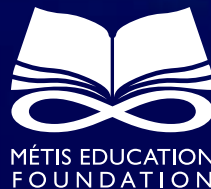


MÉTIS EDUCATION FOUNDATION
STRATEGIC PLAN 2023-2026

FORGING

A NEW PATH





Investing in education is an investment in the preservation of cultures, the revitalization of languages, and the perpetuation of traditions. By in-powering and uplifting Métis students, we honour the strength and resilience of those who came before us, acknowledge the gifts of those in front of us, and forge a path of healing and in-powering those to come. As a proud citizen of the Métis Nation of Alberta, I am deeply appreciative of the commitment of the Métis Education Foundation to fostering cultural pride and breaking down colonial barriers to support the educational pursuits of Métis citizens.

— Dr. Florence Glanfield
Vice Provost, Indigenous Programming & Research,
University of Alberta Citizen, Métis Nation of Alberta



INSIDE



**Message from the
Métis Education Foundation**4

Who We Are & Who We Serve.....6

Historical Context.....6

Current State of the MEF.....7

Our Mission7

Values.....7

Developing the Plan

Collaboration for Today & the Future 11

Strategic Plan..... 12

Central Themes..... 12

Strategic Priorities 13

A Path Forward..... 15



Mount Royal University, the Iniskim Centre, and Rupertsland Institute have partnered since 2013 to provide awards for Métis students. To date, nearly \$250k has been invested to promote Métis scholarship within a variety of undergraduate programs at MRU. This award recognizes the financial needs of Métis students, while recipients have also spoken about their connections to their culture, families, and communities.

— Tori McMillen
Interim Director and AEP Administrator
Iniskim Centre, Mount Royal University



Message from the Chair

As Chair of the Métis Education Foundation Board of Directors, and in alignment with my role as President of the Métis Nation of Alberta (MNA), I am pleased to share with you the 2023-2026 Strategic Plan for the Métis Education Foundation (MEF).

The MEF has a responsibility to communicate and the mandate to deliver post-secondary support to MNA citizens in their desire to pursue an education and higher learning opportunities.

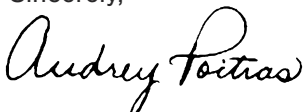
With the signing of the Métis Nation within Alberta Government Recognition and Self-Government Implementation Agreement (the "Agreement") on February 26 2023, the MEF and Board of Directors are ready to make the transition and become a stand-alone institution under the new Otipemisiwak Métis Government. This will be a vital change for MEF, and its aspiration towards success and continued growth necessitates a strategic plan that is separate from the Rupertsland Institute, where it currently resides.

Successful strategic planning is an ongoing process and is key in generating and sustaining meaningful outcomes for Métis citizens and the community. The collaborative process for the creation of the MEF Strategic Plan is rooted in an ongoing commitment to providing funding supports towards higher learning for Métis citizens in Alberta, and beyond. As such, the MEF's strategic priorities, goals and outcomes will demonstrate our ongoing commitment to growth, development, and lifelong learning for the Métis Nation.

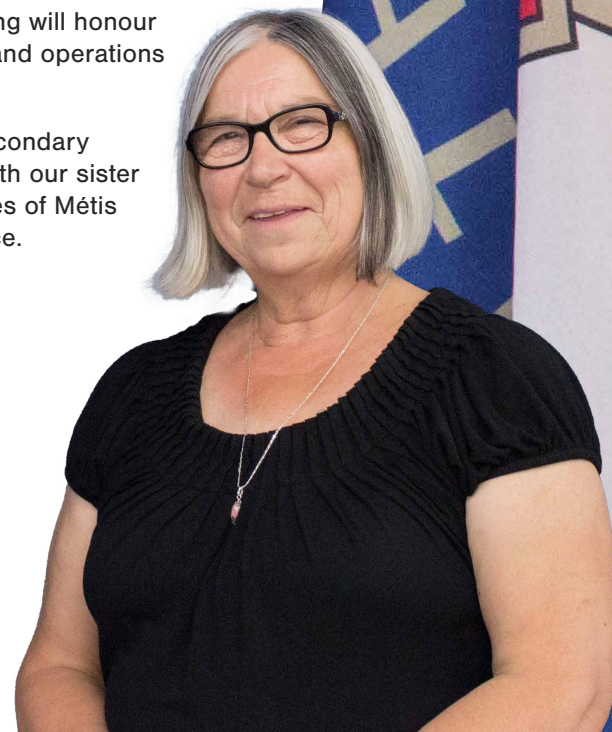
Our planning activities also demonstrate a commitment to keeping pace with both current and the future transformations that will occur under the Otipemisiwak Métis Government, and it is our hope the outcomes from collaborative planning will honour the historical achievements, ongoing successes, and the future vision and operations of the MEF in the years ahead.

