

Red Lake Nation College

Recruitment & Enrollment Plan

2016 to 2020



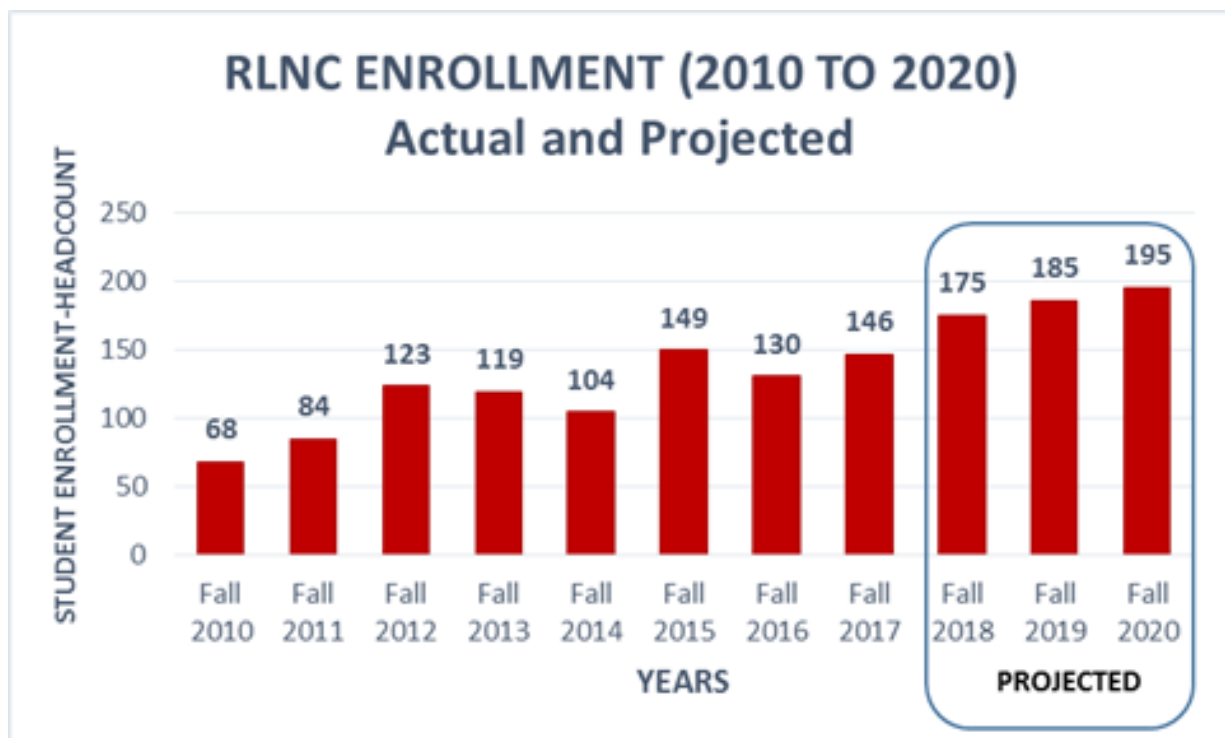
Revised: February 22, 2018

Recruitment & Enrollment Plan – UPDATES

The Recruitment & Enrollment Plan for 2016 to 2020 has been updated and revised in Spring 2018 based on actual results and trends that can be projected for 2018 to 2020.

All original recruiting goals, strategies and processes will be followed as planned in the original RLNC Recruitment & Enrollment Plan 2016 to 2020 that is shown below starting on page 5 up through page 10.

However, the revised projections for RLNC enrollment for Fall 2018 to Fall 2020 are revised based on the following actual trends from 2016 to 2018. Listed below are the revised RLNC Enrollment projections for 2018 to 2020:



Fall 2020 Enrollment Projection Breakdown – UPDATES

Listed below are the revised Fall 2020 Enrollment projections that identifies exactly where the Fall 2020 recruiting class will come from:

<u>Fall 2020 Enrollment Class</u>	<u>2020 Original</u>	<u>2020 Revised</u>	<u># Reduced from Original</u>	<u>% of Revised 2020 Enrollment</u>
• NEW HS Graduates from RL Community	85	65	-20	33.33%
• Returning HS Grads from RL Com. (GED grads)	65	50	-15	25.64%
• Non-Traditional Age Students from RL Community	50	45	-5	23.08%
• Natives within 60 miles of Red Lake or off of Res.	30	5	-25	2.56%
• ITV or Non-Native Students w/in 60 miles of RL Res.	20	5	-15	2.56%
• New PSEO Students from RLHS or other local HS's	0	25	+25	12.83%
TOTAL	250	195	-55	100%

There have been several factors that have reduced our projected recruitment and enrollment numbers from our original projections in 2016. The updates and changes are listed here:

- 1.) A major negative factor in our student enrollment has been the poor results from Red Lake High School graduation rates. Over the last several years, the Red Lake High School has stated graduation rates of 15% to 35%. With such poor high school graduation rates, our potential crop of students each year is greatly diminished. Plus, the lower quality of local high school graduates has required more developmental education courses. This poorer quality of high school graduates also results in lower college retention due to lack of college preparation.
- 2.) We have also experienced a much lower GED graduation rate from the Oshkiimaajitadah Job Training Program. In the past, we have seen as many as 50 to 75 total GED graduates every year from the Red Lake reservation community. Of these past GED graduates, we have recruited as many as 25 to 30 as new RLNC students through our open enrollment policy. The GED training program was so successful, we moved the GED program into our college campus. It is now located in the college across from the library. GED students may use the Learning Center and GED staff also help tutor RLNC students with tutoring as needed.

