

Introduction

In the fall of 2012, Turtle Mountain Community College (TMCC) set forth engage in the strategic enrollment management planning process. The decision to develop a strategic enrollment management plan was a result of a campus wide strategic planning process. A team was developed to engage in the strategic enrollment management process. This team in conjunction with members of the TMCC community created a plan based on the current environment and related opportunities for improvement. The plan, as outlined, focuses on recruitment, retention, advising, financial aid, and student success. This plan was developed using an integrated data-informed approach. A critical and continuing part of strategic enrollment management planning will occur through creating and improving partnerships with students and the community.

TMCC Mission

TMCC 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.

TMCC Philosophy

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.

TMCC Strategic Goals

TMCC 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. 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.

The following are TMCC's strategic goals for the period of 2013-2018.

1. Organize for institutional success
2. Establish academic progress measures that provide students with personal progress indicators and guide the instructional process
3. Establish sustainable revenue streams
4. Increase enrollment
5. Establish languages revitalization and preservation program
6. Articulate TMCC's commitment to being Green

Purpose of Strategic Enrollment Management

The strategic enrollment management planning process is a direct result of TMCC's strategic planning process. This plan is intended to support strategic goal #4. The purpose of the plan is to identify, recruit, and retain students in order for TMCC to fulfill both their institutional Mission statement and strategic planning goals.

The overall strategic goal is to develop a plan that will increase and sustain TMCC's enrollment, the overall goal of this plan is to increase annual enrollment by 1.5% from the 2013 baseline and subsequent years.

1. Increase enrollment by 3% from 2013 baseline and subsequent years;
2. Increase retention rates of first-time first-year students by 3% from 2013 baseline and subsequent years;
3. Increase graduation rates by 3% from 2013 baseline and subsequent years;
4. Establish baseline data for continuous improvement in academic advising and increase that number by 10%;
5. Establish baseline data for continuous improvement for promoting access to TMCC through timely and accurate information regarding financial aid options and increase that number by 10%;
6. Establish baseline data for continuous improvement of services for students, faculty, and staff and increase that number by 10%.

Action Plans

Goal 1: Increase enrollment by 3% from 2013 baseline and subsequent years:

Action	Person/Department Responsible	Others Involved	Target Implementation Date	Expected Outcomes	Actual Outcomes
Assess enrollment processes and procedures to find strengths and weaknesses.	<ul style="list-style-type: none"> Dean of Student Services 	<ul style="list-style-type: none"> Student Services Staff 	August 2013	Processes and procedures will be reviewed and a manual developed to navigate the process by May 2014.	
Arrange at least two visits per semester at each of the following high schools (TMCHS, St John School, Dunseith Public, Rolette High School, Rolla High School)	<ul style="list-style-type: none"> Retention/Recruitment Technician Admissions Officer 	<ul style="list-style-type: none"> Recruitment Committee CTE Staff Grant Programs 	August 2013	Increase visitation to local schools by 50% over current visitation schedule.	
Expand outreach to older than average population through media via personal interviews with KEYA staff during peak listening hours, campus newsletters, and campus posters	<ul style="list-style-type: none"> Retention/Recruitment Technician-Admissions Officer Admissions Officer 	<ul style="list-style-type: none"> Recruitment Committee CTE Staff Grant Programs 	August 2013	Increase use of public media by 25% from current baseline year.	
Strengthen dual credit/enrollment partnerships with the following high schools (TMCHS, St John School, Dunseith Public, Rolette High School, Rolla High School)	<ul style="list-style-type: none"> Dean of Student Services Admissions Officer 	<ul style="list-style-type: none"> Academic Dean, CTE Director Vice President 	August 2013	Recruitment of dual credit/enrollment students after high school graduation will increase by 10% from baseline year of 2013.	
Expand Annual College Awareness day to increase exposure to potential high school graduates early in the year.	<ul style="list-style-type: none"> Retention/Recruitment Technician Admissions Officer Registrar 	<ul style="list-style-type: none"> TMCC Faculty Academic Dean CTE Director 	August 2013	Increase involvement from previous years by 20%.	
Strengthen outreach programs within the community such as: Healthy start program, GED, Housing Center, Social Services, etc..	<ul style="list-style-type: none"> Retention/Recruitment Technician Admissions Officer Outreach Coordinator 	<ul style="list-style-type: none"> Recruitment Committee 	January 2014	Increase involvement with community awareness programs by 25% from previous baseline year of 2012.	