We look forward to continued success with our partners in the post-secondary community and we welcome the opportunity to work in collaboration with our sister institutions at the Métis Nation and to help fulfill the goals and objectives of Métis citizens as they move through the post-secondary system of their choice.

Sincerely,



Audrey Poitras
President, Métis Nation of Alberta



Board of Directors

MEF is governed with a four-member Board of Directors that is made up of the Executive Committee of MNA Provincial Council.

The Board meets as needed and generally at least once every quarter to consider matters placed before it by RLI such as new or changes to endowment agreements, reports from post-secondary institutions on the endowments, proposed amendments to these agreements where appropriate, and any other business that may arise.



Audrey
POITRAS

MNA Provincial President
MEF Board of Director



Dan
CARDINAL

MNA Vice President
MEF Board of Director



Carol
RIDSDALE

President, Region 6
MNA Executive Secretary
MEF Board of Director



Andrea
SANDMAIER

Vice President, Region 2
MEF Board of Director

Our History

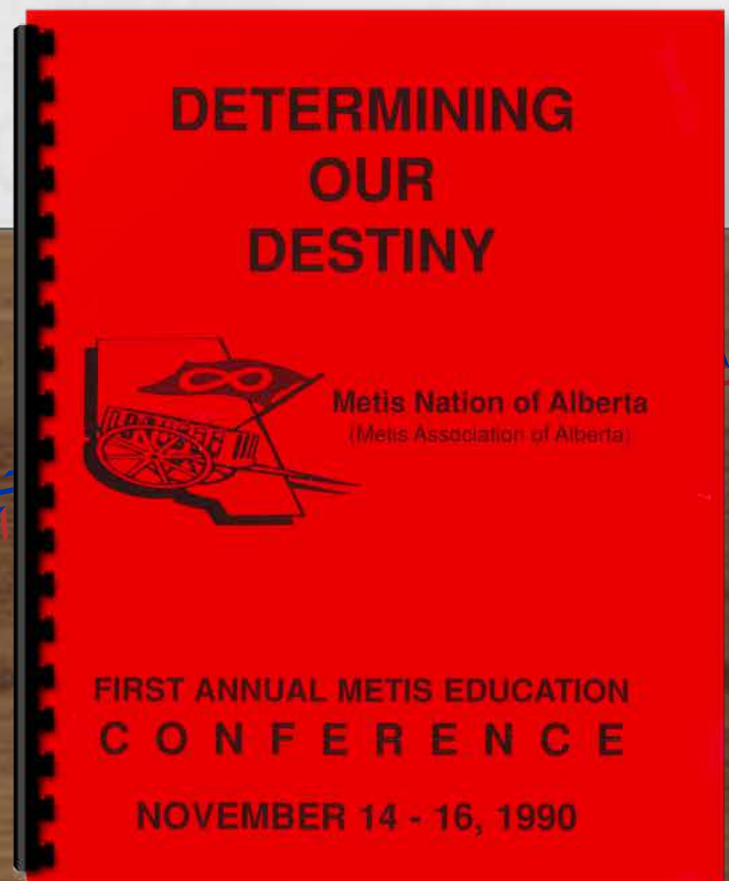
The Métis Education Foundation (MEF) was established by the Métis Nation of Alberta (MNA) in 1991 as a charitable organization whose objectives were to improve educational outcomes for Alberta Métis. The MEF functions with a Board made up of the MNA Executive Council which meets quarterly to consider matters placed before it by Rupertsland Institute (RI).

