REQUEST FOR PROPOSALS

“Organizational Strategy, Evaluation and Design: Organizing for Success”

Points of Contact
Dr. Jim Davis, President
Phone: 701-477-7865 – Email: jdavis@tm.edu
or
Kellie Hall, Vice President
Phone: 701-477-7822; Email: khall@tm.edu
I. SUMMARY:

The Turtle Mountain Community College (TMCC), a tribally-controlled community college, located on the Turtle Mountain Band of Chippewa Indian Reservation, Belcourt, North Dakota, is accepting proposals to provide expert consultation services in organizational strategy, organizational evaluation, and organizational design to aid the college’s administrative team in its strategic positioning to improve its instructional effectiveness and responsiveness. This activity is critical in order to successfully plan for and manage through the rapid changes in student learning demands and demographics, and community economic opportunities, as a result of the significant and huge spike in oil related business in the Bakken/Three Forks Formation within North Dakota.

The consultation services will be utilized to assist the college conduct a self-assessment of its internal competencies and functional capabilities, as well as, assess its ability to respond to external threats and opportunities, as an educational institution. Critical outcomes of the internal and external analyses will be the formulation of a new strategic direction, key goals, and action plans for goal achievement. Additionally, the consultative services will be utilized to assist the college with organizational structure design to ensure that the college is organized for success and can sustain execution on the strategic direction for the long term. The organizational structuring will have impact on the compensable factors of some key jobs' evaluations and therefore, consultative services will be utilized to ensure job analysis and job evaluations are conducted and pay scales adjusted to ensure there are no resultant internal inequities from the structure. As an underlying objective, the college is leveraging the consultant services to assist in building internal capacity for sustaining organizational improvements and to facilitate, where appropriate, its self-study preparations for accreditation review.

In the program development area, resources will be utilized for the consulting services to assist in developing the strategic planning, organizational design, and compensation initiatives. The consultant engagement will be leveraged to assist the college with internal capacity building in the key areas of this effort so that TMCC can fully manage its strategic processes moving forward with limited need for further consulting services.

With this RFP, services are anticipated to be procured from a consulting company experienced in supporting institutions of higher education generally and tribal institutions specifically. Experience with capacity building, strategic planning, institutional advancement, high education accreditation processes, and human resources best practices will be a requirement for the consulting firm chosen.
II. PROPOSAL GUIDELINES AND REQUIREMENTS:

This is an open and competitive process. Proposals received after 4:30 pm CST, Thursday, August 2, 2012, will not be considered and will be returned unopened.

The proposal must contain the signature of a duly authorized officer or agent of the company submitting the proposal.

The price quote submitted should be inclusive. If your prices exclude certain fees or charges, you must provide a detailed list of excluded fees with a complete explanation of the nature of those fees.

If the execution and nature of the work to be performed by your company requires the hiring of sub-contractors, you must state that in your proposal. If sub-contractors are hired to perform certain aspects of the work, the work they perform must be detailed and defined within the proposal. In your proposal you are required to provide the name, address, phone number, and EIN of the sub-contractor. The Turtle Mountain Community College will not refuse a proposal based upon the use of sub-contractors, but we retain the right to refuse the sub-contractors you have selected. Keep in mind that the use of sub-contractors may strengthen or weaken your proposal.

The anticipated timeline for completing this work is six to seven months. Proposals submitted should include a timeline for completion of work.

Provisions of this RFP and the contents of the successful responses are considered available for inclusion in the final contractual obligations.

Native American owned consulting companies will be given preference.

III: CONTRACT TERMS:

The Turtle Mountain Community College will negotiate contract terms once selection is made. All contracts will be subject for review by the Turtle Mountain Community College's legal counsel. The project will be awarded upon signing of the agreement or contract, which outlines terms, scope of work, budget, and other necessary items.
IV. SUBMITTAL OF PROPOSALS:

All proposals can be submitted by either regular or overnight (keep in mind that overnight mail may not be overnight mail to Belcourt, ND) U.S. Postal Service mail addressed to:

Dr. Jim L. Davis, President
Turtle Mountain Community College
P.O. Box 340
Belcourt, North Dakota 58316

The deadline for receiving proposals is Thursday, August 2, 2012, at 4:30 pm CST (Central Standard Time).