Increase Social Media use by publishing graduate stories, or news updates on current and former students	<ul style="list-style-type: none"> Retention/Recruitment Technician 	<ul style="list-style-type: none"> Dean of Students 	July 1, 2013	Increase use of social media by 35% over current baseline	
Develop an early awareness/enrichment program for potential student's parents.	<ul style="list-style-type: none"> Retention/Recruitment Technician 	<ul style="list-style-type: none"> Dean of Students 	January 2014	Increase overall awareness of TMCC by 35% over current baseline	
Promote TMCC through flyers, curriculum cards and posters	<ul style="list-style-type: none"> Retention/Recruitment Technician CTE Director Marketing 	<ul style="list-style-type: none"> Dean of Student Services Business Office staff 	August 2013 or as soon as new logo and programs are available	Create a baseline production standard for Academic Year 2013-14	
Promote TMCC through campus clothing sales.	<ul style="list-style-type: none"> Retention/Recruitment Technician Admissions Officer 	<ul style="list-style-type: none"> Bookstore/Arrowhead Printing Manager Recruitment Committee 	August 2013 or as soon as new logo is available.	Increase presence throughout the community by increasing sales on campus clothing by 20%.	
Create a campaign to encourage students to complete certificates and degrees.	<ul style="list-style-type: none"> Dean of Student Services 	<ul style="list-style-type: none"> CTE Director Academic Dean VP 			

Goal 2: Increase retention rates of first-time first-year students by 3% from 2013 baseline and subsequent years.

Action	Person/Department Responsible	Others Involved	Target Implementation Date	Expected Outcomes	Actual Outcomes
Develop a credit bearing college success course for all incoming freshman students.	<ul style="list-style-type: none"> • Registrar • Retention Technician 	<ul style="list-style-type: none"> • Dean of Students • Dean of Academics • CTE Director 	July 2013	Create baseline data and increase student term completion rates by 5% from previous year	
Develop a process to identify students who are risk for administrative withdrawals.	<ul style="list-style-type: none"> • Retention/Recruitment Technician 	<ul style="list-style-type: none"> • Faculty 	January 2014	Decrease administrative withdrawals by 15% from baseline data.	
Hold training sessions for faculty and staff on identify and reporting at-risk students who are in their programs	<ul style="list-style-type: none"> • Dean of Student Services 	<ul style="list-style-type: none"> • Academic Dean, • CTE Director • Vice President 	January 2014	Increase participation in campus based training programs by 20% from baseline of 2012.	
Create a virtual student success center	<ul style="list-style-type: none"> • Dean of Student Services 	<ul style="list-style-type: none"> • Academic Dean, • CTE Director • Vice President • Student Senate • IT Director 	June 2014 (unsure)	A virtual student success center will be operational in Fall 2014	
Develop a set of procedures for faculty on the reporting of students who have poor attendance, are doing poorly academically, and need assistance	<ul style="list-style-type: none"> • Retention/Recruitment Technician • Student Support Services 	<ul style="list-style-type: none"> • Student Services 	September 2013	A set manual explaining procedures will be available by December 1, 2013	
Develop policy and procedures to migrate all faculty (both full-time and adjunct) to use JICS as a form of communication with students when it pertains to grades, attendance, coursework required and etc.	<ul style="list-style-type: none"> • Dean of Student Services 	<ul style="list-style-type: none"> • Dean of Academics • CTE Director 	September 2013	A manual explaining policy and procedure for use of JICS for all faculty.	

Goal 3: Increase graduation rates by 3% over baseline and subsequent years.