Since 2006, RLI and its predecessor, the Labour Market Development program, have capitalized the MEF to support the establishment of endowments with post-secondary institutions. This funding is derived from a partnership between RLI and Employment and Social Development Canada. The agreement that RLI has with ESDC, therefore, enables the MEF to invest in endowments that provide bursaries and awards to Métis students and it is a primary reason why the MNA appointed RLI to continue its management over MEF.

The endowments are created in perpetuity and the Métis Nation strives for matching the dollar value to each MEF contribution. In addition, each endowment carries formal partnership agreements with each post-secondary institution.

THE RED BOOK: The Inception of the Métis Education Foundation

Published as a result of the Inaugural Annual Métis Education Conference (1990), the concepts in the Red Book paved a path in transforming the lens through which we view and access Métis post-secondary education. The MEF is privileged to support, strengthen, and take decisive action based on the recommendations borne of the Red Book.



Our Foundation Today

The new Métis Self-Government, Otipemisiwak, will remove barriers for MEF, opening possibilities for increased growth for the MEF as it transitions to an independent institution under Otipemisiwak Métis Government.

Planning for this transition has informed the shape of strategic planning activities; this is reflected throughout the plan. A partnership with Rupertsland will endure, while respecting and taking measured steps towards MEF's transition to an independent institution. As MEF movement toward independent institutional establishment is made, a distinct brand and voice will emerge. This will be of critical importance and will inform all activities within the MEF strategic plan.

The Strategic Plan goals directly align with the MEF mission and vision; this drives the MEF to generate outcomes that will meet and exceed the needs of the MNA community by 2026. The clear, concise and actionable vision statement serve to inspire the MEF as we transition to independence.

MISSION

To support Métis Nation of Alberta citizens through their journey in higher learning by cultivating good cultural practices, sound policies and governance, and by establishing growth, partnerships, and community supports in Métis Education.

VISION

Métis Scholar Awards support Métis Nation of Alberta citizens at every post-secondary institution in Alberta, and beyond.



The Métis Scholar Award has been an enormous honor and a pivotal moment in my academic and professional career. It not only provided me with financial support, but also empowered me to continue to strive to pursue my passion in marketing, gain valuable work experience and contribute more to the Métis community that I am so lucky to be a part of.

— Tyra MacDonald
Mount Royal University

Our Values

As a Métis Government Institution, the MEF will serve MNA citizens in Alberta, and beyond. To support strategic objectives we will ollaborate and partner with community, post-secondary institutions, and industry.

The MEF’s engagement activities, and execution of ongoing operations will be in guided by the following shared set of values to support the MEF in actively demonstrating transparent and consistent leadership in all activities.

ACCOUNTABILITY

We operate with transparency in our decision making and, in our actions, to meet and exceed goals.

COMMUNITY

We center our actions on contributing to build the Métis Nation.

GROWTH

We seek to build relationships and partnerships to sustain the longevity of endowments that will fund future opportunities for Métis citizens.

HIGHER LEARNING

We support learning beyond formative education (primary and secondary).

SELF-RELIANCE

We seek to establish independence as an institution through bilateral and trilateral relationships in the community.

Our Impact

The MEF's impact on its citizens is illustrated in the following historic data which demonstrates the significance of the Endowments, and individual impact.

