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### TURTLE MOUNTAIN COMMUNITY COLLEGE

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## **I. EXECUTIVE SUMMARY AND PURPOSE OF STRATEGIC ENROLLMENT MANAGEMENT PLAN**

### **INTRODUCTION**

The Vice-President of Student Services coordinated these efforts with the Student Service Specialist; thus, initiating the work to develop a Strategic Enrollment Management Plan which focused on increasing annual retention rates.

The TMCC Strategic Enrollment Management Plan was created through best practices and research at other colleges and universities. The research has been emulated in this Strategic Enrollment Management Plan. Interviews and data collection further support the actions, which will lead improvement/increasing the outcomes each academic school year.

This Strategic Enrollment Management Plan will identify the holistic approach and strategic planning sessions. And, through the culmination of this Strategic Enrollment Management Plan and action strategies listed, herein, all participating stakeholders will gain a deeper understanding and perpetuated knowledge of the importance of engaging with school-wide retention strategies for student success. The TMCC Strategic Enrollment Management Plan will utilize baseline data beginning in 2020 and through the most recent completed School-Year 2022.

As an Institution of Post-Secondary Higher Education, it's crucial for TMCC to develop meaningful strategies for the future.

### **PURPOSE OF STRATEGIC ENROLLMENT MANAGEMENT PLAN**

The Turtle Mountain Community College is committed to being a beacon of light to people on and around the Turtle Mountain Indian Reservation. TMCC strives to make informed decisions which will positively impact the growth and development of those attaining certificates, diplomas and degrees. It is imperative of a Strategic Enrollment Management Plan to match a student's personal goals and motivations, along with academic and social characteristics of the institution.

This Strategic Enrollment Management Plan (SEMP) takes a deep look at all internal aspects of the institution and what should be done to strengthen the overall form and functionality.

TMCC recognizes the need to have a cohesive plan that engages our educational institution in a holistic manner. The strategies in this plan are rooted in committee and subcommittee work with core belief of creating activities that will increase and maintain student enrollment. TMCC has extensive tools; however, the coordination and knowledge of using these tools such as the Early Alert System needs improvement.

Therefore, the design and purpose of the TMCC Strategic Enrollment Management Plan is to serve as a guide for strategic decision-making. Moreover, this Strategic Enrollment Management Plan shall monitor the activities to ensure successful implementation of the strategies which shall demonstrate improvements in the areas of graduation, academic performance, and attendance.

From time-to-time modifications to this Strategic Enrollment Management Plan may become necessary; however, when those situations arise the ability to substantiate such activities shall be well documented and trigger a revision to this plan. However, an appendix may suffice, herein, but the relevancy must be founded in a meaningful and logical manner to improve enrollment, retention, persistence and motivation.

*Definitions:*

**Enrollment:** The process by which individuals formally register and become students at a colleges, university, or other post-secondary institutions.

**Retention:** The academic enrollment from fall-to-fall. (I.e., Enrolled Fall SY2022 – Returned Fall SY2023)

**Persistence:** The academic enrollment from fall-to-spring. (I.e., Enrolled Fall SY2022 – Returned Spring SY2023)

**Motivation (Grit):** The aptitude or intellect a person (student) possesses. (E.g., What drives a student to want to be in college?)

## **II. STRATEGIC ENROLLMENT MANAGEMENT PLAN**

### **A. RETENTION GOALS**

This Strategic Enrollment Management Plan will focus on increasing students attending Turtle Mountain Community. There are three primary areas have been designed to ensure the future growth and success and Post-Secondary Sigher Education Institution. The thematic of this plan were designed to impact the annual enrollment, retention and completion. Moreover, this plan was designed through a series of activities to which diametrically vet two important questions: 1. What are we doing to attract potential students to TMCC? And; 2. What are we doing to keep students at TMCC?

The Retention Goals at TMCC are as follows:

1. **Increase First-Year Retention Rates** - Improve the percentage of first-year students who return for their second year of study by implementing targeted support programs, enhancing the freshman experience, and addressing common challenges faced by incoming students.

- a) Year 1: increase the Retention rates to 61%
- b) Year 2: increase the Retention Rate to 63%
- c) Year 3: increase the Retention Rate to 65%.

2. **Increase the overall Retention Rate:** Improve the overall retention rates across all class levels by identifying factors contributing to student attrition and implementing interventions to address those factors, such as academic support services, student support services, advising programs, and financial aid assistance.

