TURTLE MOUNTAIN COMMUNITY COLLEGE

STRATEGIC PLAN

for

JANUARY 1, 2006 - DECEMBER 31, 2007

Approved
January 2006
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INTRODUCTION

The Turtle Mountain Community College (TMCC), a tribally controlled institution of higher learning, has made tremendous strides since its inception in 1972. TMCC is a tribally-charted institution of the Turtle Mountain Band of Chippewa Indians and primarily serves the reservation and surrounding area populations.

The Turtle Mountain Community College understands that strategic planning is critical to any organization, and the plan must include the environmental trends of the organization and the community which it serves; and the mission, values and strengths of TMCC. TMCC must assess and refine on a continuing basis its priorities, goals and plans for both the short-term and long-term. Measurable outcomes, both qualitative and quantitative, will be specified, reviewed and revised as the college focuses on the important issues that need to be accomplished in the next ten years.

TMCC’s current strategic planning defines a process of commitment to continuous fulfillment of the college’s mission. This plan is authored by Dr. Jim Davis, who came on board as President of TMCC in November of 2006. Dr. Davis’s leadership team is the college’s administrative council, which includes the Dean of Academics, Dean of Student Services, Comptroller, Career and Technical Education Director, Human Resource Director, Sponsored Program officer, Anishinaube Director, Chief Information Officer, Facility Manager, and Faculty Representative. TMCC’s strategic plan process involved a series of administrative council meetings, a review of the draft with the Board of Directors and Board of Trustees and sharing of the goals with the Staff and Faculty on a monthly basis. Upon completion of what was termed the final draft, the Board of Directors completed a final review and gave their approval.

This process or system of planning answered the following three questions: (1)What specifically do we want to accomplish – the results; (2) what compelling reasons do we have to want to achieve the results – the Purpose statements; and (3) what are we willing to do or must we do to accomplish our results – the MAP or the Massive Action Plan. To effectively respond to these three questions, we used the five master steps to planning. These include (1) Capture, (2) Create, (3) Commit, (4) Schedule, and (5) Implement, Measure, and Celebrate. Steps one and two were used to actually develop the strategic plan; steps three through five are the methodologies and tools that are used to successfully implement the strategic plan.

As this strategic planning process developed, the administrative council assessed the environment in which TMCC exists both internal and external. TMCC understands that successful implementation of the strategic plan depends as much on the external environment as well as its own initiatives. TMCC’s primary obligation is to serve the community of the Turtle Mountain Chippewa Reservation, which includes Rolette
County as well as serving enrolled members in other areas of the state of North Dakota and Montana.

The Turtle Mountain Community College has developed, over the past thirty years a number of positive attributes that ensure its success as a Tribal College. TMCC is currently in its second ten year accreditation cycle, and has a solid curriculum foundation in its general education classes, associate of arts and science programs, certificate programs, applied science degrees and its four-year bachelor of science degree in elementary education. TMCC’s faculty is highly qualified with all academic faculty having master degrees in their teaching areas, and four having doctoral degrees. Administration and staff have years of experience in the areas that they work, and all are bonded together with a strong commitment to the academic needs of the community.

MISSION STATEMENT
Turtle Mountain Community College is committed to functioning as an autonomous Indian controlled college on the Turtle Mountain Chippewa Reservation focusing on general studies, undergraduate education, Career and Technical Education, scholarly research, and continuous improvement of student learning. By creating an academic environment in which the cultural and social heritage of the Turtle Mountain Band of Chippewa is brought to bear throughout the curriculum, the college establishes an administration, faculty, and student body exerting leadership in the community and providing service to it.

INSTUTIONAL GOALS
1. A learning environment stressing the application of academic concepts to concrete problems;
2. Academic preparation for learning as a life-long process of discovery of knowledge embedded in the intellectual disciplines and the traditions of the tribe;
3. In and out of class opportunities to discover the nature of Indian society, its history, variation, current and future patterns, needs and to serve as a contributing member toward its maintenance and betterment;
4. A curriculum wherein Indian tribal studies are an integral part of all courses offered as well as history, values, methods, and culture of Western society;
5. Continuous assessment of institutional programs and student academic achievement for the purpose of continuous improvement of student learning;
6. Baccalaureate, Associate of Arts, Associate of Science, Associate of Applied Science degrees and certificate programs of study;
7. Cooperation with locally Indian-owned businesses and stimulation of economic development for the service area;
8. Continued independent accreditation, and
9. Community service and leadership.
VALUES

What are the values that TMCC must retain as it moves into the future? The Turtle Mountain Community College was established as a tribal community college with obligations of direct community service to the Turtle Mountain Chippewa Tribe. Under this unifying principle, the college seeks to maintain, seek out, and provide comprehensive higher education services in fields needed for true Indian self-determination.

The philosophical foundation of the college is embedded in the system of values that stem from the heritage and culture of the Anishinabe people and expressed in the Seven Teachings of the Tribe.

1. To cherish knowledge is to know WISDOM.
2. To know love is to know PEACE.
3. To honor creation is to have RESPECT.
4. BRAVERY is to face the foe with integrity.
5. HONESTY in facing a situation is to be honorable.
6. HUMILITY is to know yourself as a sacred part of the creation.
7. TRUTH is to know all of these things.

THE STRATEGIC PLAN

The strategic plan focuses goals (results) in the following ten areas: (1) Finance; (2) Facilities; (3) Professional Development; (4) Academics; (5) Career and Technical Education; (6) Student Services; (7) Administration; (8) Accreditation; (9) Technology; and (10) TMCC’s Anishinabe Wellness Center.
The Strategic Plan

1. RESULT – FINANCE:
   Beginning January 1, 2006 and ending December 31, 2007, TMCC will review current overall funding, and develop and implement new funding and investment strategies that will demonstrate our ability to increase our non-federal funding from the current 11% to 18% (without decreasing federal funding) which will allow us to increase quality of services to our students.

   Quarter I Results:
   By no later than June 30, 2006, TMCC will have finalized at least five investment strategies (i.e. endowment) and began their implementation; and will have reviewed and decided on at least five new non-federal funding strategies that will increase our non-federal resources (i.e. tuition)

   Quarter II Results:
   By no later than December 31, 2006, TMCC have fully implemented the five investment strategies and five new funding strategies which will show an increase of non-federal funding from 11% to 14%.

   Quarter III Results:
   By no later than June 30, 2007, TMCC will increase non-federal funding from 11% to 16%.

