Creating A World of Opportunities

IT Strategic Plan

Publication Date: May 8, 2020

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

Background and Introduction

In the spring of 2019, TMCC completed an external assessment of its information technology led by AIHEC and consultants from various universities. The external assessment provided valuable information about opportunities for improvement and development of the College's new IT Strategic Plan, "*Building for Next Generation Technology*"; and thus guiding decisions and resource allocations within the Information Technology department and across the institution.

Emerging Technologies:

- Artificial Intelligence (AI)
- Continued growth of mobile devices
- IoT (Internet of Things)
- Learning Analytics
- Interactive Teaching
- Cybersecurity
- Gamification
- Cloud
- Coding
- Data Science

Purpose:

The purpose of the Information Technology Department at TMCC is to provide the highest quality technology-based services, in the most cost-effective manner, to facilitate the institution's mission as it applies to leadership, teaching, learning, and community service. The IT Strategic Plan was envisioned and created with the guidance from the Technology Planning Team. The Plan will provide direction and set IT priorities for the next four years.

Planning Team:

The Technology Planning Team included faculty, staff, and administration from various departments of the college.

Technology Planning Team:

- Chad Davis, IT Director
- Dr. Terri Martin-Parisien, Academic Dean
- Sheila Trottier, CTE Director
- Wanda Laducer, Dean of Students
- Mike Poitra, System Administration
- Jackie De Los Santos, Database Report Writer
- Robert Poitra, Distance Learning Coordinator
- Michael Roussin, Education Technology Specialist
- Sheldon Williams, Help Desk Technician
- Candace Marion, Graphics / Web Designer
- David Wibe, Faculty
- Erik Kornkven, Faculty
- Marlin Allery, Faculty
- Stephanie Bear, Faculty

MISSION, PHILOSOPHY AND GUIDING PRINCIPLES

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.

Philosophy and Guiding Principles:

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 philosophical foundation of the college is embedded in the system of values that stem from the heritage and culture of the

Anishinaabe 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.

Institutional Strategic Goals:

The following are TMCC's strategic goals for the period of 2019-2024.

GOAL	ACTION ITEMS	OBJECTIVES
Expansion and Growth of the Future	1. Build Human Capital	Develop recruitment and retention strategies to obtain a high quality staff and faculty (build your own, cross training and professional development) Assess benefits and wellness opportunities/policies
	2. Increase Facilities Infrastructure	■ Assessing the long range facility master plan and establish phase I priorities ■ Implementation of Phase I ■ Conduct a space efficiency study ■ Identify and address short term and long term instructional and support needs ■ Addressing ADA compliance
	3. IT infrastructure expansion	■ High performance network upgrade Wi-Fi across all campuses ■ System wide security ■ Evaluate and increase emerging classroom technologies ■ Increase student access to technology off campus (internet, computers, multiple sites)
	4. Expand Revenue and Resources	■ Review and possible revise tuition and fees ■ Increase advocacy efforts at the state and national levels (Workforce training, ICCA, Title III) ■ Develop a priority and process plane for securing funding ■ Strengthen the TMCC Foundation ■ Explore the sale of energy

GOAL	ACTION ITEMS	OBJECTIVES
Expansion and Growth of the Future	5. **Strengthen Tribal, State, and Federal Partnerships**	■ **Establish a communication plan and process for disseminating information to constituents** ■ **Capital campaign for increasing infrastructure (CTE Complex)** ■ **Create Land Grant strategic plan**
	6. **Community Needs Driven Programing**	■ **Conduct/Review community needs assessment**
Expand Language and Cultural Preservation Programs	1. **Increase Knowledge of Sovereignty and Self-Determination**	■ **Increase number of faculty, staff, students and boards that are proficient in tribal knowledge, self-determination, and decolonization** ■ **Increase visibility of TMBCI living history throughout physical environment** ■ **Develop plan for preservation of Tribal Heritage, which incorporates languages, oral tradition and history, ceremonies, etc.** ■ **Creation of a library of cultural artifacts and history** ■ **Increase number of faculty, staff, students and boards that are proficient in tribal knowledge, self-determination, and decolonization** ■ **Increase visibility of TMBCI living history throughout physical environment** ■ **Develop plan for preservation of Tribal Heritage, which incorporates languages, oral tradition and history, ceremonies, etc.** ■ **Creation of a library of cultural artifacts and history**
	2. **Increase Number of Ojibwa and/or Michif (Metis) fluent speakers**	■ **Offer language courses: Focusing on TMCC employees** ■ **Assess a Master's Degree Program in Anishinaabemowin** ■ **Development of a feasibility study for the Immersion School**