V. POINTS OF CONTACT: If you have questions regarding this RFP, you may contact either of the following: Dr. Jim Davis, President, Turtle Mountain Community College, at office phone number 701-477-7865, cell number 701-228-6494, or at email jdavis@tm.edu. Or, you can contact Kellie Hall, Vice President at phone number 701-477-7822, or at email khall@tm.edu.
Date: August 25, 2012
To: Board of Directors
From: Jim Davis, President
Re: RFP “Organizing for Success” Initiative

I am recommending that we hire Master Key Consulting to conduct the work for TMCC titled “Organizational Strategy, Evaluation, and Design: Organizing for Success”. The committee members and the Administrative Council have been in on discussions on this and also agree.

Master Key Consulting is an Indian-owned business with a good amount of work with Indian related organizations, higher education institutions, and tribal colleges. Their bid is in the amount of $138,012. In Phase I, these costs include the following: (1) Communication Plan; (2) Baseline Data Preparation, (3) Internal Assessment; (4) External Assessment; (5) Visioning Session; (6) Action Plan and Metrics; and (7) Stakeholder Sessions. Total cost for Phase I is $59,642.00. In Phase II, the costs include the following: (1) Initial Review of Jobs; (2) Job Analysis and Re-Evaluation; and (3) Pay Scale Review. Total cost for Phase II is $58,520.00. Total cost for travel and lodging is $19,850.00. This may be lower with fewer trips.

There was one other proposal that we received and that was from Cross Roads Community Advisors who are from Carrington, ND. They are not Indian-owned, have essentially no experience in higher education with no prior knowledge or experience with tribal colleges. They appear to have little experience in job analysis and pay scale development. Their bid is in the amount of $122,401.

The money for this will come out of our Title III grant over the current budget year and the next budget year starting October 1, 2012. I have an inquiry into both the American Indian Higher Education Consortium and the American Indian College Fund to see if they would like to finance some of this.

See the attached in regard to pros and cons of each consulting company.

Jld/8.25.12
Date: August 25, 2012
To: Board of Directors
From: Jim Davis, President
Re: Pros/Cons of Cross Roads Community Advisors and Master Key Consulting

**Cross Roads Community Advisors:**

**Pros:**
1. Very familiar with the various industries in ND.
2. Know North Dakota
4. A lot of face-to-face with client.
5. Have access to funds in ND.
6. Less cost

**Cons:**
1. No higher education experience, no tribal college experience/awareness
2. No salary scale/job classification experience.
3. Limitations with providing “capacity building” due to lack of experience in certain areas.

Would be good as a consultant to work with us regarding the energy (oil, gas, etc.) and agriculture industries in ND.

**Master Key Consulting:**

**Pros:**
1. Bottom line oriented. Promise to get the job done.
2. Higher education experience including tribal college.
3. Some face-to-face.
4. Have the experience we’re looking for in job classification and salary scales.
5. Will help develop a “communication plan” for the work and implementation.
6. Willing to conduct further training for “capacity building”.
7. Will assure “capacity building” is part of the work to be performed.
8. Strengthen the Human Resources Office.
9. Team will include a higher education administrator.
10. Includes the expertise needed.
11. Is an Indian-Owned business.

**Cons:**
1. Not from ND.
2. Additional costs for travel.
3. Higher cost for work to be done

JId/8.25.12.
August 27, 2012

TMCC Board of Directors:

Due to the increasing number of students taking chemistry and sciences, a larger lab is badly needed; we are overcrowded. As such, Title III placed within this year’s grant application (2011-12) a line item budget for developing blue prints.

