

Creating A World of Opportunities



Strategic Plan

2019-2024

Turtle Mountain Community College is 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.



Turtle Mountain
Community College

Institutional 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 & 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, staff, faculty, and student body exerting leadership in the community and providing service to it.

Institutional Goals

Turtle Mountain Community College hereby establishes the following 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 business and stimulation of economic development for the service area;
8. Continued independent accreditation; and
9. Community service and leadership.

The Seven Teachings of the Anishinabek 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.

To cherish knowledge is to know WISDOM.

To know LOVE is to know peace.

To honor Creation is to have RESPECT.

BRAVERY is to face the foe with integrity.

HONESTY in facing a situation is to be honorable.

HUMILITY is to know yourself as a sacred part of the Creation.

TRUTH is to know all of these things.

Strategic Planning Implementation

A strategic plan is only as good as its implementation and execution. The Board of Trustees select a five-member Board of Directors charged with setting institutional policy. The members of both boards are broadly representative of the community and are enrolled members of the Tribe. The Board establishes board policy and direction. As a result, the College will monitor implementation and take actions as necessary to ensure the success of its 2019-2024 Strategic Plan.

TMCC Board of Trustees

Yvonne St.Claire, Chairperson
Dwight Trottier, Vice Chairman
Roger Counts, Member
Theresa Rivard, Member
Raymond Parisien Sr., Member
David Brien, Member
Stuart LaFountain, Tribal Representative
Chad Counts, Tribal Representative
TMCC President's Administrative Council

TMCC Board of Directors

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Tracy Azure – Comptroller

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Wes Davis - Facilities Manager

Holly Cahill - Human Resource Manager

Erik Kornkven – Faculty Representative

Jackie De Los Santos – Staff Representative

Mark Hamley - Anishinabe Director

Sandi LaRocque - Adult Education Director

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The Strategic Planning development process is designed to convene tribal, public, private, nonprofit, academic sectors, etc., together with the general public, through the generation of a five-year economic roadmap for diversifying, strengthening and sustaining the Turtle Mountain Community College. The planning discussion recognizes that effective development is the result of maintaining the core foundations and seeking needed changes for improvement. To ensure everyone's voice was heard, the following sessions were held throughout the process.

November, 2018 *Did not meet in December due to Holidays

- Conducted a 2-day strategic planning retreat with TMCC Administrative Council
 - a. Strategic plan process overview
 - b. Identified key stakeholders
 - c. Conducted appreciate inquiry
 - d. Discussed strategies, tasks/roles

January, 2019

- Held a 2-day retreat with Faculty/Staff/Administrative Council
 - a. Strategic plan process overview
 - b. Identified key stakeholders
 - c. Conducted appreciate inquiry
 - d. Discussed strategies, tasks/roles
- Defined goals/objectives
- Developed draft goals/objectives

February, 2019

- Held a strategic planning session with Students/Community members/Administrative council
 - a. Strategic plan process overview
 - b. Identified key stakeholders
 - c. Conducted appreciate inquiry
 - d. Discussed strategies, tasks/roles
- Reviewed draft goals/objectives
- Began the process of identifying tasks, activities, roles

March, 2019

- Continued working with Faculty/Staff/Administrative Council for input

May, 2019

- Held strategic planning session with Faculty/Staff/Administrative Council to review goals/objectives, tasks, activities, roles

June, 2019

- Held strategic planning session with Administrative Council to finalize goals/objectives, tasks, activities, roles

July, 2019

- Finalized strategic plan and presented it to Board of Directors for approval

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Goal 1: <i>Expansion and Growth for the Future</i>				
Objective 1.1: Build Human Capital				
	Actions	Goal Champions	Resources/Budget	Metric/Indicator
	1.1.1 - Develop recruitment and retention strategies to obtain a high quality staff and faculty (build your own, cross training and professional development)	<u>Vice-President,</u> <u>Director of Human Resources,</u> President, Dean of Academics, Director of Career & Technical Education, Comptroller	Department budgets, grants	Strategies developed
	1.1.2 - Assess benefits and wellness opportunities/policies	<u>Vice-President,</u> <u>Comptroller,</u> <u>Director of Human Resources</u> Dean of Academics, Dean of Students Director Career & Technical Education, President, Director of Information Technology	Department budgets, professional development	Development of Benefits Committee and Wellness Committee, research and optimize benefits
Objective 1.2: Increase Facilities Infrastructure				
	1.2.1 - Assessing the long range facility master plan and establish phase I priorities	<u>President,</u> <u>Title III Director,</u> <u>Facilities Manager,</u> Vice-President, Dean of Academics, Director Career & Technical Education, Director of Information Technology, Dean of Students	Title III, USDA, TMCC Foundation, Loans, Institutional funds, other grants	Listing of Phase I priorities Master Plan
	1.2.2 - Implementation of Phase I	<u>Title III Director,</u> <u>Facilities Manager</u>	Title III, USDA, TMCC Foundation,	New Career and Technical Education facility