GOAL	ACTION ITEMS	OBJECTIVES
Expansion and Growth of the Future	5. Strengthen Tribal, State, and Federal Partnerships	▪ Establish a communication plan and process for disseminating information to constituents ▪ Capital campaign for increasing infrastructure (CTE Complex) ▪ Create Land Grant strategic plan
	6. Community Needs Driven Programing	▪ Conduct/Review community needs assessment
Expand Language and Cultural Preservation Programs	1. Increase Knowledge of Sovereignty and Self-Determination	▪ Increase number of faculty, staff, students and boards that are proficient in tribal knowledge, self-determination, and decolonization ▪ Increase visibility of TMBCI living history throughout physical environment ▪ Develop plan for preservation of Tribal Heritage, which incorporates languages, oral tradition and history, ceremonies, etc. ▪ Creation of a library of cultural artifacts and history ▪ Increase number of faculty, staff, students and boards that are proficient in tribal knowledge, self-determination, and decolonization Increase visibility of TMBCI living history throughout physical environment ▪ Develop plan for preservation of Tribal Heritage, which incorporates languages, oral tradition and history, ceremonies, etc. ▪ Creation of a library of cultural artifacts and history
	2. Increase Number of Ojibwa and/or Michif (Metis) fluent speakers	▪ Offer language courses: Focusing on TMCC employees ▪ Assess a Master's Degree Program in Anishinaabemowin ▪ Development of a feasibility study for the Immersion School

GOAL	ACTION ITEMS	OBJECTIVES
Expand Language and Cultural Preservation Programs Continued...	3. Preserve Native Languages by recording and digitizing fluent language speakers	■ Collect and preserve the native language through digitizing and recording fluent language speakers
Advance, Expand, Increase TMCC Effective-ness/Assessment	1. Advance, Expand, Increase TMCC Effectiveness/Assessment	■ Expand Office of Research, Assessment & Accreditation ■ Increase data use at the program/department level ■ Ensure data integrity (entry & maintenance) - standards and assessment (user manuals), data dictionary regarding retention, persistence, graduation ■ Monthly/Quarterly board documents available to all staff and faculty
	2. Communication Across Department Heads Regarding Roles and Responsibilities for Strategic Plan	■ Regular agenda item for strategic plan update semi-annually at Administrative Council meetings ■ Annual report to Board of Directors, Board of Trustees, TMBCI Council ■ Quarterly update to employees & students
	3. Recruitment and Retention of Students	■ Create and implement an enrollment management plan ■ Establish annual calendar and record management ■ Develop / revise marketing plan ■ Implementation of early alerts and retention module ■ Become accredited for online programs of study
	4. Assess for Organizational Growth	■ Study staffing needs, patterns, and structure across all departments ■ Enhance program review for curricular and co-curricular growth and quality

GOAL	ACTION ITEMS	OBJECTIVES
Advance, Expand, Increase TMCC Effective-ness/Assessment Continued...	5. Employee Evaluations for Assessment Purposes	■ Review evaluation tools and process for staff and faculty ■ Review and look at salary scales

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.