Based on Jiran Architects & Planners’ knowledge of this facility, the good working relationship we have had with Jiran and their reasonable 7% A&E fee, I request the board’s approval for Jiran Architects & Planners P.C. to serve as A&E for the new Science Lab addition.

I further request approval to obligate, from this year 2011-12 Title III Budget, $199,500 for the cost of complete blueprints (A&E services included) for both the first floor science lab and second floor offices. See attachments!
August 25, 2012

Mr. Dave Ripley
Turtle Mountain Community College
Belcourt, North Dakota

RE: Turtle Mountain Community College – Science Lab & Office Addition

Dear Dave:

As per your request, Jiran Architects has prepared schematic floor plans and estimates for various scenarios of building additions to the south side of the College building with associated estimates for each. Each floor is 4,410 s.f.

**OPTION 1:** A full two story addition with science labs on the first floor and office space on the second. Both levels would be fully finished. Estimate Cost: $2.85M

A&E Fee: $199,500

**OPTION 2:** A full two story addition with science labs on the first floor finished and shelled space for future office on the second. Estimate Cost: $2.48M

A&E Fee: $173,740

**OPTION 3:** A full two story addition with science labs on the first floor shelled and finished office space on the second. Estimate Cost: $2.13M

A&E Fee: $149,240

**OPTION 4:** A one story addition designed for a future second floor. The first floor would be finished science labs Estimate Cost: $1.6M

A&E Fee: $112,000

**OPTION 5:** A one story addition designed for a future second floor. The first floor would be shelled for future finishing Estimate Cost: $882,000

A&E Fee: $61,740

See the attached sketches. Note that none of the scenarios presented above would include any addition over the current student union.

Respectfully Submitted
Jiran Architects & Planners, P.C.

Jeff Welch, AIA
Principal Architect
2nd Floor offices
Turtle Mountain Community College
Information Technology Appropriate Use Policy

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Scope

This policy applies to all users of IT systems, including but not limited to students, faculty, and staff. It applies to the use of all IT systems. These include systems, networks, and facilities administered by the IT Department, as well as those administered by individual departments, laboratories, and other college-based entities.

Policy Statement

The purpose of this policy is to ensure an information technology infrastructure that promotes the basic mission of the college in teaching, learning, research, and administration. In particular, this policy aims to promote the following goals:

- To ensure the integrity, reliability, availability, and superior performance of IT systems.
- To ensure that IT systems are used for their intended purposes.
- To establish processes for addressing policy violations and sanctions for violators.

Policies and Guidelines

Unacceptable Use:

Definition:

Use of institutional computers, network, and internet services is a privilege, not a right. All users are required to comply with this policy and the accompanying rules.

Policy Statement:

The following rules are intended to provide general guidelines and examples of prohibited use. Failure to comply with these rules may result in loss of computer and internet access privileges, disciplinary action, and/or legal action.

- All users shall have no expectation of privacy regarding computer files, email or internet usage. Turtle Mountain Community College reserves the right to monitor all computer files, email, and internet usage without prior notice.
- All users may not attempt to gain unauthorized access to any other computer system or go beyond their authorized access. This includes attempting to log in through another person's account or access another person's files. These actions are illegal, even if only for the purposes of "browsing."
- In some cases a user may wish to configure his or her TMCC account to forward e-mail to another address. The user takes full responsibility for the correct configuration of that forwarding. The institution takes no responsibility for the handling of e-mail in this fashion. The use of automatic e-mail forwarding does not absolve the user from the responsibilities associated with e-mail sent to the user's official e-mail address. The institution or individual schools may forbid the automatic forwarding of e-mail in cases where it is found to be problematic. Additionally, the institution may delete e-mail forwarding or other automated e-mail handling rules that cause system problems without prior notification.

- Send or attempt to send, spam of any kind.

