



STRATEGIC PLAN 2013-2018

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1 Executive Summary

The rapid changes in student learning demands, demographics, and community economic opportunities, such as a result of the significant spike in oil related business in the Bakken/Three Forks Formation within North Dakota, led Turtle Mountain Community College (TMCC) administrative team to embark on a holistic self assessment. The college pursued a comprehensive organizational assessment, strategy development, and organization design for its strategic repositioning to improve its instructional effectiveness and responsiveness under the overarching theme of *Organizing for Success*.

As part of its strategic planning process, the college conducted a deep investigation of its internal core competencies and functional capabilities, as well as, its ability to respond to external threats and opportunities, as an educational institution. The entire process engaged all members of the Administrative Council along with other faculty and staff across functional areas. Primary outcomes of the internal and external analyses were the formulation of a new strategic direction, long term goals, action plans for goal achievement, and metrics for performance measurement. Additionally, the college established a new organization structure design to facilitate its functional execution of the strategic direction for the long term.

The theme of *Organizing for Success* was used not only to brand the college's strategic repositioning initiative, but also to facilitate the focus of communications to all employees and stakeholders, as progress with strategy execution. As the pace of change becomes increasingly complex, TMCC will be at the forefront of instituting any changes necessary to create the best opportunities for its tribal community and region.

TMCC will endeavor to provide future growth and stay responsive to dynamic student learning demands by executing its strategic goals. The action plans reflect the commitment by all college employees to share their strengths by creating the future of TMCC through building internal capacity for sustainable, long term success.

1.1 Mission Statement

TMCC is committed to functioning as an autonomous Indian controlled college on the Turtle Mountain Chippewa Reservation focusing on general studies, undergraduate education, Career & 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.

1.2 Philosophy

TMCC is a tribal community college with obligations of direct community service to the Turtle Mountain Band of Chippewa Indians. 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 SEVEN TEACHINGS OF THE ANISHINABE PEOPLE

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.

1.3 Institutional Goals

The college maintains steadfast to some institutional goals that serve as foundational guidance to all operational and academic decisions.

1. Provides a learning environment stressing the application of academic concepts to concrete problems
2. Promotes 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. Encourages 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. Offers a curriculum wherein Indian tribal studies are an integral part of all courses offered as well as history, values, methods, and culture of the Western society
5. Administers continuous assessment of institutional programs and student academic achievement for the purpose of continuous improvement of student learning
6. Awarding Baccalaureate, Associate of Arts, Associate of Science, Associate of Applied Science degrees and certificate programs of study
7. Promotes cooperation with locally Indian-owned businesses and stimulation of economic development for the service area
8. Maintains continued independent accreditation
9. Promotes community service and leadership



Source: TMCC

2 Strategic Planning Process

The strategic planning process commenced with an in-depth data gathering and research effort. The compilation of historical and current statistics and information helped shape the analyses of internal and external factors impacting the college and yielded a comprehensive baseline of its current state. Internal factors include human capital, tangible assets, intangible assets, culture, etc., and external factors include economics, demographics, competitive market, etc. The baseline combined with the results from the analyses on the external environment, competitive forces and internal factors facilitated discussions that were conducted to reach consensus on: internal strengths, core competencies, and capabilities that could be leveraged; critical weaknesses that present greatest risk; and external forces that directly impact TMCC.

Based on determinations derived from the assessment of strengths, weaknesses, opportunities and threats, strategic visioning sessions were conducted to identify the top priority goals TMCC would pursue. Prior to the commencement of the visioning sessions, a careful review of TMCC's mission, philosophy, and institutional goals was conducted to ensure continued commitment to organizational principles before embarking on a new strategic direction. Upon solidifying the strategic goals a careful analysis of organizational gaps was conducted to better discern TMCC's organizational capacity, capability, and overall state of readiness to execute towards goal attainment. A crosswalk against the prior strategic plan goals was also conducted to identify need for goal continuity or alignment to new strategic direction. For each long term goal a macro level action plan was developed along with a key measure that would signify successful goal attainment at some future time horizon.