2021/2022* MÉTIS SCHOLAR AWARD ENDOWMENT CHART

Endowment	Original Date Established	2021/22* Awards Disbursed	2021/22* Award Value Disbursed	2022* Market Value
MacEwan University	2008	13	51,000	3,997,872
University of Alberta	2008	30	210,000	7,943,255
NorQuest College	2008	10	44,000	850,000
NAIT	2009	44	185,500	3,502,977
Portage College	2009	13	39,000	1,278,529
Northwestern Polytechnic	2011	4	2,500	405,021
University of Calgary	2012	14	93,750	3,351,848
Mount Royal University	2012	8	25,200	760,504
University of Lethbridge	2012	9	49,400	1,319,662
Lethbridge College	2013	4	14,000	531,255
Athabasca University	2014	2	5,000	554,225
Northern Lakes College	2015	15	13,500	121,756
Lakeland College	2015	8	8,000	526,690
Bow Valley College	2015	6	15,000	488,889
MEF Endowment Trust Fund	2015	26	104,500	2,479,929
Medicine Hat College	2018	3	12,000	130,000
SAIT	2018	4	12,000	765,097
Concordia University of Edmonton	2018	1	2,500	247,500
ELCC Endowment Trust Fund	2020	2	15,000	1,618,470
Keyano College**	2022	0	0	1,000,000
Red Deer Polytechnic**	2022	0	0	325,000
Olds College**	2022	0	0	350,000
Total Contributions/Market Value		216	901,850	32,548,479

* Reporting is lagged 1-year to due to post-secondary fiscal-years ending beyond this reporting period

** Institutions were newly created and did not have data as of 2021-2022 reporting period

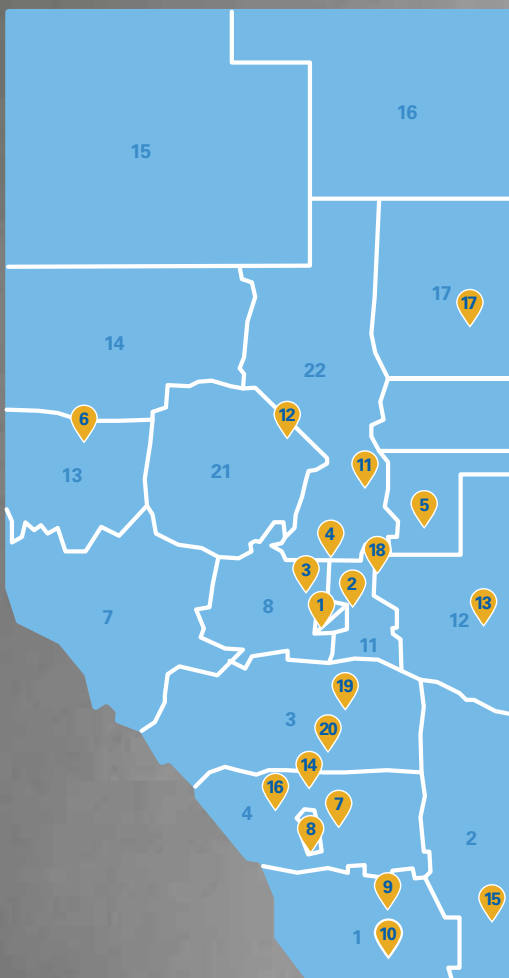
Of notable significance

- » 1,906 Students throughout the Métis Nation of Alberta received \$7,988,966 funding and awards to continue their post-secondary journeys.
- » Establishment of meaningful relationships with all Post-Secondary institutions throughout the province of Alberta; these affiliations provide voice and terms of reference as conduit to engagement.
- » Establishment of Memorandums of Understanding which set the stage for future collaboration and initiatives tangentially related to endowments.
- » Strengthened relationship and ties to the Government of Alberta and Advance Education; this paves the path for meaningful collaboration between such bodies and the Otipemisiwak Métis Government, and the MEF.
- » Increased leverage and traction to push forward funding for programming and services for Métis Citizens under MEF; Trailblazers in paving path to opening additional possibilities for students.
- » Increased reach of MEF; impact on track to grow from 30M to 50M by 2035.

Institutional Partners

The MEF maintains strong partnerships with all post-secondary institutions within the province.