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			loans, Institutional funds, other grants	
	1.2.3 - Conduct a space efficiency study	<u>Facility manager,</u> <u>Director of Information Technology,</u> Space use committee	Title III, USDA, TMCC Foundation, loans, Institutional funds, other grants	Space efficiency study Results
	1.2.4 - Identify and address short term and long term instructional and support needs	<u>Dean of Academics,</u> <u>Director Career & Technical Education,</u> <u>Dean of Students</u>	Dept. budgets, grants, Title III	Short-term and long-term instructional and support needs identified
	1.2.5 - Addressing ADA compliance	<u>President,</u> <u>Dean of Students,</u> <u>Vice-President,</u> Safety and Compliance Officer	Title III, Institutional funds, grants	ADA compliance addressed
Objective 1.3: IT infrastructure expansion				
	1.3.1 - High performance network Upgrade Wi-Fi across all campuses	<u>Director of Information Technology,</u> Technology Dept. & Technology committee	Title III, Institutional funds, grants	Annual-Help desk data Industry standards, 3 rd party assessment
	1.3.2 - System wide security	<u>Director of Information Technology,</u> Technology Dept. & Technology committee	Title III, Institutional funds, grants	Security Assessment
	1.3.3 - Evaluate and increase emerging classroom technologies	<u>Director of Information Technology,</u> Technology Dept. & Technology committee, Education Technology Specialist, Distance Learning Coordinator	Title III, Institutional funds, grants	Student Survey Needs Assessment Student Evaluation
	1.3.4 - Increase student access to technology off campus (internet, computers, multiple sites)	<u>President</u> <u>Dean of Students,</u> <u>Director of Information Technology,</u>	Research resources for student referrals to Wi-Fi, internet,	Research community wide funding sources for internet,

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		Technology committee	grants, local communications	Identify strategies for student access
Objective 1.4: Expand Revenue and Resources				
	1.4.1 - Review and possibly revise tuition and fees	<u>Comptroller,</u> <u>Dean of Students,</u> Budget Committee	Tuition study	Tuition assessment
	1.4.2 - Increase advocacy efforts at the state and national levels (Non-ben, Workforce training, ICCA, Title III)	<u>President,</u> <u>Student Senate President,</u> Dean of Students, Student Government, Administrative Council, Director Career & Technical Education	Student senate budget, Institutional budget	Increase attendance at advocacy activities (AIHEC and others)
	1.4.3 - Develop a priority and process plan for securing funding	<u>Development Committee,</u> <u>President,</u> <u>Vice-President</u>	Institutional funds	Priority plan
	1.4.4 - Strengthen the TMCC Foundation	<u>President</u>	Institutional funds, Foundation funds	Foundations identified
	1.4.5 - Explore the sale of energy credits	<u>Facilities Manager,</u> <u>Comptroller</u>	Department of Energy	Report and process
Objective 1.5: Strengthen Tribal, State, and Federal Partnerships				
	1.5.1 - Establish a communication plan and process for disseminating information to constituents	<u>President,</u> Administrative Council	Institutional funds	Communication Plan Process Annual Report
	1.5.2 - Capital campaign for increasing infrastructure (CTE Complex)	<u>Comptroller,</u> <u>Facilities Manager</u> Development committee	USDA, Title III, Institutional funds, private donations, grants	Funding secured for CTE building
	1.5.3- Create Land Grant strategic plan	<u>President,</u> <u>Anishinabe Director</u>	NIFA-National Institute of Food and Agriculture	Land Grant Strategic plan
Objective 1.6: Community Needs Driven Programming				
	1.6.1 – Conduct/review community needs assessment	<u>Director of Research Assessment</u> <u>and Accreditation,</u>	Institutional funding, Title III	Needs assessment conducted/reviewed

		President, Vice-President, Dean of Academics, Director Career & Technical Education, Dean of Students		
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Goal 2: *Expand Language and Cultural Preservation Programs*

Objective 2.1: Increase Knowledge of Sovereignty and Self-Determination

	Actions	Assigned to:	Resources/Budget	Metric/Indicator
	2.1.1 - Increase number of faculty, staff, students and boards that are proficient in tribal knowledge, self-determination, and decolonization	<u>Vice-President,</u> <u>Dean of Academics,</u> <u>Director Career & Technical Education</u>	Department budgets and grants	Annual trainings Student learning outcome assessments One language and one history class for faculty and staff in first two years
	2.1.2 - Increase visibility of TMBCI living history throughout physical environment	<u>President,</u> <u>Language & Cultural Committee Chairperson</u> Language and Cultural committee	Institutional funds, grants, Title III	Visible displays
	2.1.3 - Develop plan for preservation of Tribal Heritage which incorporates languages, oral tradition and history, ceremonies, etc.	<u>President,</u> <u>Language & Cultural Committee Chairperson</u> Language and Cultural committee	Institutional funds, grants, Title III	Preservation plan of TMBCI heritage
	2.1.4 - Creation of a library of cultural artifacts and history.	<u>President,</u> <u>Dean of Academics,</u> <u>Director of Library</u>	Institutional funds, grants, Title III	Library established consisting of cultural artifacts and history