Figure 1: Turtle Mountain Community College

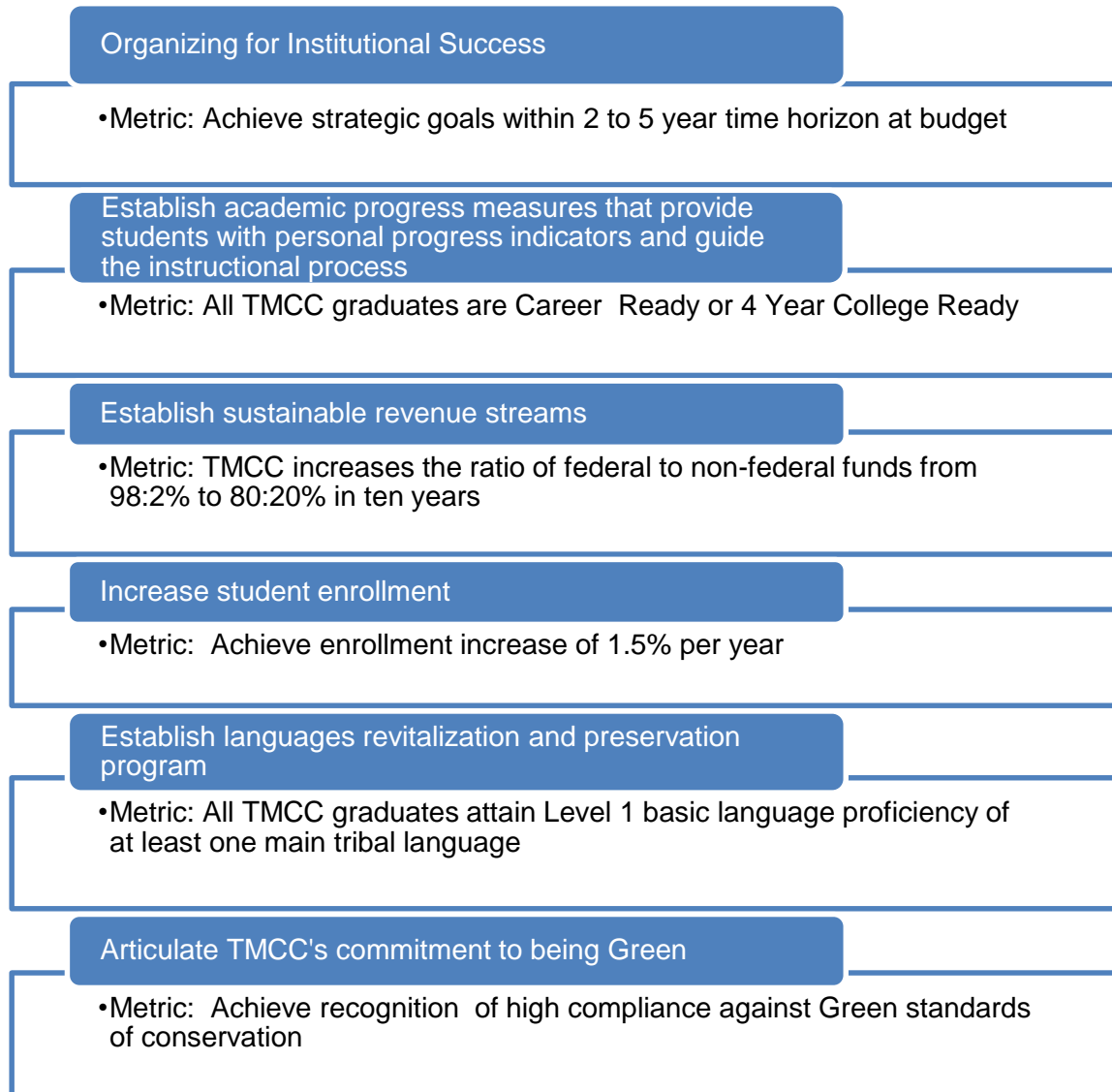


Source: TMCC

“The Spirit Within Us” defines our approach to interactions with students, faculty, staff, and the community. We are extremely proud of what we’ve accomplished as a tribally-controlled and accredited college. Over the last 35 years we have primarily served the educational needs of the Turtle Mountain Band of Chippewa Indians; however, at this point in our history we are open to any person that has a desire to pursue higher education.