However, in the past two years we have averaged only 5 to 10 students per year completing the GED program due to a change in the testing methods and testing requirements. We see the GED completion numbers slowly rising but we still need to temper our previous higher projections to account for the GED testing problems and lower GED completion numbers.

- 3.) Lack of student housing appears to prevent many students from ever considering the RLNC. Like most reservations, Red Lake has a severe housing shortage with most households experiencing overcrowding and two or three families living in one household. Families routinely take in additional, extended family members. Several students are homeless each year. The Red Lake community homeless shelter is full and no emergency housing exists.

Red Lake has just about half of its 12,000 members living off of the reservation and this population of 6,000+ could all be potential students. These off reservation Tribal Members routinely inquire about on campus housing. We have completed some initial surveys on this lack of student housing issue and they have confirmed our suspicions that student housing is a local need. See the initial RLNC Student Housing Survey Summary report, located in Appendix 3 of this report. More student housing surveys are in process. Additionally, many students from other reservations inquire about attending RLNC but once again, the problem of lack of student housing prevents most students from seriously pursuing RLNC as an option since there are no housing opportunities in Red Lake.

As you can see from the above listed revised enrollment projections for Fall 2020 located on page two of this report, we have reduced potential students from within 60 miles due to lack of housing as well. We anticipated we would recruit some of these more local students within 60 miles but apparently, lack of student housing impacts these students as well. Non-Native students within 60 miles have also not materialized during the last two years from 2016 to 2016, and therefore, must be adjusted downward moving forward.

- 4.) The potential bright spot for enrollment increases from 2016 to 2018, is the development of PSEO as a larger potential slice of enrollment. With a new RL Superintendent who has had a large PSEO program at her previous school district and is a strong supporter of expanded PSEO, we have a mutually strong interest in expanding PSEO opportunities for RL high school students. We are projecting 25 additional new PSEO students by Fall 2020 (in addition to the PSEO returning students) from previous years. This is reasonable PSEO growth for Fall 2020 since actual PSEO student counts from recent terms are as follows:

RLNC PSEO STUDENTS

Fall 2017 Term: 16 PSEO Students

Spring 2018 Term: 15 PSEO Students

These previous comments conclude the updates from 2016 to 2018 for the RLNC Recruitment & Enrollment Plan for 2016 to 2020.

ORIGINAL RLNC RECRUITMENT & ENROLLMENT PLAN FOR 2016 - 2020

February 2016

Annual Goals for Recruitment and Enrollment

In order to reach our RLNC projections for new and returning students each year, here are our annual goals that will allow us to attain our recruitment and enrollment goals. Achieving these goals will require a full effort by all staff and faculty to assist in recruiting and retaining students every year.

Goal 1: Achieve the pre-set, annual goals for student recruitment and enrollment.

Strive to achieve 1.3X the number of students for recruitment since we will not get all of the students we recruit to attend RLNC. Each year, a specific recruitment and enrollment goal will be set among staff and administration of RLNC that is based on the attached **Appendix Report, RLNC Enrollment (2010 to 2020) Actual and Projected, report from April, 2011**, that is based on demographic research and survey data.

Goal 2: Use and manage student contact forms and spreadsheets for daily follow-up. Contact at least 7 students per day via phone, texts, email, Facebook or in person at Red Lake High School.

Recruitment and Retention Counselor will provide a weekly and monthly report to their supervisor, the Director of Student Services, of their follow through on the spreadsheet and results via a weekly running total of recruitment and enrollment for the upcoming semester: The steps taken to recruit students are listed below in Goal #3.

Goal 3: Develop a monthly schedule of visits, with a minimum of four visits to various schools every month.

The Retention and Recruitment Counselor will contact local area high schools to schedule visits. Area schools of interest include:

- 1.) Red Lake High School
- 2.) Bemidji High School
- 3.) Blackduck High School
- 4.) Kelliher High School
- 5.) Clearbrook High School
- 6.) Bagley High School
- 7.) Trek North Charter High School
- 8.) Voyagers Charter High School
- 9.) New Beginnings GED Program
- 10.) Red Lake High School GED Program

Develop professional relationships with each school's key counselor staff members and Indian Education school staff. Provide them with the proper information that they can provide to students. Inform them of the quality of education, costs savings, transferability of credits and the new campus coming in 2015.