- a) Year 1: increase the Retention rate to 61%
- b) Year 2: increase the Retention rate to 63%
- c) Year 3: increase the Retention rate to 65%

3. **Increase the overall Graduation Rate:** Increase the overall graduation rates across all class levels up to 45 percent over the next three years through the implementation of targeted retention initiatives and support services.

- a) Year 1: increase the Graduation rate to 37%.
- b) Year 2: increase the Graduation rate to 41%.
- c) Year 3: increase the Graduation rate to 45%.

## **B. RETENTION OBJECTIVES**

The objectives below are imperative actions and activities to attain the goals listed above. The Retention Objectives is a clear delineation of the steps taking to achieve the three primary goals listed above. As an institution of higher education, much emphasis has been placed on the academic portion of success; however, the unique culture and future of the college have also been taken into consideration. Additionally, the growth and expansion of institution are a vital role to creating a community – to enhance a sense of belonging and connectedness to this educational journey. As a result, we will all grow and succeed because student will build this community and take personal ownership.

There are four priority Retention Objectives. Within those objectives are the actions and activities to be completed to ensure goal attainment. As you continue on to the Section III., you will begin reading the ‘Action Plan & Implementation’ portion of this Strategic Enrollment Management Plan. At that point, you read the comprehensive strategies which will address the who, what, where, when, why and how this will all be accomplished.

1. Enhance Student Engagement: *“What will be done to increase TMCC enrollment?”*
  - a. Coordinate with internal and external programs, schools, and events
  - b. Update recruitment material and information
  - c. Connect with area HS Students, including GED candidates
  
2. Enhance Student Success: *“What is being done to keep TMCC Students?”*
  - a. Provide more effective and efficient student advising
  - b. Increase student programs, services and activities
  - c. Embed Technology Resources for Student Development
  - d. Increase faculty members participating with Early Alerts
  
3. Enhance Strategic Enrollment Management Plan Trajectory: *“How do we be measuring our efforts?”*
  - a. Demonstrate connectedness between students and staff/faculty
  - b. Assign staff the responsibility and resources to implement retention plan
  
4. Enhance College Experience: *“What can we do to plan for the future?”*
  - a. Develop growth capacities at TMCC
  - b. Incorporate the Seven Teachings throughout the campus and in the classroom

### III. ACTION PLAN & IMPLEMENTATION

**Retention Priority 1.** Enhance Student Engagement: *“What will be done to increase TMCC enrollment?”*

**Intent:** It’s crucial to create a strong impression to potential students who may attend TMCC. The recruitment efforts are part of a series of activities to entice future students. Therefore, frequent contact and regular reinforcement are imperative for enrollment. The right display and layout of information does impacts decision-making. Moreover, the delivery of recruitment information and course information is equally important. Presentation and the right aptitude tie all the relevant recruitment efforts together. Prior the major retention efforts we must get the student to enroll at TMCC. This area will focus on the perceived actions and should not be deemed all-inclusive.

**Action 1a.**

Coordinate with internal and external programs, schools, and events

**Activities**

Student Services i.e., Admissions Officer and Student Services Specialist will engage with students about the uniqueness of TMCC and promote the experiences they will gain attending TMCC. The staff will provide the literature and the necessary support so that prospective students can access TMCC admission and registration information, then begin their academic journey through their enrollment and preparation of Post-Secondary High Education learning. The key will be to highlight and align classes with students.

	Action	Person Responsible	Timeline
1	Attend sporting events at area high schools	Admissions Officer	Quarterly
2	Participate are local and regional career and job fairs	Admissions Officer/Director of Enrollment Services	Quarterly
3	Coordinate college preparedness seminars at area high schools	Admissions Officer/Director of Enrollment Services	Monthly

4	Media campaigns with local radio, local TV (KMOT & KX News), and newspapers	VP/Director of Enrollment Services/Admissions Officer	Bi-Monthly
5	Develop strong presence on social media to reach more high school students (banners)	VPSS/Director of Enrollment Services	Ongoing

**Outcome Indicator:**

The annual enrollment for the previous three school at TMCC has been approximately 600 students annually (respectively). The expectation is to improve annual enrollment by 3% annually for the next three years: 618 SY2023/24; 636 SY2024/25; 655 SY2025/26.