- The institution uses spam filtering tools to help control unwanted email. The institution will continue to stay up-to-date with the latest spam filtering techniques and will adjust its own processes when warranted. However, no current spam filtering technique is completely effective and they will let mail through that should be blocked and occasionally block e-mail that should be delivered. Moreover, each person's definition of spam is unique. Given that, users should expect that on rare occasions, legitimate e-mail may be blocked from delivery. If this happens please contact the IT Department for further assistance.

- Once an employee has resigned/terminated or a student has graduated/withdrawn, they will have two weeks to save any email. After the two weeks the account will be deleted.

- Mass e-mails are defined as messages sent to all students, all staff, all faculty, when individual recipient addresses are not defined. IT manages e-mail distribution lists of current staff, faculty, and students. There is no opt-out provision for these lists. If you need to attach a large file please contact the IT Department for alternate methods of distribution.

- Keep in mind that the TMCC owns any communication sent via email or that is stored on institutional equipment. Administration and other authorized staff have the right to access any material in your email or on your computer at any time. Please do not consider your electronic communication, storage or access to be private if it is created or stored at work.

**Network Privileges Policy**

**Definition:**

Individuals who are eligible to receive access to network services.

**Policy Statement:**

The following users are identified as eligible to receive network services from TMCC. Any applicant for network not described below should be referred to the IT Department, who will coordinate a decision on that particular case.

- **Students:** All full-time and part-time students may receive network privileges without restriction.

- **Faculty:** All full-time faculty without restriction. Part-time faculty, faculty with temporary or cyclical appointments, and visiting faculty may receive limited network privileges.

- **Full-time regular part-time staff:** All regular, non-faculty, college employees may receive network privileges without limitations.
on campus. Private wireless access points in the departments or offices are strictly prohibited.

- TMCC is responsible for maintaining a secure network and will deploy adequate security procedures to support wireless networking on campus.
- TMCC will develop a procedure for the temporary use of a wireless access point to support campus events.

Consideration:

Wireless networking has bandwidth limitations compared to the wired network. The wireless network should be viewed as augmenting the wired network, to provide more flexible network use. Applications that require large amounts of bandwidth, or are sensitive to changes in signal quality and strength may not be appropriate for wireless access.

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Enforcement

Users who violate these policies may be denied access to institution computing resources and may be subject to other penalties and disciplinary action, including possible expulsion or dismissal. Alleged violations will be handled through the institution disciplinary procedures applicable to the user. The institution may suspend, block or restrict access to an account, independent of such procedures, when it reasonably appears necessary to do so in order to protect the integrity, security, or functionality of institution or other computing resources or to protect the institution from liability. The institution may also refer suspected violations of applicable law to appropriate law enforcement agencies.

Printed Name: ___________________________ Role: Student or Staff (Circle One)

Signature: ___________________________ Date: ___________________________
Vehicles have been discussed since as early as last year in my budget. I believe we are in need of new vehicles due to the vehicles being worn out from daily use. The motors are starting to show signs of major repairs. The Ford F 250 has an oil leak, glow plugs and valves need to be replaced. Transmission is starting to slip. These repairs will cost more than the vehicle is worth if we were to keep the vehicle. The Chevy 2500 is consistently having problems with the fuel system. It keeps rusting out and causing the filters to plug. The rust in the gas tanks tells us that the tanks and gas lines are going to need replacement. These repairs will also be more than the vehicle is worth. The vans are also constantly breaking down with motor and transmission problems. The two vans are in poor shape and will definitely cost us if we keep them.

We have discussed different options of financing the vehicles and they are stated below.

Option I

Borrow from our defense fund at Turtle Mountain State Bank which has 150,000 dollars in it. Pay back the money with the 15,000 annually out of facilities Budget. This money has already been budgeted as an annual payment. This option will save us money as we will not be paying any kind of interest on a loan. We would save roughly 4,500 in interest.

Option II

Secure a loan through Dakota Bank. The interest given was 4.45% percent. We would not be over budget this way, but we would pay 4500 in interest.