Focus on lunchroom meeting locations rather than private rooms. Only arrange visits where you can meet with maximum numbers of students rather than small, limited groups. Emphasize quality of education,

cost savings and transferability of credits. Provide notification flyers to each school at least three weeks ahead of your visit and follow up to make sure your flyers are posted. Ask for school announcements too.

This is the process followed by the RLNC Student Services and Admissions staff:

1. A recruiting event (school or community area) is scheduled or planned.
2. A table is set up with promotional materials at each event. The hours at the table depend on the school or location. Schools generally for 1-4 hours (varies by school). For busy, community locations (i.e., RL store, hospital, casino, etc.) the table hours are usually however longer. It is preferred to be (4-6 hours), usually stay until table visits cease.
- 3.) When someone approaches the table, greet them warmly and ask them if they have any questions regarding the college. If they do have questions, answer them to the best of your ability. If you need to follow up on a question you can't answer, check on it and follow up with them. If they don't have any questions, give them a rundown of RLNC (costs, classes, registration dates, deadlines, student services we provide, schedule tours if they would like one, etc.)
- 4.) Get an information card filled out for every single student. This is a MUST so we have a way to follow up with each student. Focus on cell numbers and emails for texting. Ask for FB info. too. Then I take down their contact info (Name, phone #, email, mailing address, etc).
- 5.) Once back to the office, make a copy of the contact sheet and hand it off to the Admissions Counselor (Betty) for her to follow-up and contact them. If they had any comments, make notes of them for Betty.
- 6.) Betty then follows up with them to follow up and try to get a visit to the campus. Once people visit our new campus, they are much more likely to attend.
- 7.) Registration and addressing objections to attending college are much more effective in person.

Here are the additional list of places to visit on a regular basis for recruiting besides the high schools listed already in the packet:

- Red Lake Casino
- Thief River Falls Casino
- Red Lake Hospital
- Red Lake Store
- Red Lake Post office
- Red Lake Health Fair (Humanities)
- Red Lake HS college festival (Red Lake HS)
- Leech Lake Career fair
- Drug & Gang summit (Red Lake Casino)
- White Earth Career fair (Shooting Star Casino)
- Powwows (Ponemah, Thief River Falls, Red Lake)
- Bug-O-Nay-Ge-Shig High school.
- Career fairs @ RLNC
- Red Lake Dollar Store (4th of July week)
- Miscellaneous community events (concerts, sports, etc.)

Goal 4: Develop a calendar of yearly events and college fairs to attend regularly.

The Retention and Recruitment Counselor will create a file to include events attended and contact information for the event. Follow up to inquire about the opportunity to participate in the event will

happen annually. This will include college fairs and all other large educational recruitment gatherings or large social events where you can meet and provide RLNC information. Also, making contacts and partners in the community is a good way to develop relationships with employers for potential employment for our alumni.

Listed here are other annual community partnerships and events that will be attended every year in order to attain enrollment objectives:

- 1. Red Lake Scholarship Program**
- 2. New Beginnings**
- 3. New Beginnings child care**
- 4. Leech Lake Gaming**
- 5. Red Lake Gaming**
- 6. Center for American Indian & Minority Health, UMD Medical School**
- 7. Polaris**
- 8. Anderson Fabrics**
- 9. Red Lake School district**
- 10. North Homes Children & Family Services**
- 11. Northwestern Minnesota Juvenile Center**
- 12. MN State University Moorhead**
- 13. St. Cloud State University**
- 14. Red Lake DNR**
- 15. Home at Heart Care**
- 16. Bemidji Area IHS**
- 17. Red Lake Nation College**
- 18. Red Lake Fisheries**
- 19. Shooting Star Casino**
- 20. University of MN - Morris**

Goal 5: Recruit 10-15 students for the Social and Behavioral Science Program beginning in the fall of 2015. (COMPLETED with 15 Students for Fall of 2015)

The Retention and Recruitment Counselor, as well as all of the faculty and staff of RLNC, will provide suggestions of student names and recruitment efforts for this program.

Goal 6: Develop and maintain an inventory list for needed recruitment supplies.

The Retention and Recruitment Counselor will provide requests for items necessary to recruit students and advertise for RLNC. Maintain a proper inventory and inform college administration several weeks in advance of when more supplies are needed so the inventory will not run out.

Goal 7: Implement a Postsecondary Education Option (PSEO) Program at the Red Lake High School. (COMPLETED with 10 Students for Fall of 2015 and 8 students in the Fall of 2016)

The VP of Academic Affairs and VP of Student Success will provide instruction for the Path to Success class at Red Lake High School and develop a relationship with students interested in attending college at RLNC. This will help encourage and foster long term recruitment for the RLNC among RLHS students.