Purpose: What are our profound reasons for wanting to achieve the above stated results?
1. To be the most outstanding student-centered college possible.
2. To be the Tribal College model of self-reliance in financial and long-term stability.
3. To know that TMCC has a planning and budgeting process in place that purposely meets or exceeds our needs.
4. To know that TMCC is financially capable of providing an outstanding education to its students and the unique reservation needs of our Indian population.
5. To know that TMCC is financially able to attract, hire, and retain high quality instructional faculty and staff.
6. To know that TMCC is financially able to increase course offerings thus attract more students, provide a service to the reservation community, and improve economic and social conditions.

Massive Action Plan (MAP): What must we do or are we willing to do to achieve our results as stated above?
1. Review our endowments and determine whether or not they are adequate to meet the college’s growing needs.
2. * Identify alternative sources of funding that will reduce TMCC’s reliance on federal funding without lessening TMCC’s current federal funding level.
3. To add non-federal revenue to our budget, review our investment strategies and look for new investments or modify our current investments in ways that will not violate the federal guidelines applicable to TMCC.

4. In collaboration with facilities, identify sources of funding for vehicle(s) and grounds equipment.

5. Develop strategies that will allow TMCC to forward fund itself so to have the equivalent of one-year of ICCA funding in reserve should the annual ICCA funding be significantly reduced.

6. In collaboration with facilities and tribal entities, identify the costs associated with establishing and maintaining a student transportation system.

7. Explore the possibilities of establishing and implementing more small businesses under s 501-C-3 (example: student employment).

8. Explore TMCC’s eligibility to receive and use tax credits as a source of revenue for student housing.

9. Create, develop, and implement a plan that will allow revenues generated from ICCA and Tuition for credits to be returned to the program that generated them.

10. Complete Articles of Incorporation for establishing “for-profit” ventures under TMCC and implement for-profit ventures (ie: Arrowhead Printing, Construction Tech Program...).

11. Investigate the possibility of TMCC receiving forgiveness on its loan for construction of Phase I for the college.

12. Investigate whether or not TMCC is eligible for the No Child Left Behind supplemental funding.

II. RESULT - FACILITIES:

Beginning January 1, 2006, and ending December 31, 2007, TMCC’s main campus will be a 90% "green campus"; a Career and Technical Education and Anishinabe Cultural & Wellness Center will be under construction; an overall campus "facility use plan" will have been implemented; all facilities are safe and secure (i.e., incident reports, fire drills); and a plan for student housing will have been written that includes the planning and design phases, and potential funding sources - all of which are focused on improving student retention and learning.

Quarter I Results:

By no later than June 30, 2006, TMCC will have a written first draft of the overall facilities needs; the planning and design for the Career and Technical Education facility will have been completed; Anishinabe Culture and Wellness Center will have completed an overall facility plan that accommodates their needs; will have determined the 90% “green campus” facilities; will have a policy implemented on safety, fire drills, etc.; and will have a first draft plan on student housing completed.
Quarter II Results:
By no later than December 31, 2006, a final plan for the overall facility needs will be written; the Career and Technical Education facility design will be completed and funding will be identified and secured; the Anishinabe Culture and Wellness Center will have completed the planning and design of a multi-purpose center; and a second draft plan for student housing will have been written.

Quarter III Results:
By the end of June 30, 2007 TMCC will begin preparation for Phase I construction of the Career and Technical Education facility; the Anishinabe Culture and Wellness Center will have identified at least 50% of the funds needed for construction of a multi-purpose center; and a third draft plan for student housing will have been written.

Purpose: What are our profound reasons for wanting to achieve the above stated results?
1. To know that TMCC is a model to other higher education institutions regarding a "green campus".
2. To know that the seven teachings are environmentally connected to improving our facilities and grounds.
3. To know that TMCC is fully committed to the building of facilities that accommodates the needs of students and community.
4. To know that TMCC facilities are providing a safe and secure work and learning environment for students, faculty, and staff.
5. To know that TMCC’s outstanding facilities have a tremendous impact on the economic and social development of the reservation.

Massive Action Plan (MAP): What must we do or are we willing to do to achieve our results as stated above?
1. * Develop and implement a safety manual for buildings and grounds.
2. * Initiate the planning process for student housing.
3. Involvement in planning and design for Career & Tech Education Facilities.
4. Develop and implement an inventory disposal plan.
5. * Develop and implement a plan for better building efficiency.
6. Develop an exterior and interior beautification plan which includes planting trees, shrubs, landscaping, flowers, cultural and art displays etc.
7. * Define what is meant by green campus and determine what will make the institution a 90% green campus.
8. Identify and acquire needed vehicles and grounds equipment.
9. * Be involved in the planning for Anishinabe Culture and Wellness Center building projects.
10. Coordinate planning and work among all campus sites.
11. Educate entire staff on toxic waste and disposal of materials and equipment.
13. Develop a campus use plan.
III. RESULT - PROFESSIONAL DEVELOPMENT:

Beginning January 1, 2006 and ending December 31, 2007, TMCC, through our definition of leadership and wellness, will require that each full time employee specifically identify professional and wellness goals, and further, each employee will be required to engage in a minimum of 100 contact hours of activities/training based on the individual development plan all of which will lead to improved services to students.

Quarter I Results:
By no later than June 30, 2006, TMCC will have decided on a definition of leadership, professional development, and wellness, each employee, with review and approval by the individual’s supervisor, will have specifically identified his/her individual professional and wellness goals.

Quarter II Results:
By no later than December 31, 2006, a minimum of 50 contact hours of activities/training will be completed by 100% of the employees.

Quarter III Results:
By no later than June 30, 2007, a minimum of 75 contact hours of activities/training will be completed by 100% of the employees.

Purpose: What are the profound reasons for wanting to achieve the above stated results?
1. To have the most highly professional employees who demonstrate holistic wellness.
2. So all employees will have strength in mind, body, and spirit.
3. To know that all employees are exemplary leaders in their respective communities.
4. To know that employees are the role models (i.e. leadership, wellness, attitude, communication) for students.
5. To develop and retain employees who utilize their special and unique skills for the benefit of students.
6. To know that TMCC has the financial capacity to provide training and development for its employees.