**Action 1b.**

Update and disseminate recruitment material

**Activities**

This task has been an ongoing discussion in the Strategic Enrollment Management (SEM) committee meetings. The SEM Connection (Recruitment) and Progression (Retention) committees believe that TMCC must place more emphasis on activities which with connect with youth/students. Therefore, create platforms which resonate and appeal the various demographics, while bolstering efforts in the social media and technology.

	Action	Person Responsible	Timeline
1	Purchase modern recruitment display materials (booth, screens, and survey tablet)	VPSS/Director of Enrollment Services/Admission Officer	Bi-annually

2	Use social media ads and banners based on geography	Admission Officer/Director of Enrollment Services/Marketing Director	Weekly
3	Develop and utilize more smartphone apps (for recruitment and classroom instruction)	Admission Officer/Director of Enrollment Services	Weekly
4	Coordinate with area high schools and identify junior and senior students for mailers	VPSS/Admission Officer/Director of Enrollment Services	Bi- Monthly
5	Highlight available hybrid courses for distant learners	VPSS/VPAA/Dean of CTE	Quarterly

**Outcome Indicator:**

Through the utilization and reconfiguration of social media platforms, the IT Department incorporate targeted actions which will produce analytics on said intermediaries. The expectation will lead to more student interest and provide more seamless accessibility to enrolling at TMCC. This will attribute to increase of 3% in the TMCC enrollment.

**Action 1c.**

Connect with area HS Students, including GED candidates

**Activities**

These activities will take TMCC Staff into the high schools to work with area high school staff, specifically guidance counselors, to identify and schedule time with students. Assessments will be provided to ascertain specific aptitudes and interests of students. Will also



schedule more time with area GED students and begin assisting with post-secondary transition of high-school and GED graduates. The concept is to assist will in advance and spark and an interest in the advantages of attending TMCC.

	Action	Person Responsible	Timeline
1	Meet with area high school seniors and assist with FASFA and admissions	Admission Officer/Director of Enrollment Services	Monthly
2	Provide assessments to GED students and assist with registration/admissions	Admission Officer/GED Director	Monthly
3	Provide proctoring at TMCC and provide low-key TMCC applications	VPSS/Admission Officer	Monthly
4	Highlight the advantages of attending TMCC including incentives and lowest college tuition (publish newsletter)	President/VPSS/ Director of Enrollment Services	Bi-annually
5	Create TMCC scholarship fund for economically disadvantaged students within area three area HS's	President/VPSS	Annually
6	Showcase TMCC graduates and the transferability of credits (publish recruitment literature)	Admission Officer/VPSS	Quarterly

**Outcome Indicator:**

TMCC will have formulated partnerships with area high schools, GED programs, TCU’s and the state colleges and universities. This will be done to entice students to enroll at TMCC and prepare through Higher Education or CTE Programs. Students will be able to discern the financial benefits and recognize the preparedness. In addition to increasing the enrollment by 3% annually TMCC will be strive to attain an increase 36% of GED graduates attending TMCC to 50% of GED graduates attending TMCC.

**Retention Priority 2.** Enhance Student Success: *“What is be done to keep TMCC students?”*

**Intent:** Once prospective students commit to TMCC the institutional shall collectively engage with such student to ensure that all their wants and needs are met, which begs the questions once again, “What do we do once we get the student(s) and what can we do better to keep them.’ The emphasis in section is designed to create a meaningful experience for the students. It is the intent to build a homeostasis environment congruent to a high-level learning experience

**Action 2a.**

Provide more effective and efficient student advising

**Activities**

The activities listed are herein will create more a robust set of activities for faculty to deliver to students. The intent is to ensure first year students along with transfer students are comfortable and adjust confidently to the campus at TMCC. Students will be provided personal attention from their advisors and faculty. It is imperative for students to be provided personal and individualized attention from their advisor and faculty ensure correct class selection (scheduling) and campus synchronicity to infuse confidence.