RLNC ANNUAL RECRUITMENT AND ENROLLMENT GOALS - 2016 TO 2020

- The RLNC projected enrollment information is based on the “*Assessment of Enrollment Potential for the Red Lake Nation College*” report that was provided by Applied Insights in April 2011.
- The RLNC projections are also based on the Leech Lake Tribal College model of doubling their student enrollment following the grand opening of their new campus from 2003 to 2005.
- Since the Leech Lake reservation and Red Lake reservation are very similar in reservation population and demographics, we feel it is a good student enrollment growth model to compare.
- The main difference is our new campus provides a much larger, more comfortable student experience, with more study space, more classrooms, a larger library upon opening, a larger Student Union, cafeteria, fitness center and a prime, beautiful, lakeside location.
- **However, even though our new campus offers more amenities and space than the LLTC campus that opened several years ago, we used a much more conservative projection of doubling our student enrollment over a seven year period. This would indicate going from 119 students in 2013 prior to the Grand Opening to 250 students in 2020. This is more conservative estimate and would not indicate doubling in size two years like LLTC actually did from 2004 to 2006 after they opened a new campus.**
- **It is projected that there will be a build up to a maximum enrollment of 250 potential college students at the RLNC by the year 2020. This a 210% enrollment increase over seven years and with the addition of a new, \$11.4M campus.**
- **Since we have an open enrollment policy at our college, we can accept any students who have at least a high school diploma or a GED.**

- According to the Applied Insights study they performed on the Red Lake demographics, an average of 150 High School Graduate age students will graduate with a diploma or GED every year from the Red Lake Community.
- **Of this 150 total, we estimate that 75%, or 110 HS graduates will be produced from the Red Lake Community each year that will be considered the primary target market for the RLNC.**
- **We project to annually get 85 of these 110 potential students, or 77% of the available Red Lake Community Member high school students. As the only higher education option in the community and the only college within 50 miles, we feel this is highly likely to maintain a high percentage of the local students who have a high distance barrier to attend the next closest college that is about an hour drive, one way.**
- Our projections do not include any Post-Secondary Enrollment Option (PSEO) Program students, which would be a higher quality student who would be likely to attend the RLNC.
- The RLNC did start a PSEO program with 10 students in the Spring of 2015 and 10 students in the Spring of 2016.
- Plus, there is a large, non-traditional, potential student population of 2,000 people from the ages of 25 to 44. This large group of 2,000 potential students are people with diplomas or GED's who have never attended college.
- We estimate getting about 50 of these non-traditional students out of the 2,000 size group each year. By 2020, this group will total 2,250 people.
- Second year, returning students retention rates of traditional age high school students will be approximately 76% by the year 2020.
- To show an example of what category our students will come from, listed here is the breakdown of the projections for the fall 2020 RLNC enrollment class:

<u>Fall 2020 Enrollment Class</u>	<u>Number</u>	<u>% of Enrollment</u>
• NEW HS Graduates from RL Community	85	34%
• Returning HS Graduates from RL Community	65	26%
• Non Traditional Age Students from RL Community	50	20%
• Natives within 60 miles of Red Lake or Off of Reserv.	30	12%
• ITV or Non-Native Students w/in 60 miles of Red Lake	<u>20</u>	<u>8%</u>
TOTAL	250	100%

- With four year courses available through BSU by fall 2016 and Adult Education activities, this could potentially add even more, 20 to 30 students beyond this 250 number by the fall of 2020.
- These potential students that could be obtained through our Aazhoogan “technology bridge” of “virtual presence courses” are not listed in our above projections. This also does not include

potential students who could take courses from Minneapolis using our “virtual presence mobile units”.

- Retention and Persistence rates will increase dramatically over the next five years as our group size increases and our student support structure is further established and improved.
- **Based on a gradual build up to this 250 enrollment in the fall of 2020, this are the projected enrollment and recruitment goals for 2016 to 2020:**

<u>TERM AND YEAR</u>	<u>ANNUAL GOALS</u>	<u>REQUIRED RECRUITMENT %</u>	<u>NEEDED TO RECRUIT</u>
• FALL 2015	150	X 1.3	195
• FALL 2016	175	X 1.3	227
• FALL 2017	200	X 1.3	260
• FALL 2018	225	X 1.3	292
• FALL 2019	240	X 1.3	312
• FALL 2020	250	X 1.3	325

- In order to achieve a set, annual enrollment goals, we must recruit 1.3 X the number we plan to enroll since we will not be able to enroll everyone we recruit. Many will be no-shows for many reasons or students will select other schools.
- This relatively high 77% local success rate of recruiting is our estimate based on the fact that we have excellent higher educational offerings, an outstanding new campus facility, low cost educational programs and high distance barriers to the local community that prevents many from attending the next closest college, which is over an hour drive one way.
- Update comment in February 2018: The above numbers show the original 2016 RLNC Enrollment chart projections from 2015 to 2020 that indicates a projection of 250 students for Fall 2020. These numbers were updated based on the revised RLNC Enrollment projections shown on page 2 of this plan.

APPENDIX

- 1.) Original enrollment projections were based on the *Assessment of Enrollment Potential for the Red Lake Nation College* report that was provided by Applied Insights in April 2011.
- 2.) See the original, 2016 RLNC Enrollment chart from 2010 to 2020 (Actual and Projected).
- 3.) Initial RLNC Student Housing Survey Summary. From 1-28-16.