Massive Action Plan (MAP): What must we do or are we willing to do to achieve our results as stated above?
1. Create an environment of cooperation and teamwork among employees and students.
2. Focus on personnel issues that enhance one’s ability to provide the best service to patrons of TMCC.
3. Provide in-depth training to all employees on the college’s employee health plan.
4.* Define what is leadership and integrate the features of traditional leadership and the seven teachings into our leadership model.
5. Look at ways a healthy mind, body, spirit can contribute to effectiveness, efficiency, and all that we do at the college.
6.* Create at the college an atmosphere and an environment of health and wellness.
7. Develop some specific places/locations at the college where individuals can participate in mind, body and spirit type activities.
8. Provide all new TMCC employees with an orientation of the college including the history, mission, goals, policies, etc.
9. Include in the training the concepts of ethics in the workplace.
10. Provide training for the improvement of teaching styles, retention, classroom management, teaching methods, classroom environment, etc.
11. Share with students the definition of leadership, the features of traditional leadership and the seven teachings as they apply to present day leadership.
12. Assist employees in applying the seven teachings in their daily work.
13. Training in teamwork, communication, and attitude will be provided to employees.
14.* All employees will be given the opportunity to learn Ojibwa/Mitchif languages.
15.* Determine how we will document the training/activities received by each employee, and follow through each month for each employee.
16. Establish a budget for each department for training and development.
17. Identify and schedule inside personnel who can conduct the training of employees in certain areas of expertise.
18. Identify and schedule outside personnel who can conduct training for employees in specific areas.
19.* Develop a calendar of employee training that will occur during the year.
20. Schedule the classes/training sessions that will be offered for credit and/or CEU’s from TMCC.
21.* Each program/department supervisor will meet with individual employees to determine specific training/staff development needs
22. Develop for use a common format to record training needs for employees.

IV. RESULT - ACADEMICS:
Beginning January 1, 2006 and ending December 31, 2007, TMCC will clarify in writing 100% of its academic program of studies (to include AA, AS, AAS, BS, course content and delivery of content, technology, etc.) by assessing, designing, developing, and implementing such studies that will generate an increase in student success through an absolute understanding of all course offerings by students and employees.
Quarter I Results:
By no later than June 30, 2006, TMCC will have completed a written assessment of all programs of study.
Quarter II Results:
By no later than December 31, 2006, TMCC will have completed the 1st and 2nd drafts of its academic programs of study.
Quarter III Results:
By no later than June 30, 2007, TMCC will have a board approved revision of the academic programs of study.
**Purpose:** What are our profound reasons for wanting to achieve the above stated results?

1. To know that TMCC's academic programs are clearly articulated to students, employees, and the general public.
2. Student advisors will have the tools, methodologies, strategies, and understanding for doing an outstanding job in advising students toward degree/program completion.
3. To know that our TMCC students are the most qualified to compete in the job market, and/or to pursue higher degrees.
4. To know that TMCC clearly differentiates its learning goals for AA, AS, AAS, and academic programs.
5. To know that TMCC continues to assess the community in offering new and revised two and four year programs of study.

**Massive Action Plan (MAP):** What must we do or are we willing to do to achieve our results as stated above?

1. Review TMCC curriculum and identify areas for improvement.
2. Collaborate with student services on developing an enrollment management plan.
3. Work with CTE on developing identified education and training to prepare students to go from TMCC to the workforce.
4. Work with student services on strategies to increase student enrollment.
5. Initiate a formalized process for department heads.
6. Develop a schedule of activities aimed at increasing student involvement in class and TMCC functions.
7. Create an extended studies department.
8. Determine need and implement new courses in Ag related disciplines.
9. Survey the community (i.e. employers) and use feedback to address community training needs.
10. Create relationship with the high schools to increase collaborative initiatives.
11. Develop more four year degree offerings based on feedback from community needs survey.
12. Redesign course schedules to offer degree programs in evenings and on weekends.
13. Establish and implement a community outreach and education program to create awareness of courses, degrees, and services provided by TMCC.
14. Develop a formal Bridge Program for high school and GED graduates.
15. Develop a plan to promote and market TMCC's on-line program to clients outside of local area.
16. Develop more course offerings in the allied health professions.
17. Review and revise the summer session structure.
18. Review/revise courses based on a feedback process of faculty evaluation by students at the conclusion of each semester.
19. Increase the number of full time faculty in each discipline.
20. Re-open discussion with Trenton regarding on-line satellite programs.
21. Increase hands-on learning by incorporating strategies and projects into each course offered.
22. Develop and offer more classes in the Earth Sciences.
23.* Develop program specific articulation agreements within the state and surrounding area.
24. Seek funding (ie: grants) to expand course offerings and implement extended studies program.
25. Develop a student leadership institute.
26. Reinstitution and fund a student learning success center.
27. Implement a full Ojibwa/Language program.
28. Create an Indian Studies program.
29. Work with the city of Dunseith to develop a satellite site in the community.
30.* Establish a comprehensive faculty development program to include assessment, leadership, mentoring, advising, teaching, and research.

V. RESULT - CAREER AND TECHNICAL EDUCATION:
Beginning January 1, 2006 and ending December 31, 2007, TMCC will have Phase I construction for CTE completed, Phases II and III will have been planned and designed; and all CTE programs (with program and course level assessment of study (AAS, Certificate, Diploma, Industry specific certification, etc.) will have been completed and approved.

Quarter I Results:
By no later than June 30, 2006, CTE will have a board approved plan of study and an architectural design based on data, statistics, surveys, economic input from faculty, etc. for Phases I, II, and III.

Quarter II Results:
By no later than December 31, 2006, CTE funding for Phase I construction will have been secured; and a general contractor for construction will have been hired and 20% if the facility will have been built.

Quarter III Results:
By the end of June 30, 2007, 75% of the CTE Phase I construction will have been built.

Purpose: What are the profound reasons for wanting to achieve the above stated results?
1. To know that our long term desired goal of a new CTE facility is becoming a reality.
2. To know that CTE students will have the best program plan of study that drives the local and reservation economy to greater prosperity.
3. To know that the architectural design of the new facility will provide a quality learning environment that is state of the art and offers adequate space for both theory and hands-on learning experiences.
4. To know that the program plan of study will graduate students who are tremendously marketable in the workforce, business, and industry.
5. To know that CTE provides training with current and future cutting edge technology.
6. To know that the designed Career and Technical Education center symbolizes the vision and mission of TMCC, students, employees; and, the economic needs of our community.

