red Lake population
- Master's Degree, Professional Degree or PhD 0.6% of the Red Lake population

The Tribe is aware that it needs more highly qualified Tribal Members to manage their Tribal government, businesses, natural resources and health care facilities. This means the Tribal College is ideally positioned to assist the Tribe with getting students started on the path toward higher education.

RLNC Hiring Plans (2015 to 2019)

The following are the new Human Resources hiring plans for the RLNC for 2015 to 2019. In March of each year, the Hiring Plans will be revised and updated based on annual changes and budget reviews.

Academic Positions

<u>Year</u>	<u>Position (Qualifications)</u>	<u>Expected Salary</u>	<u>Hiring Timeline</u>	<u>Budget Source</u>	<u>Purpose</u>
2015	FT English Instructor (Masters Degree/PhD)	\$45K/Yr.	Open & post by 5/15 Hire by 8/15 for Fall	Tribal Funding & Tuition & Fees	Higher Enrollment
2015	Adjunct Math Instructor	\$1K/Credit	Open & post by 5/15	Tribal Funding &	Higher

(Masters Degree/PhD) Hire by 8/15 for Fall Tuition & Fees Enrollment

Academic Positions (continued)

<u>Year</u>	<u>Position (Qualifications)</u>	<u>Expected Salary</u>	<u>Hiring Timeline</u>	<u>Budget Source</u>	<u>Purpose</u>
2016	FT Math Instructor (Masters Degree/PhD)	\$59K/Yr. <i>(HIRED)</i>	Open & post by 1/16 Hire by 4/15/16 for Fall	LLTC NSF Grant Tuition & Fees	Quality of Education
2017	FT Ojibwe Language Instr. (Language Expertise/ Tribal Eminence)	\$45K/Yr.	Open & post by 5/16 Hire by 8/16 for Fall	Tribal Funding & Tuition & Fees Private Fundraising	Higher Enrollment
2017	FT Business Instructor (Masters Degree/ Business Experience)	\$50K/Yr.	Open & post by 5/17 Hire by 8/17 for Fall	Tribal Funding & Tuition & Fees Private Fundraising	New Business Program
2018	Adjunct Science & Chemistry Instructor (Masters Degree/PhD)	\$1K/Credit	Open & post by 5/18 Hire by 8/18 for Fall	Tribal Funding & Tuition & Fees Private Fundraising	New Environmental Science Program

Staff and Administration Positions

<u>Year</u>	<u>Position (Qualifications)</u>	<u>Expected Salary</u>	<u>Hiring Timeline</u>	<u>Budget Source</u>	<u>Purpose</u>
2014	Chief Financial Officer (MBA and CPA)	\$66K/Yr. <i>(HIRED)</i>	Open & post in 6/14 Hired on 11/19/14	Tribal Funding & Tuition & Fees	Financial Management
2015	Executive Assistant to the President	\$55K/Yr.	Open & post in 11/14 Hire by 2/15	Tribal Funding & Tuition and Fees	Increase President Efficiency
2015	Financial Aid Director/ Bookstore Manager	\$45K/Yr.	Open and post in 7/14	Tribal Funding Tuition & Fees	Separate Financial Aid & Manage New Bookstore
2015	Director of Human Resources (Masters Degree & Tribal Member)	\$36K/Yr. (PT)	Open & post in 10/15 Hire by 12/15/15	Tribal Funding & Tuition and Fees Private Fundraising	Provide HR Support & Leadership
2016	Director of Assessment & Institutional Effectiveness	\$24K/Yr. (PT)	Open & post in 2/16 Hire by 3/15/16	Tribal Funding & Tuition and Fees Private Fundraising	Provide Data Analysis
2016	Grant Writer	\$24K/Yr. (PT)	Open and Post in 4/16 Hire by 5/30/16	Tribal Funding & Tuition & Fees Private Fundraising	Development
2017	Registrar	\$45K/Yr.	Open & post in 5/17 Hire by 2/17	Tribal Funding & Tuition and Fees Private Fundraising	Separate Registrar

2017	IT Director	\$55K/Yr.	Open & post in 5/17 Hire by 2/17	Tribal Funding & Tuition and Fees Private Fundraising	Acquire IT Control from Tribe
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Staff and Administration Positions (continued)

<u>Year</u>	<u>Position (Qualifications)</u>	<u>Expected Salary</u>	<u>Hiring Timeline</u>	<u>Budget Source</u>	<u>Purpose</u>
2017	Learning Center Tutor	\$40K/Yr.	Open & post in 5/17 Hire by 2/17	Tribal Funding & Tuition and Fees	Student Support

- Other positions will be added if circumstances change, or as needed.

Native Hiring Preference

In an effort to follow our college mission while providing positive role models and mentors for our students, we follow the Red Lake Tribal Native Hiring Preference that is required on the Red Lake Indian reservation.

Additionally, to address the shortage of qualified Tribal Members for RLNC faculty and staff members, the RLNC will aggressively recruit and hire qualified, educated and experienced Tribal Members and Natives. A first step toward this effort was to recruit and hire a qualified Tribal Member for the Director of Human Resources position. The person hired as Director of Human Resources was Lee Cook, a Tribal Member with over 22 years of human resources management experience. Lee was hired in December of 2015. He was an ideal hire in that he was willing and able to work on part-time basis to provide human resources leadership while also providing great budget savings in a challenging budget year.