Strategic Planning Process:

Technology Plan Elements

1. Establish clear goals and a realistic strategy for using technology in the institution;
2. Have a professional development strategy to ensure that students, faculty, and staff know how to use these technologies to improve learning, communication, and productivity;
3. Include detailed actions that support the goals and objectives.

Guiding Principals

1. *Alignment:* Our IT decisions will align with TMCC's strategic plan.
2. *User Focus:* User needs are a key component in all IT decisions.
3. *Transparency:* We will be transparent in our decision-making and resource use.
4. *Innovation:* We value and encourage innovative and creative thinking.
5. *IT Knowledge & Skills:* We value technology skills development for the IT community.
6. *Data Stewardship:* We will provide a secure but accessible data environment.

Action Plan:

GOAL	ACTION ITEMS	OBJECTIVES
Develop a sustainable, long-term plan to support the growing demand for technology services and infrastructure.	1. Review and advocate for an increase in the student technology fee. 2. Research and develop a distance learning fee. 3. Research free open-source technology and implement where possible.	▪Identify and develop technology funding sources.
Enhance the IT network infrastructure to promote improved reliability, availability, and security to college data and applications.	1. Upgrade and expand campus fiber network. 2. Extend wireless capabilities campus and reservation wide. 3. Replace switches to support the upgraded fiber and wireless network.	▪Improve the current wireless and wired architecture to support the growing demand for bandwidth.
	1. Evaluate and upgrade virtual environment. 2. Upgrade storage capacity to support data and cultural preservation requirements. 3. Review and modify disaster recovery plan.	▪Invest in storage capabilities for data retention, preservation, virtualization and disaster recovery.
Protect TMCC from the broad range of security threats, while maintaining an environment conducive to teaching and learning.	1. Develop data and information security plans to ensure compliance with FERPA, HIPPA, PCI and PII legislation, and other federal, state and data security requirements 2. Formalize incidence response policies and procedures to data and/or network intrusion	▪Develop a cybersecurity and incident response plan
	1. Implement standards-based, proven methodologies for assessing and managing the technology risks. 2. Develop and implement risk management plan	▪Educate the campus community about information security and data privacy
	1. Research and implement data privacy and security awareness training.	▪Educate the campus community about information security and data privacy
	1. Implement a zero-trust network model. 2. Evaluate and upgrade desktop security software. 3. Review and if necessary change Unified Access Management provider. 4. Evaluate communication tools and capabilities to enhance communication effectiveness. 5. Implement intrusion detection software.	▪Implement technology to address the latest safety and security issues.

GOAL	ACTION ITEMS	OBJECTIVES
TMCC will develop and enhance IT resources that are widely and effectively used by faculty in teaching to improve students' academic performance.	1. Research and standardize classroom and meeting space media and technology. 2. Develop an automated proactive maintenance plan of equipment updates and upgrades. 3. Create spaces and processes that inspire innovation. 4. Improve classroom technology for those with disabilities	▪ Establish technology standards capable of supporting smart classrooms and meeting spaces.
	1. Research the need to offer a technology checkout program. 2. Perform a feasibility study on the need for student laptops.	▪ All TMCC users will have equal access to technology.
	1. Provide training to faculty on live streaming, recorded lectures, and discussion boards. 2. Develop a training program for new online faculty and students.	▪ Improve technology services and support for online faculty and students.
Explore new technologies to improve communication, open discussion, and cultivate/exchange ideas.	1. Redesign website that is well-organized and user-friendly. 2. Timely and streamlined update process of information. 3. Implement automated chat features. 4. Develop marketing plan that includes other websites and social media.	▪ Provide quality content on our website and regularly adding new information
	1. Support development of publically accessible web content for broad institutional characteristics 2. Facilitate secured access for internal stakeholder data relevant to each campus unit or leadership role, including for the strategic plan. 3. Develop campus capacity in data visualization software. 4. Monitor and support inter-departmental action on data integrity in critical campus systems relevant for reporting and/or decision making.	▪ Improve TMCC's access to accurate institutional data