2.1 Strategic Goals & Key Metrics

Figure 2: Goals and Metrics



Source: TMCC

2.2 Strategic Goal Action Plans

Goal 1: Organizing for institutional success

Major Action	Led By
Establish functional organization structure that enables coordination of workflow resources and specialization towards strengthening of core capabilities.	President & Vice President
Establish TMCC policies, procedures, processes, and work practices in alignment with new functional organization structure.	President & Vice President
Establish an internally equitable compensation program that provides basis for future pay scale administration and alignment with new structure.	President & Vice President
Establish organizationally transparent Budgeting process with functional unit head accountability.	President & Vice President
Establish formalized functional unit plans for major functional areas.	President & Vice President
Establish annual strategic planning cycle that incorporates review of all functional plans for directional realignment and goal setting.	President & Vice President
Establish strategic goals monitoring system and review cycle.	President & Vice President
Establish human resources performance management system and annual review cycle.	President & Vice President

Goal 2: Establish academic progress measures that provide students with personal progress indicators and guide the instructional process

Major Action	Led By
Conduct a baseline analysis of TMCC's current program and course level assessment processes. Conduct a baseline analysis of TMCC's current student assessment process.	Dean of Academics, Faculty
Update/Revision of the current Faculty Academic Assessment Manual.	Dean of Academics, Faculty
Research, analyze and articulate three types of alternative methods of quantitative assessment that will provide for direct and indirect measures of student learning.	Dean of Academics, Faculty
Formulate a revised assessment plan based on the research, analysis and recommendations reported.	Dean of Academics, Faculty
Implement recommended/revised academic assessment plan.	Dean of Academics, Faculty

Goal 3: Establish sustainable revenue streams

Major Action	Led By
Business restructure of Arrowhead Print Shop.	President, Comptroller
Develop a business plan and business model for the TMCC Cafeteria.	President, Comptroller
Advocate for \$8,000 per ISC FTE from the BIE.	President, Comptroller
Review and update TMCC's Investment Plan.	President, Comptroller, TMCC Investment Committee
Establish the TMCC Foundation as a nonprofit charitable organization tasked with the development and execution of a revenue source plan.	President, Foundation Director
Develop and disseminate a foundation grant-seeking toolkit for staff and faculty.	Foundation Director
Develop and disseminate policies and procedures for external foundation grant seeking by staff and faculty.	Foundation Director

Goal 4: Increase student enrollment

Major Action	Led By
Develop an enrollment management vision statement consistent with TMCC's mission statement.	Dean of Student Services
Increase Student Recruitment and enrollment.	Dean of Student Services
Increase student retention and graduation rates.	Dean of Student Services
Review and update academic advising process to meet student needs.	Dean of Academics, Director Career & Technical Education
Promote access to TMCC through timely and accurate information regarding financial aid options.	Dean of Student Services, Director Financial Aid
Enhance the infrastructure and services for students, faculty and staff.	Vice President, Dean of Student Services, Dean of Academics

Goal 5: Establish languages revitalization and preservation program

Major Action	Led By
Conduct analysis of current TMCC language classes including scheduling, instruction, and instructors.	Dean of Academics, Faculty
Revise language curriculum (Ojibwe & Chippewa Cree) to be incorporated into a 4 year Native Studies program.	Dean of Academics, Faculty
Develop plan for preservation of Tribal Heritage which incorporates languages, oral tradition and history, ceremonies, etc.	Dean of Academics, Faculty
Creation of a library of cultural artifacts and history.	Dean of Academics, Faculty