**Massive Action Plan (MAP):** What must we do or are we willing to do to achieve our results as stated above?

1. * Conduct community and business surveys to determine Career & Technical Education training needs.
2. * Search for current labor market information such as, state, local and national data to identify and prioritize what programs will be housed in the new CTE facility.
3. * Develop technology enhanced curriculum that meet national standards and certification requirements.
4. * Determine the equipment needed and cost for each vocation-trade.
5. * Involve students in the planning and design of the Career & Technical Education facility.
6. * Complete design and construction of Phase I of the CTE facility.
7. * Identify a location that would best be suited for the facility (i.e. along the lakeshore, future expansion, parking, storage, etc…) and take into consideration the use of Anishinabe Cultural and Wellness Center as a training facility.
8. * Based on the results of surveys and current labor market information, identified program and community needs will dictate the size and architectural design of the new CTE facility.
9. * Get a tribal resolution to support the overall facility/program.
10. * Visit other Career & Technical Education centers to visualize other institutional plans and designs for buildings and programs (prep team regarding questions, observations and pictures).
11. * Identify faculty and support staff needs.
12. * Decide when and how we will bid out the work for planning and design.
13. * Advertise, interview, and hire the architectural firm to begin planning and the conceptual design for the building.
14. * Develop an approved Phase I, II, & III budget for planning, designing and implementation of the CTE facility.
15. * Identify & seek out partners (i.e. large businesses, industry, advisory boards, students, consultants, architects, funding agencies) in the overall planning process.
16. * Comply with UCC building codes in the planning and design of facilities.
17. * Decide/Determine heating and cooling systems for the building.
18. * Look at environmental issues and review environmental studies.
19. * Investigate for-profit ventures and coordinate with fiscal office.
20. * Develop and implement career fair/job fairs.
21. Determine a philosophy of entrepreneurship that connects economic development across the curriculum.
22. Research state reimbursement rates based on student participation and type of programs.
23. Develop a student enrollment management plan that addresses recruitment, enrollment, advisement, registration and retention.
24. Increase student involvement in activities such as Career & Technical Education Student Organizations.
25. Increase high school involvement such as duel credit, articulation agreements & bridge programs.
26. Develop online programs to outside clients such as Trenton Indian Service Area, Dunseith, etc. (ie: online, IVN)
27. Provide students with more hands-on and work based learning experiences.
28. Develop program specific articulation agreements within the state and surrounding area.
29. Research possibilities whereby TMCC can become a “Student Leadership Institute”

VI. RESULT - STUDENT SERVICES:
Beginning January 1, 2006 and ending December 31, 2007, Student Support Services will develop and implement an effective student support management plan that will demonstrate outstanding service to students focusing on enhanced student learning; co-curricular opportunities that promote social responsibility; and demonstrates responsiveness to students and employees all of which will increase student recruitment resulting in a retention rate from the current 33% to 40%, a graduation rate from the current 13% to 20%, and a 12% increase in FTEs from the current count of 797 FTEs to 893 FTEs.

Quarter I Results:
By no later than June 30, 2006, the student services department retention plan will be finalized and the overall student support management plan will be completed.

Quarter II Results:
By no later than December 31, 2006, the student support management plan will show student retention of 36% based on the effective use of the MAP strategies.

Quarter III Results:
By no later than June 30, 2007, the student support management plan will show a student retention rate of 40% and a graduation increase from 13% to 20%.

Purpose: What are the profound reasons for wanting to achieve the above stated results?
1. More students will experience a great sense of accomplishment through their higher education experiences and graduation.
2. The college will grow and be strengthened through increased student
enrollment, retention, and graduation.
3. Faculty will feel a greater sense of accomplishment through increases in student retention and graduation rates.
4. With a proven method of managing student services, TMCC will be exemplary in working with students to become successful.
5. The community will look to TMCC as a model of excellence in providing outstanding services to students.
6. The economy of the reservation will benefit from the achievement of this result/goal/outcome.

**Massive Action Plan (MAP):** What must we do or are we willing to do to achieve our results as stated above?

1.* Increase awareness and use of Student Support Services (non-TRIO students?).
2. Enhance the early-alert and intervention program.
4. Implement a pre-registration process for every term.
5.* Require orientation COURSE for new FT students.
6. Require study skills for at-risk students.
7. Create weekly updates: What’s happening?
8. Enhance orientation for adjunct faculty.
9. Redesign orientation to focus on bonding, rather than information dumping.
10. Organize a road map of college resources (print and post on Web).
11. Introduce Recovery Program for students on probation or suspension.
12.* Review/revise all aspects of developmental program (Reading course, placement, delivery, success in subsequent courses, study skills).
13.* Improve advising model for students.
14.* Enhance tutoring program such as faculty setting up group tutoring for students.
15. Change the course blocking to increase number of time slots and decrease course conflict issues.
16. Offer career planning and other workshops (increase use of CHOICES).
17. Offer service learning.
18. Increase Co-Curricular participation.
19. Initiate and implement a mentoring program.
20. Implement on-line registration.
21. Increase use of Web as a communication tool.
22. Offer evening services to students.
23. Work on developing a child care program.
24. Work on developing a student transportation system.
25. Develop Procedure Manuals for all departments within student services.
26.* Design and implement a student disabilities office.
27. Develop recruiting activities in the school systems.
28. Increase awareness of TMCC programs and services.
29. Design advertisements for TMCC recruitment activities.
VII. RESULT - ADMINISTRATION:
Beginning January 1, 2006 and ending December 31, 2007, TMCC will develop, design, and implement 1) a research and development initiative that, at minimum, focuses on information, statistical data, endowment, grant writing, reservation-wide board of review, and infrastructure development; 2) an institutional plan to market TMCC, and; 3) a plan for employee performance.

Quarter I Results:
By no later than June 30, 2006, TMCC will have defined what is research and development and will have a first rough draft plan for 1) research and development, 2) marketing, and 3) employee performance evaluation

Quarter II Results:
By no later than December 31, 2006, TMCC will have second, third, and final draft plans completed.

Quarter III Results:
By no later than June 30, 2007, TMCC will have implemented components one two and three of the overall result and will have assessed their individual effectiveness and made adjustments for future use.

Purpose: What are the profound reasons for wanting to achieve the above stated results?
1. To know TMCC uses its resources wisely.
2. To know administration is diligently planning for the future.
3. To know TMCC’s decision makers are identifying and implementing marketing and management strategies that are in the best interest of its constituencies.
4. To know administration is vigilant in seeking opportunities for continual growth of the college.
5. To know TMCC values its students, employees, and other constituencies.