Leveraging proceeds of endowment investments held with these post-secondary partners, the MEF supports individual Métis scholars in all Otipemisiwak districts. This is a testament to the MEF's reach throughout Alberta, and its commitment to ongoing growth of the endowments.



POST SECONDARY PARTNERS within the #Otipemisiwak Métis Government Districts

1. MacEwan University
2. University of Alberta
3. NorQuest College
4. NAIT
5. Portage College
6. Northwestern Polytechnic
7. University of Calgary
8. Mount Royal University
9. University of Lethbridge
10. Lethbridge College
11. Athabasca University
12. Northern Lakes College
13. Lakeland College
14. Bow Valley College
15. Medicine Hat College
16. SAIT Polytechnic
17. Keyano College
18. Concordia University of Edmonton
19. Red Deer Polytechnic
20. Olds College

Collaboration for Today and the Future

Collaborating with the MEF Board of Directors, the MEF strategic plan has been developed under the direction of MEF Principal Consultant, and Rupertsland Director of Métis Education Foundation and Post-Secondary Initiatives. With consultative supports and structure, this plan was brought together, with our MEF partners, including post-secondary institutions, MEF beneficiaries, and the MNA community at large.



Consultation and planning activities are reflective of partner and community members whose ideas, priorities, goals, and values informed the character of the MEF strategic plan.

Significant insight developing this strategic plan came from the MEF Board of Directors who participated in planning activities, and assisted in providing strategic direction to embrace Otipemisiwak Métis Government, and the possibilities for MEF's continued success as a result. Structuring thoughtful planning, reflective of MEF's past and future direction and structure, a multi-faceted approach to strategic planning was applied using the following:

1. Preparing a Foundation

- » DOCUMENT REVIEW
Annual reports, funding agreements, partnership agreement(s), reporting requirements, MNA affiliate considerations.
- » HISTORICAL OUTLOOK
ENGAGEMENT SESSION
Successes and challenges of MEF (significant consideration placed on historically significant markers 1991, 2006, 2016, 2022).
- » TARGETED WORK SESSION
Identify requirements and purpose of strategic planning.
- » DRAFTING
Strategic priorities in accordance with historic and future-facing requirements.
- » NEXT STEPS SESSION
Review draft strategic priorities.

2. Gathering Feedback and Voices

- » COLLABORATION SESSION
Define and communicate proposed mission, vision and values.
- » TARGETED WORK SESSION
Sharing of historical data and present considerations having been gathered from perspective of stakeholders; both directly involved, or tangentially:
 - Board of Directors
 - MNA Provincial Council
 - MNA Affiliates
 - MNA Citizens
 - Métis Homeland Citizens
 - Métis Settlement Members
 - Post-Secondary Partners
 - Métis Awards
 - Government (GOC & GOA, municipalities)
 - Financial Institutions (focus on current and future direction of MEF's internally held Endowment)
 - Industry
- » FEEDBACK FORUM: Design, creation and dissemination of a feedback forum for Board of Directors.
- » COMMUNICATION & DISCOVERY SESSION: In-person session with Board of Directors to revise feedback gathered relating to Vision, Mission, Values, Strategic Priorities, Goals & Corresponding Objectives.

3. Understanding

- » REVIEW SESSION
Summarize and capture findings from engagement sessions.
- » SUMMARY SESSION
Review and refinement to support and capture final direction provided by unanimous agreement by Board of Directors to proceed with independent institution of MEF under Otipemisiwak Métis Government.
- » CONSOLIDATION SESSION
Consolidation activities to capture and summarize MEF Strategic Planning activities into a narrative with a voice which will support MEF's unique brand as it transitions to an Independent Institution.

Strategy for the Future

This Strategic Plan reflects the shared Mission and Vision guiding us in serving the Métis Nation.

The planning, creation of, and careful maintenance of the Strategic Plan is critical to the establishment of a solid framework for the MEF to continue to serve the community, while also transitioning to an independent Institution. Providing clear direction will inform operational strategy in all MEF activities.