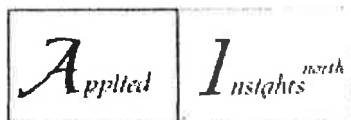
**Assessment of
Enrollment Potential
for the
Red Lake Nation College**

Assessment of Enrollment Potential for the Red Lake Nation College

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Prepared for DSGW
by



April 2011

Purpose.

The Red Lake Nation College is a two-year college operated by the Red Lake Reservation in northern Minnesota. Currently the college is operated as a satellite of Fond du Lac Tribal and Community College it will soon become an independently accredited institution. As it transitions to its new status the college is proposing to expand and enhance its campus and educational offerings. As part of that effort it was deemed necessary to gain a better understanding of the probable target student population.

Applied Insights^{north} was retained by DSGW, the architectural firm assisting Red Lake with its expansion program, to document the target population. The basic understandings underlying this effort are:

- The Red Lake Nation College primarily, if not exclusively, serves the post-secondary education needs of members of the Red Lake Nation of Minnesota. This focus will likely remain for the future.
- At present the primary focus of education at the college is on enhancing basic educational skills within the context of Ojibwe culture and history. The college proposes to expand its program offerings.
- The two sub-markets within the target population are: graduates of Red Lake High School, and, non-traditional adult learners.
- The objective of this assessment is not to predict the number of future college students but to define the potential pool of students to whom college programming could be targeted.

Conclusions.

High School Graduates

The primary target population for the Red Lake Nation College consists of Red Lake enrolled members who graduate from Red Lake High School or from regional schools via open enrollment.

- ◆ Over the next ten years an average of 90 Red Lake students per year will graduate from Red Lake High School and nearby schools.
- ◆ Another 60 students will annually graduate through Red Lake's credit recovery program or by receiving their GED.
- ◆ Of this annual total of 150 students up to 75% or 110 should be considered as potential students for post-secondary education and training. These students comprise the primary target population for the Red Lake Nation College.

In addition, once Red Lake High School initiates a Post Secondary Enrollment Options (PSEO) program, the juniors and seniors engaged in that program will become potential students. The size of this population cannot be estimated at this time.

Non-Traditional Students

Non-traditional adult learners on the Red Lake Reservation are the secondary target population for the Red Lake Nation College.

- ◆ For the purposes of this assessment this age group is considered to be persons aged 25 to 44.
- ◆ There is a just over 1,600 Red Lake members in this age group on the Red Lake Reservation. Another 400 or so live off the reservation. By 2020 there will be roughly 2,250 people in this age group on the reservation and 550 living off the reservation.
- ◆ 2000 Census information suggests that roughly one-third of this population are high school graduates and 15% have attended one or more years of college but do not have a degree. These figures now likely understate educational achievement due to subsequent improvements at Red Lake High School and the presence of the college.
- ◆ Attracting this population to the college will require targeted programming specifically designed for their needs.
- ◆ Over time as the college serves an ever greater number of Red Lake graduating high school seniors, the educational needs of the adult population will change with more of them seeking four-year degrees and supplemental education and training to augment their two-year degrees.

Background Discussion.

Current College Student Profile¹

When the college first opened, most of its students were older women who were enrolled Red Lake Reservation members. That has changed in some but not all respects today.

Currently there are 52 students enrolled. Of these, roughly 80% are female. This may be explained by the single available degree being in Liberal Arts. Most of the males enrolled in the college are taking the construction program.

Nearly every student is an enrolled member of the Red Lake Reservation. The handful that are not are either members of other Minnesota tribes or live on Red Lake Reservation but whose blood quantum does not qualify for enrollee status.

Most of the students are recent high school graduates including some who have received their GED. A couple could be considered non-traditional students although they are still in their 20s.

High School Graduates

The primary target population for the college is Red Lake students graduating from Red Lake High School and, via open enrollment, other regional schools.

Tables 1-3 present historic enrollment figures that provide a foundation for projecting the number of graduates over the next ten years:

- Table 1 presents enrollment figures for the Red Lake School from the 2000/01 to 2010/11 school years.
- Table 2 shows Red Lake students who are attending regional schools via open enrollment during the same time period.
- Table 3 is the combined total enrollment. Because this table addresses all Red Lake students, it is the basis for the projection.

¹ Laurie Neadeau, Director of Student Services, telephone conversation 4/7/11.

Table 1. Red Lake School Enrollment, 2000/01 – 2010/11											
Grade	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Kg	125	126	132	154	150	143	136	131	143	139	157
1	111	119	128	127	135	139	136	144	136	153	128
2	113	106	113	117	118	114	105	118	123	120	141
3	115	105	97	106	111	121	108	104	121	115	113
4	138	115	109	97	105	93	106	108	103	127	105
5	97	138	129	109	97	101	89	110	105	105	126
6	108	101	132	121	106	77	92	79	102	88	93
7	127	120	114	139	120	91	77	96	81	103	83
8	108	116	129	95	123	108	84	84	97	79	102
9	108	114	107	108	99	108	111	96	83	91	77
10	93	105	116	108	103	84	90	98	83	74	92
11	74	80	93	99	103	78	56	79	83	59	61
12	41	61	69	83	89	78	62	56	63	71	79
Total	1,358	1,406	1,468	1,463	1,459	1,335	1,252	1,303	1,323	1,253	1,357
Kg	125	126	132	154	150	143	136	131	143	139	157
1 - 5	574	583	576	556	566	568	544	584	588	515	613
6 - 8	343	337	375	355	349	276	253	259	280	296	278
9 - 12	316	360	385	398	394	348	319	329	312	303	309

Source: Minnesota Department of Education (MDE).