Massive Action Plan (MAP): What must we do or are we willing to do to achieve our results as stated above?
1.* TMCC will write a first rough draft, a second and final draft for marketing of the college.
2.* The planning for an Alumni Association will be completed.
3.* TMCC’s Policy Manual will be reviewed, revised, approved, and implemented.
4. TMCC will investigate the benefits and barriers to developing “For Profit” Corporation.
5. TMCC will develop and implement a formalized process for the appointment of and duties of Department Heads.
6.* Create an office of Research and Development.
7. TMCC will begin concept planning for a student union.
8. An Institutional Technology plan will be developed and implemented.
9. TMCC will investigate the process of developing an Institutional Review Board.
10.* Review organizational structure, lines of authority, and make necessary changes.
11. * Develop and implement a system for employee performance evaluation.
12. Explore alternative funding efforts.
14. TMCC will develop a plan to localize everyone's office.
15. Develop a department procedure manual (i.e. desk standard operating procedures)
16. Pursue additional land acquisition.
17. Develop an investment strategy for the college.
18. Develop and implement mechanisms to implement/enforce policies (i.e./drug)
19. TMCC will develop and implement employee and department orientation processes.
20. Investigate the possibility and cost associated with initiating a college sports program (develop sports programs)
21. Begin planning for a child day care center for students with children.
22. Investigate the feasibility of a student transportation system.
23. Explore resort possibilities to enhance campus and for revenue generation.
24. Develop our lake-front properties.
25. Evaluate the need for a full time assessment coordinator.
26. Seek ways to increase student financial aid packages.
27. * Continue with the development of the radio station.
28. Begin planning for student dorms/apts. (i.e. HUD funds)
29. Begin planning for a cultural museum.
30. Explore tax credits for student housing.
31. Pursue a student and/or faculty exchange program with other institutions.
32. Pursue the possibility of loan forgiveness on college building.
33. TMCC will pursue border patrol/homeland security funding partnerships.

VIII. RESULT - ACCREDITATION:
Beginning January 1, 2006 and ending December 31, 2007, TMCC will continue to implement its current plan on accreditation of the Higher Learning Commission of the North Central Association of Colleges and Schools; prepare for the 2006 progress report on the strategic plan that includes the IT plan; and prepare for the 2008 -2009 focus visit that includes, but is not limited to:
1) Implementation of shared governance
2) Assessment of student learning
3) Assessment of institutional effectiveness; and
4) Implementation of strategic plan linked to assessment
Quarter I Results
By no later than June 30, 2006, TMCC will continue to successfully implement its current accreditation plan on a weekly basis, will have a first and second draft progress report for 2006, and will have addressed
and began implementation of the four recommendations made by the Commission as noted in the above overall result.

**Quarter II Results**

By no later than December 31, 2006, TMCC will continue to successfully implement its accreditation plan, and will have completed and received Board approval on the 2006 progress report and will continue the implementation of the Commission’s recommendations.

**Quarter III Results**

By no later than June 30, 2007, TMCC will continue to implement its accreditation plan, continue to implement the Commission’s four recommendations, and will have a first rough draft for the 2008 – 2009 focus visit.

**Purpose:** What are the profound reasons for wanting to achieve the above stated results?

1. To know that we continually address and excel at teaching and learning as stated in our Mission.
2. To know that students are receiving the highest level of accredited studies.
3. To know that technology is an integral component to teaching and learning.
4. To know that we have a formalized system for shared governance throughout the college.
5. To know that accreditation is institutionalized.

**Massive Action Plan (MAP):** What must we do or are we willing to do to achieve our results as stated above?

1. Develop an accreditation steering committee.
2. Review the organization’s mission documents to ensure they are clear and articulate publicly our commitments.
3. Make certain the organization respects the diversity of its learners, other constituents, and the greater society it serves.
4. Provide assurance that all understand and support the mission of TMCC.
5. Review the organization’s governance and develop an administrative structure, reflected in its organizational chart, which promotes effective leadership and supports collaborative processes that enable the organization to fulfill its mission.
6. Review policy and fiscal procedures to identify and rectify weaknesses as a means of upholding and protecting the integrity of TMCC.
7. Provide assurance, through our strategic planning, that we are prepared for a future shaped by multiple societal and economic trends.
8. Review budget, human resources and strategic plan for flexibility to adjust for growth and downsizing as needed.
9. Review and implement TMCC’s institutional effectiveness plan.
10. Enhance the capacity to fulfill the mission through involvement of all employees in the planning process.
11. Provide effective assessment through clearly stated goals and continuous review of data for each educational program.
Provide support for and promote integration of effective teaching models.

Review of educational strategies, quality of content, diversity, inclusiveness, and pedagogies for enhanced student learning.

Review budgets for support of student learning in every department (i.e.: library, technology, labs).

Review professional development plans with Human Resources Director to insure that service learning is a part of the planning and an award process is included.

Review education goals and course syllabi to insure they demonstrate acquisition of breath of knowledge and skills and the exercise of intellectual inquiry.

Review syllabi for currency and relevance of content to a global, diverse, and technological society, and curricular and co-curricular opportunities that promote social responsibility.

Review assessment model for provisions that demonstrate the responsible acquisition, discovery, and application of knowledge.

Conduct surveys with constituencies to determine if TMCC is meeting their needs and expectations.

Promote and encourage identified constituencies and communities to collaborate in programs and projects of TMCC.

Develop a process for collecting data, reporting, and awarding responsiveness to the needs of the constituencies.

Provide opportunities and a process for internal and external constituencies to express feedback on the services TMCC provides.

IX. RESULT - TECHNOLOGY:

Beginning January 1, 2006 and ending December 31, 2007, the Technology Department will develop and implement an effective technology plan that will strongly influence superior teaching and learning through effective use of technology; provide a broad range of learning-centered technology services by upgrading campus website for students with an emphasis on quality, convenience, efficiency, and retention; develop a secure and reliable infrastructure that will support learning and promote the use of technology.

Quarter I Results:

By no later than June 30, 2006, a technology strategic plan will be finalized that will strengthen existing curricula and support meaningful, engaged learning for all faculty, staff, and students.

Quarter II Results:

By no later than December 31, 2006, eLearning software will be researched and purchased to improve the effectiveness and consistency of the distant education department.
Quarter III Results:
By no later than June 30, 2007, the technology department will have
developed a website infrastructure that supports effective communication,
teaching, and learning through the use of technology.

Purpose: What are the profound reasons for wanting to achieve the above stated
results?
7. The institution will grow and be strengthened through the use of
technology.
8. The process of learning technology in the classroom will become
significantly richer through the use of technology.
9. Successfully implementing technology throughout the institution will give
our students the upper-hand in a technological rich society.
10. To be leader amongst all Tribal colleges in the area of technology.