Central Themes

Throughout the various stages of plan development, the Strategic Planning committee identified three central themes to shape the plan. The themes will provide structure in planning activities, implementation, and in generating meaningful results.



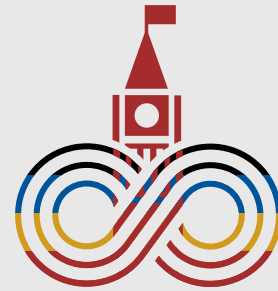
GROWTH

Growing the MEF endowments will result in increased access to and funding for students. Targeted analysis and research will be conducted and will involve key stakeholders to ensure the growth strategy is realistic, actionable and sustainable. This growth will honour maintaining and strengthening existing partnerships and also demonstrate innovation in exploring new opportunities for partnership and growth.



IMPACT

Engaging in activities and partnerships that will directly support the MEF mission, vision and values. The impact from this engagement will support the MEF's ability to increase awareness and solicit support from organizations, entities, and individuals who will uphold and champion the MEF throughout the Métis Nation and beyond.



GOVERNANCE

The MEF will establish itself as an independent affiliate under Otipemisiwak Métis Government. The focus of this independent affiliate will be to govern, create policy, and build operations that will support the growth, progression, reach, and sustainability of the MEF.

Strategic Priorities



Each priority has goals and objectives to generate desirable outcomes that will support the MEF vision.

The five Strategic Priorities are arranged in separate categories, however, cross-over between various initiatives is to be expected depending on specific objectives. As a comprehensive set, the Strategic Priorities should be reflected upon and integrated as a dynamic unit which will support the continued success of the MEF.

1 PROMOTE the Growth of MEF Endowments

GOAL

Ensure the MEF reaches a market value of \$50M by 2035.

OUTCOMES

MEF endowments are secure, and are primed for growth opportunities. Strategic evaluation of the current state of endowments will inform planning activities to sustain and grow the MEF; this will generate sustainable and increased access for Métis citizens to the services/benefits of the MEF.

OBJECTIVES

1. Conduct financial and risk assessment of MEF post-secondary endowments.
2. Conduct financial and risk assessment of internally held MEF endowments.
3. Identify and engage additional sources of growth revenue.
4. Determine optimal target for MEF growth with annual timelines.
5. Develop additional strategies to fund-raise for MEF endowments.
6. Recruit and employ MEF fund developer.
7. Set governance policy regarding growth of MEF endowments.

2 MAXIMIZE funding and Student Access to MEF Endowments

GOAL

Ensure the MEF supports a minimum of 500 post-secondary students per year by 2035 with an average disbursement of \$5000 per student.

OUTCOMES

Resources are in place to provide increased funding and ease of access to MEF endowments; this includes communication (MEF-branded marketing) strategies and plan to eligibility, access, and reporting.

OBJECTIVES

1. Establish current benchmarks for total students supported and average financial support and estimate annual growth to reach targets.
2. Determine obstacles and challenges preventing student access to endowments and outline steps to address the obstacles and challenges.
3. Adjust Terms of Reference to reach target goals.
4. Determine marketing strategy for MEF post-secondary endowments.
5. Determine marketing strategy for internally held MEF endowments.
6. Set governance policy on the MEF endowments Terms of Reference.

3 STRENGTHEN MEF Governance through Strategic Policy

GOAL

Establish governance policy that supports MEF's targeted growth by 2024.

OUTCOMES

An informed and comprehensive approach to developing, operationalizing, and communicating MEF governance to all relevant stakeholders. This will include a transparent and robust system of quality control to ensure policies are aligned with the MEF's Mandate, Mission, Vision and Values. Firmly entrenched governance practices will support sustainable growth and independence of MEF as an independent institution.