	Action	Person Responsible	Timeline
1	Improve faculty – student interventions	VPAA/Dean of CTE/Faculty	Ongoing
2	Offer and select coursework for student(s) to graduate within an expected timeframe	VPAA/Registrar/Dean of CTE	Quarterly
3	Require all first-year students to take ‘First-Year Experience’ during the 1 <sup>st</sup> semester	VPAA/Registrar/Dean of CTE/Faculty	Semester 1
4	Exemplify and Individualize the 8:1 Student Ratio for student guidance & advising	Registrar/Advisors/Faculty	Ongoing
5	Develop campus map – listing instructors and illustrating faculty departments	VPSS/VPAA/Dean of CTE	Bi-annually

**Outcome Indicator:**

These direct impacts of the above activities will be in the classroom. That is, Student Services should experience a decrease in Early Alerts. Further, student academics will improve and poor attendance will improve. The expectation is that students will be familiar with campus departments and instructors as well as the available. Students will experience individual attention which focuses on them getting acclimated to college lifestyle.

**Action 2b.**

Increase student programs, services and activities

**Activities**

Communities are comprised on various aspects of development. Housing, transportation and natural growth (human) all contribute to characteristics community; however, this section will focus factors beyond infrastructure. The actions listed below will enhance the student life experience at TMCC. The intent is to develop social skills beyond the classroom and provide the accommodations to do so.

	Action	Person Responsible	Timeline
1	Create student clubs and activities for college connectedness	VPSS/Director of Enrollment Services/Admission Officer	Bi-annually
2	Expand extra-curricular programs (provide research assessments - student surveys)	President/VPSS	Annually
3	Create partnerships in the surrounding communities to provide service work for students	President/VPSS	Ongoing
4	Develop TMCC Athletic Scholarship Fund – notwithstanding tuition waiver	President/ VPSS	Annually
5	Develop and schedule more culturally stimulating clubs and activities	President/VPSS/Director of Enrollment Services	Ongoing

**Outcome Indicator:**

The focus here is to get students involved beyond the classroom or sports alone. The current retention rate (fall-to-fall enrollment) at TMCC hover around 52% annually while the persistence rates (fall-to-spring) hover steadily around 76%. As a result, retention and persistence rates will increase by 5% respectively.

**Action 2c.**

Embed technology resources

**Activities**

Technology plays a huge role in both instruction and learning. TMCC will pivot its efforts through an integration of services to create practical experience for students. The intent is to keep engaged and interested in TMCC and the various aspects of education beyond the classroom. TMCC will provide hands on experience and allow students to creatively and innovatively advance technology and social media experiences to students.

	Action	Person Responsible	Timeline
1	Create technology tutorials for first-year students and transfer students	Director of Enrollment Services/Distance Learning Coordinator/Registrar	Annually
2	Develop a disseminate TMCC Technology troubleshooting catalog	IT Director/DLC/VPSS	Annually
3	Develop or incorporate Twitter based plan for TMCC Q &A's – and interaction	IT Director/DLC/Director of Enrollment Services	Bi-monthly
4	Recruit work-study students to assist in development and maintenance of TMCC social media	VPSS/Director of Enrollment Services/Financial Aid Director	Semesters 1,2,3
5	Create and adopt Internships for Students	VPSS/Placement Center Coordinator	Semesters 1,2,3

**Outcome Indicator:**

The desired outcome will be to encourage more students to pursue work-study positions in IT and produce more degrees and/or completion transfer into further Post-Secondary Higher Ed Degrees at other colleges and/or universities. The integration herein will precipitate partnerships at every level within the institution and through the NDUS. Therefore, the expected results will be formalized partnerships; increased enrollment and completion IT related studies; and work-student students working in IT to develop and maintain the social media outlet.

**Action 2d.**

Increase faculty members participating with Early Alerts

**Activities**

Timing is critical in identifying and engaging with high-risk students, and all faculty must take an active role in participating. The faculties timing and integrity in the Early Alert System is designed around the persistence and motivation for students at TMCC. When student attendance becomes excessively absent their grades being to drop which then creates a precipice for failure and/or drops or withdraws; thus, adversely impacting the retention and graduation rates. The Vice-President of Academic Affairs shall serve as the champion and catalyst in this strategy.

	Action	Person Responsible	Timeline
1	Conduct bi-weekly faculty meetings	VPAA/Dean of CTE/Faculty	Bi-weekly
2	Encourage facility to provide formal reports on student advising and class selections	VPAA/Dean of CTE	Bi-Weekly
3	Create faculty expectations and develop guidelines to success for student growth therein	VPAA/Dean of CTE/President	Semester

4	Monitor participation and expeditiousness within the Early Alert System of faculty (include segment to evaluate faculty with Early Alerts)	VPAA/Dean of CTE	Daily
5	Assist students who need tutoring services	Director of Enrollment Services/Faculty/Tutoring	Daily

**Outcome Indicator:**

Faculty is TMCC’s front-line defense to catch and prevent students from failing or withdrawing. The Early Alert system provides the mechanism to engage and motivate students to stay enrolled. This strategy will have the biggest impacts on students and the institution as a whole – performed diligently. Through the development of expectations and perimeters TMCC could experience an increase in both retention and persistence of approximately 5-10%.