Table 2. Red Lake Students Open Enrolled at All Other Districts/Charters, 2000/01 – 2010/11											
Grade	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Kg	8	5	4	5	5	10	8	6	10	11	9
1	7	9	11	9	6	7	14	11	14	13	13
2	11	9	10	12	7	9	16	13	20	11	15
3	12	13	10	9	14	6	16	12	14	22	16
4	12	15	13	16	10	17	16	15	13	19	16
5	21	14	17	17	15	15	20	16	15	19	17
6	19	26	22	30	21	28	31	27	24	27	26
7	39	32	30	29	29	26	30	27	30	27	28
8	28	38	36	35	31	32	36	19	25	31	25
9	28	26	30	34	32	28	29	30	25	31	29
10	18	19	27	24	32	22	27	17	32	22	24
11	15	15	18	18	16	21	23	21	12	24	19
12	2	11	10	13	13	10	13	11	16	19	15
Total	276	250	225	251	231	231	279	225	250	276	252
Kg	11	10	6	5	5	10	8	6	10	11	9
1 - 5	84	76	67	63	52	54	82	67	76	84	77
6 - 8	85	79	73	94	81	86	97	73	79	85	79
9 - 12	96	85	79	89	93	81	92	79	85	96	87

Source: MDE; 2010/11 is average of previous three years.

Table 3. Red Lake Reservation Combined Student Enrollment: At Red Lake School + Open Enrolled at Other Schools

Grade	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11
Kg	136	136	138	159	155	153	144	137	153	150	166
1	124	133	139	136	141	146	150	155	150	166	141
2	124	126	126	129	125	123	121	131	143	131	156
3	137	119	109	115	125	127	124	116	135	137	129
4	157	128	124	113	115	110	122	123	116	146	121
5	116	153	145	126	112	116	109	126	120	124	143
6	135	125	159	151	127	105	123	106	126	115	119
7	154	150	141	168	149	117	107	123	111	130	111
8	139	141	148	130	154	140	120	103	122	110	127
9	139	139	137	142	131	136	140	126	108	122	106
10	115	137	133	132	135	106	117	115	115	96	116
11	98	92	114	117	119	99	79	100	95	83	80
12	60	77	80	96	102	88	75	67	79	90	94
Total	1,634	1,656	1,693	1,714	1,690	1,566	1,531	1,528	1,573	1,510	1,609
Kg	136	136	138	159	155	153	144	137	153	150	166
1 - 5	658	659	643	619	618	622	626	651	664	580	690
6 - 8	428	416	448	449	430	362	350	332	359	369	357
9 - 12	412	445	464	487	487	429	411	408	397	411	396

A key factor in projecting future enrollment is the ratio of students who shift from one grade level to the next. Table 4 summarizes the grade succession patterns for Red Lake students (combined at Red Lake School and open enrolled out) over the past 10 years. It also shows the rates used in this projection.

Table 4. Ratio of All Red Lake Students in Current Grade to Students in Previous Grade in Prior Year, 2002-2011, and Ratios Used for Projection

Rates	K > 1	1 > 2	2 > 3	3 > 4	4 > 5	5 > 6	6 > 7	7 > 8	8 > 9	9 > 10	10 > 11	11 > 12
Average	1.00	0.93	0.94	0.98	1.4	1.00	1.01	0.99	0.96	0.94		0.84
First 3 yrs	1.00	0.96	0.91	1.00	1.04	1.05	1.10	0.94	0.98	0.97	0.84	0.83
Middle 4 yrs	0.97	0.87	0.99	0.96	1.01	0.99	0.98	0.96	0.99	0.86	0.81	0.80
Last 3 yrs	1.04	0.96	0.91	0.98	1.09	0.95	0.95	1.09	0.92	1.03	0.77	0.88
Projection	1.00	0.93	0.94	0.98	1.04	1.00	1.01	0.99	0.96	0.94	0.81	0.84

Over the past ten years approximately 54% of Red Lake kindergarten students made it to grade 12 and graduation. However, this number has to be increased by the number of students who enter the Credit Recovery program to secure their diploma or obtain their GED.

The projection rate has been boosted slightly over the historic rates and will result in a graduation rate of 65% (not including Credit Recovery or GED students). This reflects the anticipated impact of recent, ongoing, and proposed reforms at Red Lake High School.

Two other key factors enter into the projection. The first deals with incoming kindergarten classes. For the purposes of this projection kindergarten class sizes are based on the projected Red Lake Reservation population for 2020.