OBJECTIVES

1. Determine professional development needs of MEF Board regarding governance over MEF endowments.
2. Determine MEF policy requirements for affiliate (institutions) under Métis self-government.
3. Establish MEF governance policies respecting MEF operations.
4. Set governance policy on how to make and pass policies for MEF.

4 BUILD MEF Administrative Capacity

GOAL

Ensure the MEF has an established source of funding to sustain itself as an institution under Métis self-government by March 31, 2024.

OUTCOMES

Due diligence and planning completed to demonstrate the MEF has realistic sources of funding to support the independent administration of MEF as an institution; this includes preparatory activities relating to staffing, internal policy development, standard operating procedures and communication and reporting requirements.

OBJECTIVES

1. Seek potential sub-agreements and funding sources to sustain MEF administrative capacity.
2. Conduct professional development of MEF staff regarding policy and administrative oversight of MEF operations.
3. Determine MEF administrative policy as an affiliate institution under Métis self-government.
4. Establish MEF administrative policies respecting MEF operations. Include required assessments that support Goals 1 & 2, and annual reporting of funding sources and Métis community.
5. Set governance policy on how to make and pass timely governance and administrative policies for MEF.

5 TRANSITION the MEF to Self-Government

GOAL

Ensure the MEF is an established institution under Métis self-government by 2024.

OUTCOMES

An independent institution with sound sources of financial, human and operational capital; this supported by the creation of actionable plans which support sustainable growth and operations of MEF, and in alignment with activities and vision of the MNA Transition Committee.

OBJECTIVES

1. Engage with MNA Transition Committee to ensure clarity of MEF as an institution.
2. Support the Transition by conducting survey(s) with Métis community to gather the community's vision of MEF under Métis self-government.
3. Conduct additional research and/or structural analysis of MEF to support transition to Métis self-government.
4. Where necessary, re-align MEF governance, administration, and policy to fit into Otipemisiwak Métis Government.
5. Conduct brand discovery activities to determine and action steps required for establishment as independent institution.

A photograph of a forest path with sunlight filtering through the trees. A large, stylized graphic of many small arrows pointing right, in a black and white chevron pattern, runs diagonally across the left side of the page.

A Path Forward

The MEF's commitment to our Strategic Plan will support continued success in delivering quality supports to support lifelong learning for our Métis citizens.

Our Mission, Vision and Values will be deeply woven into the steps we will take in delivering on the plan; a plan which celebrates:

- » commitment to current and the future transformations that will occur under the Otipemisiwak Métis Government.
- » collaboration with our sister institutions at the Métis Nation of Alberta.
- » active and meaningful engagement in the communities in which we live, work and learn.

To guide our decision making and operational activities, and to communicate our performance, Policies, Terms of Reference, and Agreements are in place; we are committed to the obligations placed before us. To support and enhance the responsibilities under our Mandate, the MEF is dedicated to our Strategic Plan. This plan is our guide as we navigate the path forward as an independent institution, and in how we communicate our impact and results.

We look forward to embarking on this ambitious path forward, and thank you for your engagement, support and passion in celebrating lifelong learning amongst Métis citizens and community.



The Métis Scholar Award helped me dramatically by allowing me to focus on my studies with fewer financial concerns.

Being a veterinarian has always been a dream of mine, though it is not without cost. This award helped me focus less on financial restrictions and more on my education. I hope to work with Indigenous communities, expanding on how veterinary medicine and Indigenous ways of knowing can work together to strengthen the field.



— Kat Fleury
Scholarship Recipient
University of Calgary

NOTABLE SOURCES

Strategic Planning activities were directed by Lorne Gladu, and shaped by publications supporting Métis citizens in Alberta including, but not limited to:

- » Red Book Report (1990)
- » Rupertsland Strategic Plan (2022-2027)
- » Métis Education Foundation Annual Report (2021-2022)
- » Métis Education Foundation Operational Review (2022)
- » MNA District Atlas (2023)
- » Journey to Otipemisiwak Métis Government Transition Brochure (2023)



MÉTIS EDUCATION
FOUNDATION