**Retention Priority 3.** Enhance Strategic Enrollment Management Plan Trajectory: *“How do will we be measuring our efforts?”*

**Intent:** As with every plan it is very important to revisit the strategies, activities and actions, and the effectiveness of pursuing the designed goals and whether the were attained or reasonable. This allows for modifications through a self-reevaluation. The intent of this strategy allows time to self-reflect and review the work that was implemented. This section also provides recognition to those demonstrating adherence or proactive actions to ensure student success. This concept can extent institutionally but will begin in the classrooms.

**Action 3a.**

Revisit Recruitment and Retention Growth and Impacts

**Activities**

The actions provide in this activity allow for TMCC to re-evaluate all the efforts listed herein this Strategic Enrollment Management Plan. The intent is to create reports in several areas listed herein, then provide guiding recommendation to improve areas such as enrollment, faculty participation, Early Alert usage, partnership and campus growth. As a result, significant increases in will be reflected in retention and persistence annually.

	Action	Person Responsible	Timeline
1	Reassess SEM Committee purpose, expectations and outcomes	VPSS	Annually
2	Reassess effectiveness of Strategic Enrollment Management Plan (enrollment, retention, persistence and graduation rates)	VPSS/Director of Enrollment Services	Semester 1 & 2
3	Review faculty engagement in Early Alerts (reports)	VPSS/Director of Enrollment Services/VPAA/Dean of CTE	Semester 1 & 2
4	Provide Annual Report of Strategic Enrollment Management Plan	VPSS/Director of Enrollment Services	Annually

**Outcome Indicator:**

The production and dissemination of reports of the above information along with the appendices shall determine goal attainment. Therefore, reports will be generated and shared.

**Action 3b.**

Recognize outstanding efforts and pivot information with partners



**Activities**

Encouragement and recognizing excellence are traits successful people and places have in common. TMCC will embody those efforts. this strategy and set of actions will connect students will the opportunities and resources. The intent to is build their confidence and have them poised to either enter into the job market or academically transfer ready for their next academic venture.

	Action	Person Responsible	Timeline
1	Award academic excellence awards for graduating students (incentives)	VPAA/President	Annually
2	Coordinate graduates with potential employers or job agencies (job placement)	Job Placement/ VPSS	Semester 1 & 2
3	Create TMCC alumni scholarship(s) for students transferring to other Universities	President	Annually
4	Create incentives for faculty who are performing retention actions	President/VPAA/Dean of CTE	Annually

**Outcome Indicator:**

Degrees will be conferred at the annual procession. Through diligent retention and persistence efforts the GPA’s will improve proportionally. A’s and B’s will be the focus and baseline data will be collected and assess to provide a reference point. Secondly, the recognition of awards will be incentivized to students completing their degrees who are on the President’s List.

**Retention Priority 4.** Enhance College Experience: *“What can we do to plan for the future?”*

**Intent:** This specific priority will take research planning to develop an analysis and categorical processes. The concept is to create an inclusive environment for the student through the development and construction of an all-inclusive educational community. The campus will have housing, transportation, daycare, retailer, eateries, art, and athletic amenities. The

**Action 4a.**

Develop Growth Capacities at TMCC

**Activities**

The future of TMCC shall be built upon the visions of growth and development and sustainability to handle those expansions. The quintessential plan of a premier TCU and infrastructure around it will encapsulate the definition of true self-determination. The leadership and resources are primed and poised for the next generation. These activities take aim at the future – the legacy holistically left behind for the next generation of forward thinkers.

	Action	Person Responsible	Timeline
1	Construct Residential Facilities	President/Maintenance	Future
2	Construct Daycare – expand/transitional into preschool program	President/Teacher Ed	Future
3	Construct Incubator programs	President/ VP’s/Dean	Future
5	Create college transportation/transit work-study program (assessment needed)	VPSS/Financial Aid Director	Semester 1 & 2
6	Expand or create partnerships in the private sector including other college/universities	President	Ongoing
7	Reinvigorate TMCC Foundation Development Director to connect partnerships and students	President	Future

**Outcome Indicator:**

Each of the aforementioned activities shall predicated through the completion and successful feasibility planning efforts. The expectations shall render comprehensive plans for each one listed; however, the list should never be deemed all-inclusive or nonpliable. Adjustments and revisions are encouraged – the indicator(s) shall be growth existentially.