Massive Action Plan (MAP): What must we do or are we willing to do to
achieve our results as stated above?
1. Implement a streaming media server for video and audio content to be
used in and out of the classroom.
2. Research and implement a technology tutor lab.
3. Develop and implement an online student portfolio system.
4. Establish a reward/recognition system that acknowledges exemplary
   teaching using technology.
5. Provide opportunities for collaboration and experimentation among
   faculty who have developed innovative instructional techniques.
6. Create website devoted to communication and demonstration of “best
   practices”.
7. Develop proficiency in technology through professional development
   Collegial support.
8. Research how other institutions are using technology for instruction.
9. Develop procedures and instruments for assessing impact of technology
   on teaching and learning.
10. Design a well organized user-friendly website that markets and promotes
    all aspects of the institution.
11. Secure adequate personnel and/or consulting resources necessary to
    develop and maintain the college’s web resources.
12. Using Microsoft Outlook develop a calendar of activities, meetings, and
    events.
13. Provide public access to technology and post and advertise college
    hours.
14. Develop a security strategy for all technology and system software to
    protect college information. Considerations to include are: intrusion
    detection, authentication, and control of SPAM.
15. Work directly with the state department on wireless standards and
    possible solution.
16. Increase the number of wireless access points throughout the campus.
17. Research and implement monitoring/management software for network and printers.
18.* Upgrade LAN (local area network) to gigabyte Ethernet.
19.* Expand Storage Area Network (SAN) environment by upgrading SAN fabric switches, and adding tape capability.
20.* Evaluate and expand the capabilities of the PBX system to support IP-based telephony.
21. Ensure that all students, faculty, and staff have username and password to gain access to resources on the network.
22. Develop policies, guidelines, and procedures concerning ethical use of technology.
23. Develop and implement a disaster recovery plan that encompasses failsafe procedures and backup/restore to ensure safeguarding and security of college data.
24. Provide e-mail accounts and server storage for all students, faculty, and staff.
25. Document procedures and create technology access handbook.
26. Develop and implement appropriate plans for expanding access to resources 24X7.
27. Survey faculty and staff on technology training needs.
28. Fully staff help desk center with Computer Support Specialist students.
29. Develop an inventory of current technology and set target dates for replacement and rotation of equipment.
30. Expedite the recycling and disposal of old equipment.
31. Ensure that each faculty and staff member who computing resources in their position has a computer of sufficient capability to fulfill their responsibilities.
32. Provide e-mail accounts and server storage for all students, faculty, and staff.
33. Identify total cost in areas of technology that include; software, professional development, hardware, furniture, networking/internal connections, telecommunications, internet access, maintenance, support, replacement and upgrades.
34. Designate support staff for Distant Education.
35. Research funding opportunities for technology.
36.* Implement LearnLinc or Breeze as an enhancement to WebCT for the Distant Education Department.
37. Make available print and online subscriptions to help faculty, staff, and students keep.
38. Centralize and standardize printing centers for efficient use.
39.* Upgrade the current website to provide easier navigation and dissemination of information.
40.* Integrate appropriate technology into all curricular areas.
X. Anishinabe Learning, Cultural & Wellness Center Strategic Plan

Anishinabe Mission Statement:
The Anishinabe Learning and Cultural Wellness Center is established to provide vision, leadership and education through cultural traditions and practices of our ancestors to restore our health.

I. RESULT-EDUCATION:

Beginning January 1, 2006 and ending December 31, 2007, Anishinabe Wellness and Cultural Center (AWCC), will offer up a minimum of 15 one to two day workshops/forums to community groups involving 300 adults & youth in agriculture, medicinal healing, culture, cottage industries, wellness and health, leadership, recreation, home economics, gardening, and other agricultural topics; develop, plan, and conduct two five week summer youth leadership development programs; and, at least six college students will have conducted research in areas such as diabetes, and other health & environmental related topics.

Quarter I Result: By no later than June 30, 2006, AWCC will have conducted at least four workshops; will have started the five-week youth leadership development program; and will have identified at least 3 research projects involving 3 TMCC students.

Quarter II Result: By no later than December 31, 2006, AWCC will have conducted at least seven workshops/forums; will have completed the summer 2006 five week youth leadership workshop; and, will have 3 TMCC students will have completed their research projects.

Quarter III Result: By no later than June 30, 2007, AWCC will have conducted at least 15 workshops/forums, will have started the summer youth leadership development program; and, will have identified three TMCC students and projects to conduct research in various activities.

Purpose:
1. To be able to create a wealth of career opportunities to youth and adults.
2. To create outstanding leaders amongst our youth.
3. To expose our tribal members to ideas, activities, and knowledge that they would not have been exposed to if it were not for AWCC/TMCC.
4. To exercise minds on innovation approached to agriculture, health and wellness.
5. Results of research projects provide new and exciting insights to our health and environment.
6. Use our culture and heritage to strengthen ourselves individually, as families and as a tribal community, to live in balance with mother earth.
Massive Action Plan (MAP):

1. Offer educational opportunities at community gatherings. (Community gatherings)
2. Open Anishinabe to the faculty and students for educational purposes. (Faculty and student involvement)
3. Offer drug and alcohol awareness information and education to staff, faculty, students and community. (Drug and alcohol awareness)
4. Offer courses in outdoor recreational activities. (Outdoor recreation)
5. * Offer community outreach and education through Anishinabe Wellness Center. (Community outreach)
6. Develop an outdoor learning classroom environment for use by TMCC faculty/staff and community. (Outdoor learning classroom)
7. Offer coursework and workshops on culture/history. (Culture/history)
8. * Offer youth education through workshops, coursework, youth camps, research studies, etc. (Youth education)
9. * Offer educational opportunities to youth in the area of leadership. (Leadership)
10. Educate students and community about environmental stewardship while providing them with field experience. (Environmental stewardship)
11. Design and develop a certificate/degree program for nutrition. (Nutrition)
12. Design and develop a certificate/degree program for fish and wildlife. (Fish and wildlife)
13. Design and develop a certificate/degree program for forestry. (Forestry)
14. Design and develop a certificate/degree program for conservation. (Conservation)
15. * Offer research opportunities for TMCC students in agricultural areas of study. (Research Activities)
16. Offer workshops and demonstrations on cottage industries. (Cottage industries)
17. Offer workshops and demonstrations on medicinal healing. (Medicinal healing)
18. Offer workshops, demonstrations, coursework on health and wellness. (Health and wellness)
19. Design, develop, and/or acquire more facility to create classroom space. (Facility development)
20. Offer field experience in lake shore restoration to students of TMCC and community. (Lake shore restoration)
21. Develop the recreational area for the purpose of educating in the areas of physical fitness, sports education, etc. (Develop recreational area)
22. Develop the garden and nursery for the purpose of educating in the areas of healthy lifestyles, gardening, horticulture, food preservation, cottage industry, etc. (Development of gardening area)
23. Develop a plan for creating a working home economics classroom for teaching workshops and coursework. (Work on home economics area for classroom purposes)
24. * Offer youth camps for the purpose of educating youth about health and wellness issues. (Youth camps)
25. Offer field experience on habitat restoration to students of TMCC and community. (Habitat restoration)
26. Offer field experience on landscape design to students of TMCC and community. (Landscape design)
27. Develop a plan to acquire more land base for educational purposes such as horticulture, community gardening, demonstration sites, etc. (More land – Land lease)
II. RESULT-TOURISM:

Beginning January 1, 2006, and ending December 31, 2007, Anishinabe Wellness and Cultural Center (AWCC) will offer at least 5 tourism events for youth community members, students, staff, faculty and elders; will develop a recreational/tourism area for community members and youth which is safe, secure and environmentally friendly.