Option III

Pay straight out of ICCA account and be over budget.
Vehicle trade in value

1999 E350 Handicap Mini Bus
$6,000
KBB trade in value under Fair condition - $2,647

1998 E 150 8 passenger Van
$2000
KBB trade in value under Fair condition $687.00

2000 F-250
$7,000
KBB trade in value under Fair condition – $8,782

2002 Chevy 2500
$7,000
KBB trade in value under Fair condition - $6,800

After researching the trade in value given from Market place ford, they are very accurate and fair compared to Kelly Blue Book analysis.

Total Trade in Value – $22,000
# Loan/Lease Master Screen

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**Payment Start Date:** 10/8/2012

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12 passenger  
Trade  
1999 Handicap Bus

12 passenger  
Trade 1998 E150 8passenger

2013 Fusion SE  
Trade  
2002 Crown Victoria  
Trade  
F250

Total: $100,111 Thanks Wes C

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2012 Ford F-350 Truck

VIN # - 1FDRF3HT8CEA15354

Miles – 216 miles

Price – $50,215
  $2,000 rebate

Total Price - $48,215
2012 Ford Fusion

VIN # - 3FAHPOHA2CR117097

Miles – 19,452

Price – $19,500
2011 Ford Econoline 12 passenger Van

VIN # - 1FBNE3BL0BDA71117

Miles - 15,042

Price – $26,980
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Turtle Mountain Community College
Department/Grant Report

Date: ____August 20, 2012
Submitted by: Larry Henry, Academic Dean
Direct Supervisor: _____Vice-President, Kellie Hall_____
Department/Grant Title: Academics
Program, Purpose, Description, Goals, etc.: Academics General Education

**Monthly Activities:**

Summer session ended on July 19, 2012, it went quickly and painlessly. It was a good summer in spite of the road and all the other issues (water etc.).

Fall semester begins on August 20, 2012, we have over 200 classes offered and we are hoping that students take advantage of the wonderful educational opportunity that TMCC offers to the Turtle Mountain Community. Been getting ready for the fall semester making sure all classrooms are ready getting schedules set for orientation and all related items for successful fall semester.

The English, Arts & Humanities, Math and Science positions have all been filled and we are looking forward to working with the new faculty.

Great news concerning The Early Childhood education program, HLC granted us accreditation for this program. The Teacher Education Department has been working hard to get the classes in place for the fall and getting students selected for the program. Dr. Lamb and her staff deserve a big Miigwetch for all their hard work.

Completed close outs for the Project Lilly grant(American Indian College Fund) which ended on June 29, 2012, and for the Department of Labor Allied Health grant which ended on March 31, 2012.

I continue to work with all academic programs, directors, faculty, staff and students on TMCC campus, and with all higher education entities in the state.

I continue to work with the TMCC President and Vice-President on all academic issues and attend all required meetings (Adm. Council, budget, tuition and fees, Space usage committee, development committee).
TURTLE MOUNTAIN COMMUNITY COLLEGE

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MONTHLY REPORT

Submitted by: Jim L. Davis, President

Month: August 2012

Department: President’s Office

Brief Description/Goals of Department: The department has the overall responsibility for fulfilling the mission, goals, and related activities for Turtle Mountain Community College.