The other factor involves actions that could cause in- or out-migration of residents from Red Lake. Such actions include housing or economic development initiatives that attract people and, conversely, economic events (e.g., business closure) that would cause people to leave. The Consultant understands that there are no major developments that will impact the Reservation's population trend.²

All the previous factors have been considered in making the projection that is presented in Table 5. This table includes all Red Lake students – those attending Red Lake School and those open enrolling out to regional schools.

Table 5. Projected Red Lake Reservation Combined Student Enrollment: At Red Lake School + Open Enrolled at Other Schools

Grade	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Kg	166	158	138	130	139	141	147	147	150	152	152
1	141	166	158	138	130	139	141	147	147	150	152
2	156	131	154	146	128	120	129	130	136	136	139
3	129	147	123	145	138	120	113	121	123	128	128
4	121	126	144	120	141	135	118	111	118	120	125
5	143	126	132	150	125	148	140	123	116	124	125
6	119	143	126	131	150	125	147	140	122	115	123
7	111	120	144	127	132	151	126	148	141	123	116
8	127	110	119	143	126	132	150	125	147	140	123
9	106	122	106	115	138	122	127	144	121	142	135
10	116	100	116	100	108	130	115	120	136	114	134
11	80	104	90	104	90	98	117	103	108	123	103
12	94	71	93	80	93	80	87	104	92	96	109
Total	1,609	1,625	1,642	1,630	1,638	1,640	1,657	1,665	1,658	1,664	1,665
Kg	158	138	130	139	141	147	147	150	152	152	158
1 - 5	696	710	699	662	662	641	632	640	658	669	696
6 - 8	373	389	401	408	407	423	414	411	379	362	373
9 - 12	398	405	399	429	430	446	472	457	475	481	398

² Telephone conversation with Samuel Strong, Red Lake Director of Economic Development, 4/14/2011.

Table 5 does not include an additional approximately 60 students who will graduate via the credit recovery program or obtain their GED.³

Non-Traditional Students

The secondary target population for the college is non-traditional adult students. For the purposes of this analysis this population is defined as Red Lake enrolled members aged 25 to 44.

The 2000 Census offers some guidance regarding the level of educational attainment for this group. Table 6 shows the level of educational attainment by Red Lake residents age 25 and over in 2000.

Table 6. Educational Attainment by Red Lake Residents Age 25 and Over, 2000		
Educational Attainment	Number	Percent of Total Population Age 25 & Over
12 th grade, no diploma	160	7.3%
High school graduate, including equivalency	715	32.8%
Some college (1 or more years, no degree)	320	14.7%
Bachelor's degree	30	1.4%
Master's, professional school, doctorate degrees	14	0.6%
Total population age 25 and over	2,180	

Source: 2000 Census.

Although no comparable statistics exist for the 2010 Census it can be assumed that the percentages presented in Table 6 will now be higher due to several factors including enhanced secondary educational programs and the presence of the Red Lake Nation College and other tribal colleges in Minnesota.

Table 7 shows the population on the Red Lake Reservation since 1990 with a projection to 2020.