Objective 2.2: Increase Number of Ojibwa and/or Michif (Metis) fluent speakers

	2.2.1 - Offer language courses: Focusing on TMCC employees	<u>Vice-President,</u> <u>Dean of Academics,</u> <u>Language & Cultural Committee</u>	Title III	Receive a "C" or better in Ojibwa Language II, Michif Language II
	2.2.2 - Assess a Master's Degree Program in Anishinaabemowin	<u>Vice-President,</u> <u>Dean of Academics,</u>	Title III	Needs assessment of Master's Degree Program

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		Director of Research Assessment & Accreditation		in Anishinaabemowin within 2 years
	2.2.3 - Development of a feasibility study for the Immersion School	<u>Vice-President,</u> <u>Chair of Language and Cultural Committee,</u> <u>Development Chair</u> Dean of Academics,	Title III, grants	Feasibility study
Objective 2.3: Preserve Native Languages by recording and digitizing fluent language speakers				
	2.3.1 - Collect and preserve the native language through digitizing and recording fluent language speakers	<u>Vice-President,</u> <u>Dean of Academics</u>	Grant & Institutional funding	Recordings
Goal 3: Advance, Expand, Increase TMCC Effectiveness/Assessment				
Objective 3.1: Data Driven Decision-Making				
	Actions	Assigned to:	Resources/Budget	Metric/Indicator
	3.1.1 – Expand Office of Research, Assessment & Accreditation	<u>Research Assessment and Accreditation Director,</u> <u>Vice-President,</u> President,	Title III, institutional funds	Expand RAA office
	3.1.2 - Increase data use at the program/department level	<u>Research Assessment and Accreditation Director,</u> Office of IRAA,	Title III, institutional funds	Annual review of data per program/department
	3.1.3 - Ensure data integrity (entry & maintenance) - standards and assessment (user manuals), data dictionary regarding retention, persistence, graduation	<u>Informational Technology Director,</u> <u>Database Report Writer</u> Module Managers	Title III, institutional funds	Internal controls Data dictionary
	3.1.4 – Monthly/Quarterly board documents available to all staff and faculty	<u>Vice-President,</u> <u>Database Report Writer,</u>	Board budget	Board documents
Objective 3.2: Communication Across Department Heads Regarding Roles and Responsibilities for Strategic Plan				

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	3.2.1 - Regular agenda item for strategic plan update semi-annually at Administrative Council meetings	<u>President,</u> <u>Vice-President,</u>	Board budget	Strategic plan update on Administrative Council semi-annual agenda
	3.2.3 - Annual report to Board of Directors, Board of Trustees, TMBCI Council	<u>President,</u> Administrative Council	Board budget	Annual report
	3.2.4 - Quarterly update to employees & students	<u>President,</u> Administrative Council	Board budget	Monthly staff meetings, quarterly reports, monthly admin council meetings
Objective 3.3: Recruitment and Retention of Students				
	3.3.1 – Create and implement an enrollment management plan	<u>Dean of Students,</u> <u>Recruitment & Retention Committee,</u> Student Services Specialist	Institutional funds	Implement enrollment management plan
	3.3.2 - Establish annual calendar and record engagement.	<u>Dean of Students,</u> <u>Recruitment & Retention Committee,</u> Student Services Specialist	Institutional funds	Recruitment goals for each high school
	3.3.3 - Develop/revise marketing plan	<u>President,</u> <u>Vice-President</u> Marketing Specialist(TBD), Graphic Designer,	Institutional funds Grant funds	Completed marketing plan Standard layout for brochures.
	3.3.4 - Implementation of early alerts and retention module	<u>Research Assessment and Accreditation Director,</u> Student Services Specialist, Database Report Writer, Faculty	Title III, Institutional funds, grants	Demonstrate a positive growth in retention
	3.3.5 - Become accredited for online programs of study	<u>Vice-President,</u> <u>Director of Information Technology,</u> <u>Director Research Assessment and Accreditation,</u> Dean of Academics, Director Career & Technical Education, Accreditation Liaison Officer	Human capital	Accreditation of online programs

Objective 3.4: Assess for Organizational Growth				
	3.4.1 - Study staffing needs, patterns, and structure across all departments	<u>Vice-President,</u> <u>Director of Human Resources,</u> President, Administrative Council	Human capital	Completed study
	3.4.2 - Enhance program review for curricular and co-curricular growth and quality	<u>Program Review Chair,</u> <u>Program review committee,</u> <u>President</u>	Title III, Institutional funds	Regular annual program reviews
Objective 3.5: Employee Evaluations for Assessment Purposes				
	3.5.1 - Review evaluation tools and process for staff and faculty	<u>Human Resource Manager,</u> Ad hoc committee	Human capital	Review and update evaluation tools and align policies
	3.5.3 - Review and look at salary scales	<u>Human Resource Manager,</u> <u>President</u>	Human capital	Salary scales reviewed annually results communicated to faculty and staff