Activities:
1. We have selected a company called in10density to work with TMCC in the major upgrade of our website, and the new branding that will go along with it. Their first on-site meeting with us is September 12th.
2. Three of our employees (Joni Tillich, Theresa Marcellais, and Keith Brien) were sent out to the oil patch, western ND, for one week to meet with a number of energy industry companies and agencies; and state, local, and tribal energy industry agencies. The TMCC group was well received by those they met with which included major oil companies. Our purpose for these visits is to eventually establish a good working relationship with them so we can contribute to workforce training and development, and be able to place our graduates in that part of the state. We will be making others trips within the next few months.
3. Lyle Best, MD, is reducing his time with us by the fact that he has relocated to the Watford City area. Fortunately, he will continue on a limited basis with the research he has been doing that continually involves student researchers.
4. Orientation Week was completed this past week (week of August 13th) that involved a lot of students enrolling at TMCC. Our enrollment is expected to be a little down this Fall Term due to a number of factors.
5. I have started some serious discussions on the topic of “accessibility” for TMCC. I believe most of us have felt TMCC is accessible, but as I have thought about this more and more over the past two to three months, we can and must do a lot more to be a truly accessible higher education institution.
6. Two proposals have been received in response to our “organizing for success” initiative. We will have a recommendation for you on this at the Board of Directors meeting August 27th.
7. The primary re-roofing project is nearly completed, and the change order for the additional re-roofing project has begun. The completion of the entire re-roofing project should be completed by mid-September.
8. The Phase II Parking Lot Project is completed and has a one-year warranty that began August 13, 2012.
9. With some of our current Title III funding we want to seriously consider the design of a Health/Sciences addition to our main campus. There is a need to expand our science classes and lab space. Our current space has not been able to properly serve the needs of our students. Title III funding will be able to pay for the design of this additional space. We will share this information with you.

10. In September we will begin the initial steps of conducting an “economic impact study” for TMCC. Through a little of our own resources and other resources coming from the North Dakota Association of Tribal Colleges via a Lumina Foundation grant, all tribal colleges in ND will be completing the impact studies which will result in a combined report of all tribal colleges and our collective economic impact in ND. This report will assist the ND Tribal Colleges in our efforts to receive more state funding in 2013 from the ND Legislator.

Highlights/Success:
Successes this month has been the completion of our Phase II Parking Lot Project. I also feel that the trip to the oil patch by three of our employees was a highlight. I feel there could be a lot of good things to come from future trips to that area of the state. That is where the money is, that is where the jobs are located.

Challenges: There are interesting challenges each day I come to work. As far as any significant challenges during the past month, there have not been any. Challenges facing all Tribal Colleges in the months ahead will be our budgets. At TMCC, we will continue to address this through the work of our Budget Committee which I chair.

Anticipated Travel: Anticipated travel in September is to attend the United Tribes’ Tribal Leaders Summit which is Sept. 4-7, 2012. A meeting with the North Dakota Association of Tribal Colleges will most likely be held later in September, but that one-day meeting has not been established.

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Turtle Mountain Community College
Department/Grant Report

Date: August 19, 2012
Submitted by: Kellie Hall, Vice President
Direct Supervisor: Dr. Jim Davis, President
Department: Administration

Program, Purpose, Description, Goals, etc.: The primary duties for Vice President are planning, organizing, developing, directing, administering, and evaluating student services and instructional programs, services, resources, and activities for students on and off campus. Also to provide leadership and direction to staff in all areas.

Quarterly Activities:

- Fall professional development took place August 13-17, 2012. Kostas Voustas presented to all staff and faculty on Customer Service, following with a session for faculty on Advisement. Feedback after the sessions was very positive. Customer Service and advisement will be areas of focus for us at TMCC. We will be sending two Student Services Staff members and two faculty members to the NACADA Conference in Nashville.
- I will be attending the HEROs Conference in Bismarck in September, along with a Student Services and Financial Aid representative.
- The organizational chart revisions were shared with the staff, and the new organizational chart will be emailed out to staff and faculty.
- We have set up remote sites for registration downtown (Jollies’ Fairway Mall, One Stop Shopping Center, and TM Fitness Center). Volunteers have been assisting with this recruitment effort. In addition, all areas of the Institution have been broadcasting over KEYA in an effort to inform the public of programs and services TMCC offers, as well as to reinforce the recruitment effort.
- The beginning of a new year is a very busy time for the areas I oversee, and we are continually collecting data to evaluate and improve our service to students.

Grant Length (Years of Award): N/A
Year of Operation □ 1 □ 2 □ 3 □ 4 □ 5 □ Other
Funding Allocation: ICCA