Action	Person/Department Responsible	Others Involved	Target Implementation Date	Expected Outcomes	Actual Outcomes
Coordinate scheduling of developmental education classes (math, English, science) so students can reach their academic goals in a timely and efficient manner	<ul style="list-style-type: none"> • Dean of Student Services 	<ul style="list-style-type: none"> • Dean of Academics • CTE Director 	August 2013	Developmental Math, English and Science courses will be aligned by Spring 2014	
Improve the academic and college preparedness for students who begin their college experience with below college level coursework	<ul style="list-style-type: none"> • Academic Dean • CTE Director 	<ul style="list-style-type: none"> • Dean of Student Services • Faculty 	August 2013	A series of strategies will be investigated and reported on by January 2014.	
Increase awareness of services available to student within the campus environment. (Such as retention technician, financial literacy counselor, project choice, etc..)	<ul style="list-style-type: none"> • Dean of Student Services 	<ul style="list-style-type: none"> • Grant programs pertaining to student success 	September 2013	Baseline data will be developed in early fall 2013. An increase of 10% awareness from previous term.	
Improve faculty and staff knowledge, understanding, and implementation strategies that help students build self-efficacy.	<ul style="list-style-type: none"> • Dean of Student Services 	<ul style="list-style-type: none"> • Academic Dean, • CTE Director • Vice President 	December 2013	Baseline data created utilizing survey. Increase of 20% following baseline.	
Establish additional partnerships with employment organizations, transfer college partners, and others to provide opportunities for students after graduation.	<ul style="list-style-type: none"> • Placement Coordinator 	<ul style="list-style-type: none"> • Dean's • CTE Director • Vice President 	December 2013	A list of resources will be available by March 2014	
Increase faculty knowledge of their role as an advisor.	<ul style="list-style-type: none"> • Dean of Student Services 	<ul style="list-style-type: none"> • Dean of Academics • CTE Director 	August 2013	The faculty will increase their use of JICS by 50%, and will increase knowledge of the Online advising system.	

Goal 4: Establish baseline data for continuous improvement in academic advising and increase that number by 10%.

Action	Person/Department Responsible	Others Involved	Target Implementation Date	Expected Outcomes	Actual Outcomes
Survey students in the fall semester on the academic advising experience.	<ul style="list-style-type: none"> • Dean of Student Services • Retention/Recruitment Technician 	<ul style="list-style-type: none"> • Dean of Academics • CTE Director 	September 2013	Collect baseline data	
Review survey results and develop strategies based on the student responses.	<ul style="list-style-type: none"> • Academic Dean • CTE Director 	<ul style="list-style-type: none"> • Dean of Student Services • Faculty 	September 2013	See an increase in improvement in spring semester.	

Goal 5: Establish baseline data for continuous improvement for promoting access to TMCC through timely and accurate information regarding financial aid options and increase that number by 10%.

Action	Person/Department Responsible	Others Involved	Target Implementation Date	Expected Outcomes	Actual Outcomes
Collect and analyze baseline data for the financial aid process.	<ul style="list-style-type: none"> • Financial Aid Director 	<ul style="list-style-type: none"> • Financial Aid staff 	September 2013	Establish a baseline of data to utilize for improvement of financial aid services	
Develop a financial aid outreach plan.	<ul style="list-style-type: none"> • Financial Aid Director 	<ul style="list-style-type: none"> • Financial Aid Staff • Vice President 	January 1, 2014	To development an outreach plan of financial aid programs to assist in retaining and recruiting students	

Goal 6: Establish baseline data for continuous improvement of services for students, faculty, and staff and increase that number by 10%.

Action	Person/Department Responsible	Others Involved	Target Implementation Date	Expected Outcomes	Actual Outcomes
Streamline academic and administrative processes and procedures	<ul style="list-style-type: none"> • Dean of Student Services 	<ul style="list-style-type: none"> • Dean of Academics • CTE Director • Financial Aid Director • Technology Director 	January 2014	Establish current process flow map that identifies the core process steps, inputs/outputs, and departmental hand-offs from which to assess where areas for process improvement may be extracted? And increase efficiency by 10%	
Improve efficiency and delivery time for basic enrollment management process and services to students, faculty, and staff.	<ul style="list-style-type: none"> • Dean of Students 	<ul style="list-style-type: none"> • Admissions Officer • Financial Aid Director 	August 2013	Establish the current delivery cycle for the Admissions and financial aid process and increase this number by 10%	
Link use of space and facilities to TMCC's academic plan, building plans, and financial plans.	<ul style="list-style-type: none"> • Dean of Student Services 	<ul style="list-style-type: none"> • Facilities Manager, • Academic Dean, • CTE Director • Comptroller 	January 2014	Identify current room utilization rates and cross-walk against space requirements.	