**Quarter I Result:** By no later than June 30, 2006, AWCC will have at least two tourism events completed and have a park area finished; write a proposal for a swimming, boating and fishing areas—which includes support facilities; and to rehabilitate nature trails; and develop a plan for future parking and sports/campground and playfield.

**Quarter II Result:** By no later than December 31, 2006, AWCC will have conducted at least three tourism event; will have submitted a proposal to at least 1 funding source for a swimming, boating, fishing area—which includes support facilities and rehabilitation of nature trails; and will have a plan in place for parking and a sports/campground and playfield and will have new playground equipment for the picnic area at AWCC.

**Quarter III Result:** By no later than June 30, 2007 AWCC will have completed all five tourism events; will have identified an additional funding source and have submitted a proposal in boating, fishing area & support facility to that source; rehabilitation of nature trails will be completed; and will have completed playfield and campground area.

**Purpose:**

1. To use Anishinabe culture and history as a major area when it comes to promoting holistic health, multicultural education and tourism.
2. To expose campers/community members to a natural holistic environment
3. To create a tourist area for community members, students, and youth that is safe, secure and environmentally friendly.
4. The recreational tourism area will promote activities for youth, community members, staff, faculty, students and elders which will include a parking area, new playground, habitat restoration site, renovation of sports playfield area and trails, to include the development of a swimming, boating and fishing area.

**Map:**

1. * The Wellness Center will provide planned outdoor recreation activities to community members, youth and students at TMCC as part of wellness activities, research projects and curriculum.
2. AWCC staff will provide community outreach education in areas that encompass the wellness center (Agriculture, environmental issues, health)
3. To establish Culture and History as a major role player within the Wellness Center and when it comes to holistic health and multicultural education.
4. * The Anishinabe Center will develop course work and curriculum in areas that are important to the mission of the wellness center.
5. Research projects will be conducted in areas of wellness which include agriculture; nutrition, health, environment, etc...
6. Anishinabe will provide training, for students and community members, on cottage industries. Cottage industries represent small, yet important businesses that provide goods and services to consumer
7. AWCC will provide community members, students and youth curricula or workshops revolving around medicinal healing. Through open forums, community gatherings, discussions and trainers, students, youth and community should discover the benefits of traditional medicinal healing techniques for holistic health and true feelings of wellness.

8. * AWCC will be used as a recruitment & marketing tool for prospective students. The wellness center, facility, healing gardens, trading post, fitness course, wilderness, and environmentally friendly acreage will be a very strong piece of recruitment.

9. The AWCC will develop a plan for a Lakeshore Restoration project to improve the existing lakeshore and increase the number of plants and animals within the shores, waters and land of Anishinabe.

10. * AWCC will develop a recreational area for community members, students and youth that is safe, secure and environmentally friendly. The recreational area will include activities for youth, students and older adults.

11. A home economics area and curriculum will be developed to help youth, students, and community members enjoy educational lessons in various cooking and household duties.

12. Youth Camps will be offered, through the wellness center, in various areas that include leadership, sports, career outlook, opportunity, and prevention.

13. AWCC will provide hands-on training, to prospective research students and students involved in certain curriculums, on habitat restoration. Projects to restore water, land and air for living things within the Anishinabe Habitat Area are future concerns for the wellness center.

14. Additional land base is essential for Anishinabe to continue future projects that encompass the wellness center. Additional land base will be used for community gardens and possible greenhouse, equine science center or riding facility and ecologically man-made tree (forest), plant and animal habitat.

III. RESULT-FACILITIES EXPANSION AND DEVELOPMENT:

Beginning January 1, 2006 and ending December 31, 2007, AWCC will develop a plan for facility development and expansion to include a multifunctional sports facility, Trading Post, Day Care Center and land acquisition to include a multifunctional sports facility, green house, arboretum, landscape design and habitat restoration which will tie into the AWCC plan to use the facility as a tool to recruit, retain and educate the community, students, elders and youth.

Quarter I Result: By no later than June 30, 2006, AWCC will have identified a planning committee to develop an AWCC facility development plan which will include more land base.

Quarter II Result: By no later than December 31, 2006, AWCC will have had at least three planning committee meetings and as a result a first rough draft of the facility development and expansion plan will have been completed.

Quarter III Result: By no later than June 30, 2007, AWCC will have completed a second and third draft of the facility and expansion plan, and will have identified at least two funding sources for the facility development plan which includes a day care center, trading post and multifunctional sports complex; and have acquired land for expansion.
Purpose:
1. To continue to develop and enhance the AWCC grounds and facilities to meet the needs of student, staff, faculty, community, youth and elders which will ensure the continued growth and success of Anishinabe.
2. To provide a facility that is second to none in the surrounding areas.
3. To acquire land parcels for the purpose of expansion and project ventures.
4. To have a professional architectural landscape design for Anishinabe