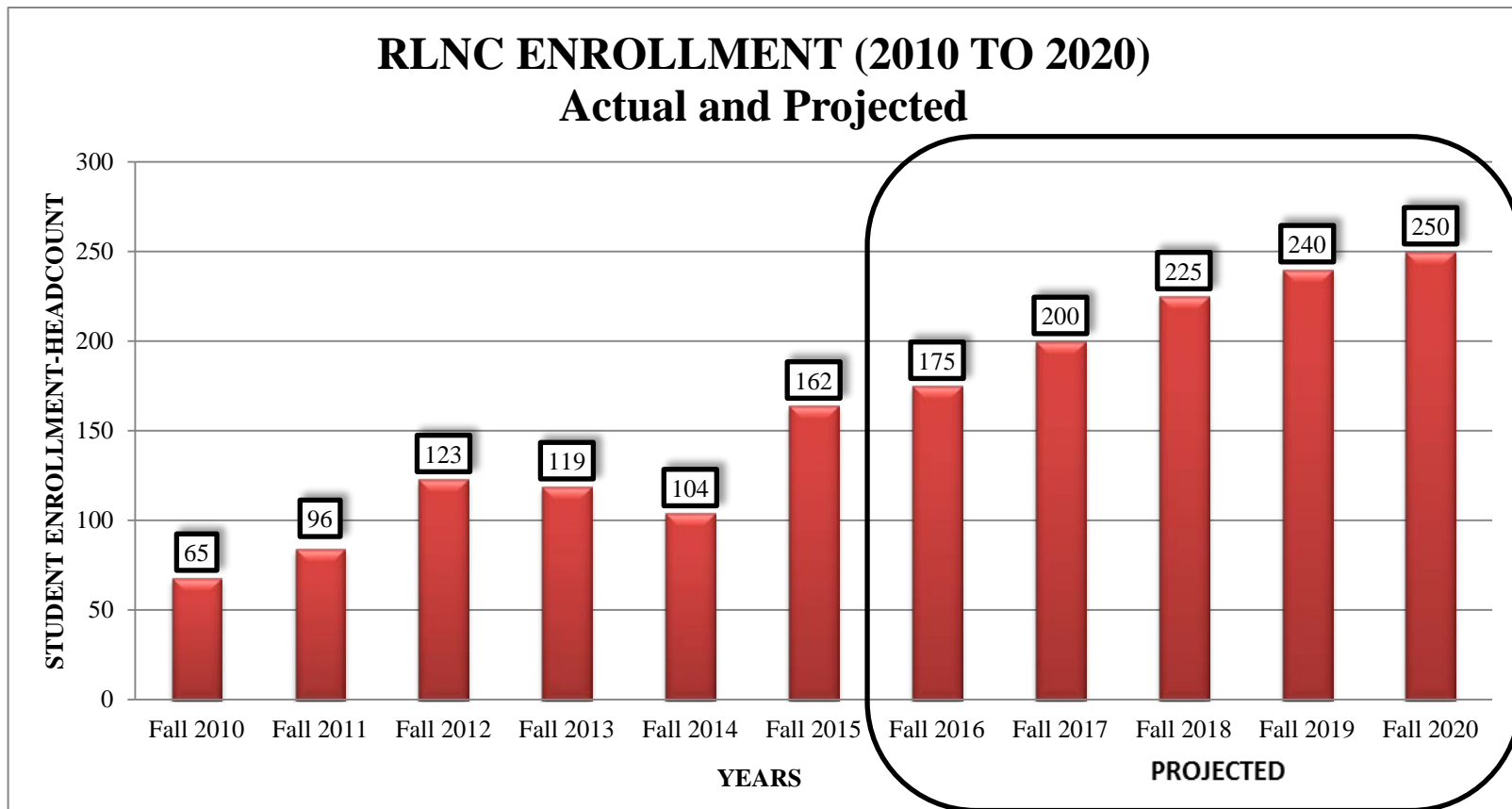
³ Telephone conversation with Brent Gish, Superintendent Red Lake School District, 4/8/2011.

<i>Table 7. Red Lake Reservation Population on Reservation , 1990 - 2020</i>				
Age Group	1990	2000	2010⁴	2020
< 18	1,619	2,332	1,882	1,964
19-24	413	594	862	680
25-44	946	1,262	1,639	2,256
45+	624	883	1,452	2,027
Total	3,602	5,071	5,835	6,927

Sources: US Census (1990-2000); Red Lake Reservation (2010);
Consultant's projection (2020).

According to Table 7 the target adult non-traditional student population is over 1,600 today and is expected to increase to over 2,250 within ten years. However, as the college ramps up its programming with a focus on serving more Red Lake high school graduates, the nature of the adult target pool will change. That is, at some point upwards of 50% of this target group will have entered into post secondary education, primarily at the Red Lake Nation College, upon graduation from high school. Their educational needs will then shift to four-year degrees and to continuing training and certifications. The remaining half of the pool will still be potential two-year students as well as candidates for specialized training and certificates.

⁴ The numbers listed are 2011 Red Lake enrolled members. A 2010 Census figure for the Red Lake School District, which is coterminous with the reservation boundary, has a total American Indian population on the reservation of 5,736; but this figure is not broken down by age group. Consultant elected to use the 2011 data as its total matched well with the 2010 Census figure and offered the important breakdown by age groups.



- Enrollment projections are primarily based on the Assessment of Enrollment Potential study completed for the Red Lake Nation College. Prepared by: Applied Insights in April 2011.
- The RLNC projections are also based on the Leech Lake Tribal College (LLTC) growth model of doubling their student enrollment following the grand opening of their new campus from 2003 to 2005.

Red Lake Nation College (RLNC) - Student Housing Survey Summary (From: 1-28-16)

1. Are you a RLNC student? TOTAL SURVEYS = 44

YES 6

NO 38

2. How far do you live from the RLNC?

I live in RED LAKE 10

I live in REDBY 3

I live in LITTLE ROCK 3

I live in PONEMAH 5

I live off the rez but
within 60 miles 15

I live off the rez and
over 60 miles 8

3. If you were attending RLNC, would you “be interested in living in student housing?”

YES 34 (77%) INTERESTED IN STUDENT HOUSING - YES OR MAYBE = 79.3%

NO 9

Maybe 1 (2.3%)

4. If you are considering attending RLNC, would “lack of housing” be a deciding factor?

YES 37 (84%)

NO 7

5. How important is “availability of student housing” in deciding a college for you?

VERY IMPORTANT 32 (73%)

IMPORTANT 12 (23%) VERY IMPORTANT, OR IMPORTANT = 100%

NOT IMPORTANT 0

6. How many Dependents do you have ?

0 0 1 10 2 12 3 7 4 or more 5

7. What range does your annual income level fall into?

0 to \$20K 36 \$20K to \$35K 6 \$35K to \$50K 0 \$50K or more 1