



USET/USET SPF FY 2024-2028 Long-Term Strategic Roadmap

Overview of Process

Improving the quality of life throughout Indian Country and protecting the sovereignty of Tribal Nations have been foundational goals for United South and Eastern Tribes (USET). Since its incorporation, USET's membership has grown to 33 Tribal Nations. USET has worked consistently to assist member Tribal Nations to build capacity, influence policy and legislation that has made a positive impact on Indian Country, and has provided a platform for Tribal Nations to unify to uphold, protect, and advance sovereignty.

This document outlines the updated 5-year strategic direction for USET, the 501(c)3, and USET Sovereignty Protection Fund (USET SPF), an affiliate 501(c)4 organization dedicated to advocating on behalf of USET member Tribal Nations and issues related to Indian Country. In 2016, these organizations for the first time embarked upon a formal long-term strategic planning effort for fiscal years 2017–2021. Due to the COVID-19 pandemic, this 5-year plan was extended to cover fiscal years 2022 and 2023.

The growth that USET and USET SPF have experienced over the last decade are a direct reflection of this long-term planning effort, as well as the shorter period plans that preceded it. Now, we are pulling together the strategic framework and roadmap that will guide us for the next 5 years (FY2024–2028).

While our organization's strength is undoubtedly derived from our unity, we also acknowledge the diverse tapestries represented within our membership, which is a reflection of the broader diversity found across all of Indian Country. This organizational diversity affords us a profound and comprehensive understanding of the myriad of issues affecting Indian Country as a whole. Our organization must continue to be prepared to address issues both present and unforeseen that may affect our membership. In order to accomplish this, USET is guided by this strategic framework that captures the organization's mission, vision, strategic pillars and embedded goals, all of which reinforce USET's efforts to be directed by and to our guiding mission of "Strength in Unity."

The process began in March 2023, when USET staff had the opportunity to review and comment on the strategic pillars and the integration of USET program activity with the pillars. A few weeks later, USET Senior Leadership gathered to review the current long-term plan, further define our strategic pillars, and create our value prop, vision, and goals for each pillar. In June 2023, sessions at the Semi-Annual Meeting offered the USET/USET SPF Executive Officers Committee (EOC) time to review the draft long-term strategic roadmap, and staff to participate in a tabletop exercise. In August 2023, a USET Programmatic Alert provided the draft long-term strategic roadmap to USET/USET SPF membership and invited feedback. Throughout the process, the EOC received briefings and provided input regularly during EOC calls.

The long-term strategic roadmap is ready for Board of Directors' review and approval at the 2023 USET/USET SPF Annual Meeting. Upon approval from the Board, USET will implement and follow the roadmap for the next 5 years.

Mission, Vision, Strategic Purpose, Value Prop, and Values

USET Mission

Uphold, protect, and advance Tribal sovereignty and Nation rebuilding through capacity building, organization/government development, technical assistance, advocacy, partnership, and resource development that improves the quality of life and overall wellbeing of Indian people.

USET 2028 Vision

We will be the recognized leader and model in the advancement of Tribal sovereignty, diplomacy, and Nation rebuilding through authentic, innovative, and intentional organizational growth, advocacy and support.

USET SPF Strategic Purpose

The overarching purpose of USET SPF is to uphold, protect, and advance the inherent sovereign authorities and rights of USET SPF member Tribal Nations through assertive advocacy and diplomacy.

Our Value Prop

We are a progressive and visionary voice of indigenous justice led by sovereign Nations and informed by the earliest foundations of Tribal-U.S. relations.

Our Indigenous Values

We value...

- Respect
- Relationships
- A justice orientation
- Intentional innovation
- Responsibility
- Passion

Strategic Pillars and Goals

INDIGENOUS TRUTH

DEFINITION: Recognizing the devastating impacts and effects that colonization has had within our families, communities, and Nations, the erosion of proper and respectful diplomatic Tribal Nation-U.S. relations, and the often incomplete and untruthful narrative about our story, we will unapologetically and assertively work to change the narrative and decolonize our language, methods, and processes by leading with an indigenous perspective.

GOALS

- Operationalize internal branding.
- Increase visibility through intentional outreach and messaging.

ORGANIZATIONAL DEVELOPMENT

DEFINITION: Develop the most effective and impactful inter-Tribal organization throughout Indian Country by securing diverse financial resources, attracting the highest quality talent, establishing organization systems to support program growth and efficiency, and building networks of partners with resources to achieve USET's goals and objectives.

GOALS

- Diversify our revenue portfolio to more proactively respond to member needs.
- Create, assess, and refine governance and guidance documents.
- Expand and establish operational infrastructure competencies.
- Recruit and retain talent.
- Build networks and partnerships.

NATION REBUILDING AND ADVANCEMENT

DEFINITION: Support Nation rebuilding that leads to strong Tribal governments, a healthy society, rich cultural practices, an educated populous, abundant natural resources, capital investment, and economic and social sustainability.

GOALS

- Provide innovative support services.
- Advocate for fulfillment of trust and treaty obligations.
- Continue to expand strategic litigation.
- Provide advocacy tools, trainings, and resources to help Tribal Nations uphold and advance sovereignty.

LEADERSHIP DEVELOPMENT

DEFINITION: Develop strong, competent, and passionate leaders, especially generational leadership, who represent Tribal Nations' interests as board members, Tribally selected officials, and committee chairpersons, as well as leaders in organizations and communities, to deliver a strong voice and ensure the health, wellbeing, and self-determination of future generations.

GOALS

- Provide increased educational opportunities.
- Establish mentorship opportunities.