Map:
1. To reintroduce cultural plants at Anishinabe as a cultural, educational, and possible business venture.
2. To utilize the natural beauty of Anishinabe to explore and recruit students vast fields of ag-related disciplines.
3. *To continue to develop the grounds and facility to meet the needs and ensure the continued grow of the Anishinabe Center.
4. To collaborate with Tribal, State and the BIA for the restoration and stabilization of the shoreline, lake and banks.
5. To develop and maintain the Center for safety, recreational and education purposes.
6. To develop a plan to establish a classroom setting for teaching and workshops.
7. To develop an outstanding grounds and ensure safety for youth camps and activities.
8. *To develop a long range strategic goal and working plan to address the needs and expansion of the natural grounds and water at the Anishinabe Center. To include assessment, restoration, and education.
9. To continue work and implementation of the Long Range Architectural Landscape Plan, to include courses and specialty workshops.
10. To pursue and acquire land parcels for the purpose of expansion and new project ventures.
11. To have facility development plans for Anishinabe which include a multifunctional sports facility, a greenhouse, habitat restoration project, and arboretum.
12. The wellness center would like to develop a fitness course that can be used by students, community members and youth to provide a safe, secure and challenging exercise and fitness alternative to health related activities.
13. Obtain a ND Trails & Recreation Grant to develop and complete a 1.5 miles of new trails and exercise stations.
14. Submit a Grant to USDA Rural Development for New Constructed Trading Post Renovation and Expansion Project, which would include a student Entrepreneurship Program.
15. Developed a working plan of action and a layout of a Daycare Center “NIBI” for a new construction project and early childhood curriculum.
16. Phase I. has completed trips and working sessions on the Greenhouse Project. Scheduled meeting with NDSU and supplier of greenhouse structures, nutrient injectors, and other growing materials. Meeting will involve a plan of work and actual layout of ½ acre greenhouse.
17. Phase II. Of greenhouse Project will be the development of an intense training program on Greenhouse Operations and Management.
18. To complete Anishinabe Addition Project and submit final reports to USDA Rural Development and the Bremmer Foundation. This has been completed in December 2006.
19. To bring the Strawbale building up to proper functioning and codes. This is and on-going process.
20. Scheduled meeting with new Tribal Council for a presentation of Greenhouse Project. Also, meeting to include request a minimum of 5 acres to 60 acres of land for project and future program expansion.

21. To explore possibilities for Anishinaabe taxable land to be returned to Indian Trust Land. Also, to explore the possibilities of a National Forest Designation for funding opportunities.

IV. RESULT-COTTAGE INDUSTRIES:

By no later than January 1, 2006, and ending December 31, 2007, AWCC will provide at least six workshops and demonstration projects in cottage industries which include areas in medicine, gardening, and food preservation, forestry assessment, cultural arts and crafts, animal science, greenhouse production, fish & wildlife production and a farmers market.

**Quarter I Result**- By no later than June 30, 2006, AWCC will have identified three workshops and presenters and have completed one workshop addressing cottage industries to community, students, staff, faculty, youth and elders.

**Quarter II Result**- By no later than December 31, 2006, AWCC will have completed five workshops in cottage industry and have identified at least one presenter and workshop/demonstration in 2007 for community members, youth, staff, faculty, students and elders.

**Quarter III Result**- By no later than June 30, 2007, AWCC will have completed all six workshops/demonstrations in cottage industries for community, students, staff, faculty, youth and elders.

**Purpose:**

1. To encourage new ventures and businesses in the Turtle Mountain area.
2. To develop a garden area as a demonstration site to promote cottage industry.
3. To offer top notch workshops and demonstrations in cottage industry to community and tribal entities.

**Map: Cottage Industries**

1. To offer workshops and opportunities to the community in the areas of cottage industries.
2. To provide education in the environmental field in stewardship and care of the land.
3. To research forestry as a possible business or not.
4. To encourage new ventures and new business.
5. To present medicine plants as a possible revenue generating business.
6. To develop the garden area as a demonstration site to promote cottage industries.
7. To develop a home economics area for purposes of preservation, canning, health and cooking.
8. To develop and submit a grant for a trading post expansion project.
9. To work with the Greenhouse Project to develop cottage industries.
10. To work with the Gardening projects to develop cottage industries.
11. To continue work with developing various workshops to ensure cottage industries.
Implementation of Strategic Plan:

The implementation of the strategic plan includes Steps 3-5 of the Five Master Steps to Planning. These steps provide the tools, methodologies, and strategies for successful implementation of the strategic plan. TMCC fully commits (Step 3) itself to implementing this plan and will consistently schedule (Step 4) on a weekly basis the important tasks to be accomplished. Step 5 -- Implementation, Measure, and Celebrate -- will actualize our accomplishments.

Step 5 provides us with the means of measuring our progress on a weekly basis and holding ourselves accountable. By being able to successfully measure our progress on a consistent basis, we will be in a better position to manage our strategic plan and realize the achievement of our established results/goals.

Therefore, bi-monthly the Leadership Team for the strategic plan will: (1) Meet to discuss and determine the progress made and (2) to strategically plan for the long and short term results we desire to achieve. This concept is based on the premise of constant and never ending improvement.

The budgeting process for Turtle Mountain Community College will be tightly integrated with the strategic planning for the institution. Through the current strategic planning process, progress towards achieving strategic goals will be measured, the priorities will be established, new goals articulated, and indicators of success defined. Through an open, and inclusive, budget-review process, resources will continue to be focused on strategic priorities to support progress toward our goals. Strategic plan priorities will determine the allocation of current funds and support the pursuit of new funds from a wide variety of possible sources. This process does not preclude consideration of opportunities that fall outside of the specifics of the Strategic Plan. It does provide a framework for the consideration of such opportunities.

In order to determine our progress towards actively achieving our results, we must and will “keep score” on a weekly basis. Above all, by “keeping score” we will be in control and be better managers of our destiny which is to successfully and strategically serve the social, economic, cultural, and academic needs our students, faculty/staff, community, and other constituents.

Leadership Team members each have an important role to play in the successful implementation of this strategic plan. Fulfilling our commitments and time schedules each week will help guarantee our success. Leveraging others (faculty and staff) to become participants in the implementation of this plan will help in utilizing our combined expertise (communication and teamwork) throughout the Turtle Mountain Community College.
The President’s Administrative Council (Leadership Team) continually assesses progress in implementing the Strategic Plan and, on a cycle of every two years, TMCC will engage in an extensive reconsideration of the plan and its underlying premises. TMCC’s Strategic Plan serves as a basis for all accreditation reviews, self-studies, and similar accountability and assessment activities undertaken by the college.

Approved: [Signature]
President, Turtle Mt. Community College
Date: 1-24-07

Approved: [Signature]
President, Board of Directors, TMCC
Date: 1-24-07
Leadership Team

Team Leader
Dr. Jim Davis, President

Committee Members
Dr. Leonard Dauphainais, Comptroller
Dr. William Gourneau, Human Resources
Larry Henry, Academic Dean
Anita Frederick, Dean of Student Services
Sheila Trottier, Career and Technical Education
Wannetta Bennett, Sponsored Program Officer
Shane Martin, Anishinabe Wellness Director
Wesley Davis, Facilities Manager
Chad Davis, Technology Instructor
Miles Pfahl, Math Instructor

Lead Assignment
Administration

Finance
Professional Development
Academics
Student Services
CTE
Accreditation
Anishinabe Wellness Center
Facilities
Technology
Academics
Appendices

* Weekly Master Planning
* Committed Block Time for the week of
* RPM Daily Master Plan
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Total Daily Time
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