Goal 6: Articulate TMCC's commitment to being Green

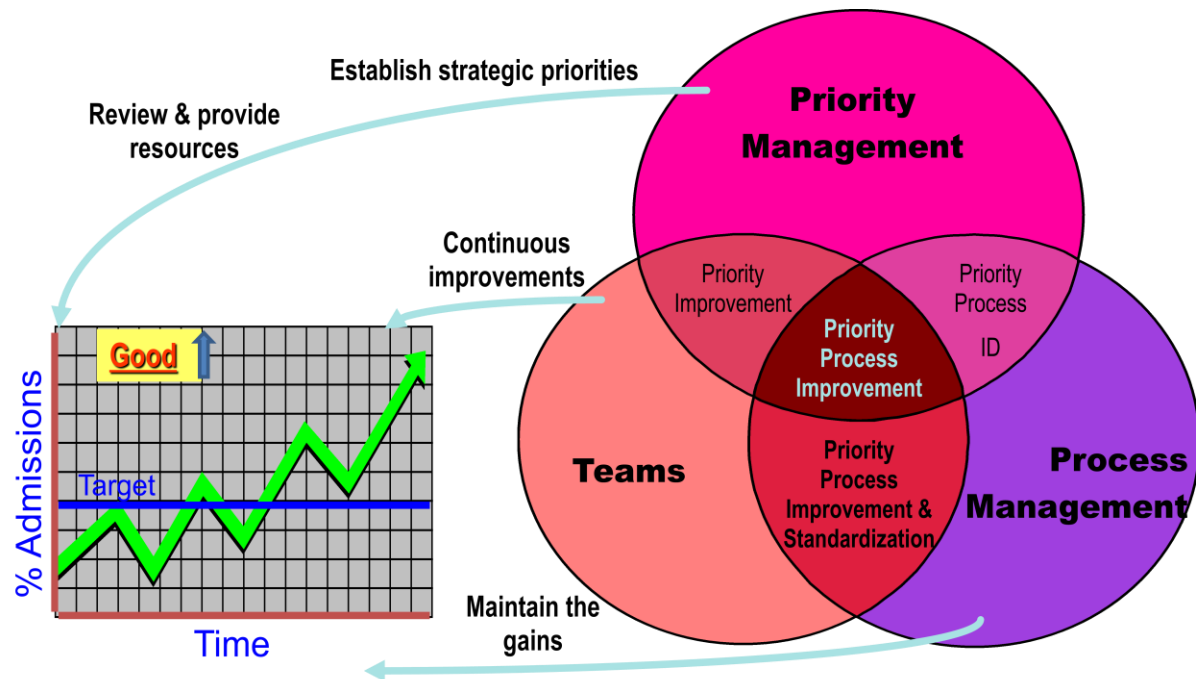
Major Action	Led By
Establish a baseline of TMCC's geothermal, electrical, waste disposal, water, and ventilation efficiencies per relevant audits against LEED standard and other energy saving initiatives/standards.	Facilities Manager, Director Information Technology, Anishinabe Site Director
Establish long term plans for water/sewer efficiency and waste disposal improvements of 10-15% per quarter.	Facilities Manager, Director Information Technology, Anishinabe Site Director
Develop and implement short term plans for electrical and geothermal efficiencies of \$0.98 per square foot.	Facilities Manager, Director Information Technology, Anishinabe Site Director

2.3 Priority Management

In order to effectively execute strategy it is important to organize for its success. As such TMCC has adopted a framework of priority management in order to monitor the combined contributions of all business processes and employee efforts towards goal attainment. While each strategic goal has a key indicator of success, these strategic priorities have multi-year time horizons which require the rigor of performance monitoring and progress reporting to stay on track.

To ensure disciplined execution and a governing process for real-time accountability, the major actions of the goal action plans also have identified key performance indicators, as a way of self monitoring.

Figure 3: Priority Management



Source: Master Key Consulting