**Action 4b.**

Incorporate the Seven Teachings throughout the campus and in the classrooms

**Activities**

The Seven Teachings or values of the Anishinabe are important principles to living right in the world. TMCC will be the breath of culture and posture itself to share the history, stories, music, ceremonies, fashion, and art. In doing so, TMCC will be the flagship and culture will be displayed throughout every institution and in the community, while integrate modern amenities to heighten the beauty of culture and institution. In the intent to teach and nurture culture in the institution and through the Seven Teachings.

	Action	Person Responsible	Timeline
1	Designate cultural clubs and participate with other colleges/universities	VPSS	Ongoing
2	Designate land for cultural activities (madoodooswan and warming lodge)	President/Maintenance	Ongoing
3	Remodel facilities to display floral paint throughout	President/Maintenance	1 Time
4	Create catalog of TMCC clubs and activities and partnership universities	VPSS/ Director of Enrollment Services	Annually

**Outcome Indicator:**

Through the approval and vision of the TMCC and its leadership aesthetic upgrades will be pursued. In doing so, the vitality and vibrance of the institution will shine bright through the Turtle Mountains. The expectations or desired results will be displayed on physical beautification upgrades. The approval of the actions shall predicate the success. As more of the culture is approve the brighter the College will shine.

**IV. STRATEGIC ENROLLMENT MANAGEMENT PLAN DELIVERABLES**

Developing a Strategic Enrollment Management (SEM) plan for a tribal college involves tailoring strategies to meet the unique needs and objectives of the institution. These deliverables can serve as a foundation for developing this Strategic Enrollment Management plan tailored to the unique needs and priorities of our tribal college.

The following deliverables will be utilized:

1. **Comprehensive Enrollment Analysis:** Conduct a thorough analysis of enrollment data from previous years, including demographics, retention rates, graduation rates, and enrollment trends.
2. **Target Enrollment Goals:** Establish realistic enrollment goals that align with the mission, vision, and capacity while considering factors such as tribal community needs, resource availability, and cultural relevance.
3. **Market Research and Segmentation:** Conduct market research to understand the needs, preferences, and expectations of prospective students, particularly within tribal communities and neighboring regions. Segment the target audience based on factors such as age, educational background, tribal affiliation, and career aspirations.
4. **Retention Initiatives:** Implement initiatives aimed at improving student retention and persistence rates, such as academic support services, student support services, cultural enrichment activities, and financial aid counseling for all students.
5. **Financial Aid and Scholarships:** Enhance financial aid awareness and accessibility by providing information about available scholarships, grants, work-study opportunities, financial literacy and tribal funding resources. Develop strategies to minimize financial barriers to enrollment for students.

6. **Admissions Process Enhancement:** Streamline the admissions process to make it more accessible by being more efficient, transparent, and culturally sensitive. Provide personalized support to prospective students throughout the application and enrollment process.
7. **Community Engagement and Outreach:** Strengthen relationships with our tribal communities, local schools, tribal leadership, alumni, and other stakeholders through community engagement initiatives, cultural events, and outreach activities aimed at promoting TMCC as a viable post-secondary institution.
8. **Data Monitoring and Evaluation:** Establish a system for ongoing monitoring and evaluation of enrollment-related metrics to track progress toward goals, identify areas for improvement, and make data-informed decisions to optimize enrollment management strategies.
9. **Professional Development and Training:** Provide professional development opportunities and training for staff and faculty involved in enrollment management to ensure they have the knowledge, skills, and resources necessary to effectively implement SEM strategies and support student success.
10. **Career Exploration for Student Learners:** Provide comprehensive career exploration opportunities and resources that will empower students to make informed decisions about their future careers, gain valuable skills and experiences, and successfully transition from college to the workforce.
12. **Cultural Competency Training:** Offer cultural competency training for staff and faculty to ensure they understand and respect the cultural values, traditions, and perspectives of tribal students and communities, creating a welcoming and inclusive environment for all.