

Dakota College at Bottineau

# Strategic Plan – Work in Progress

2015-2020 – Update: May 15, 2018

## ***PREFACE***

Dakota College’s 2015-2020 Strategic Plan consists of actionable goals reflective of the beliefs it expresses in its foundational statements. These statements lay the groundwork for the road ahead; however, in the open admissions environment of the community college, it is difficult to develop strategies that won’t have to be adjusted as they develop. The changing needs of the workforce, the year-to-year variability in students’ readiness for college, and fluctuating funding levels all make for a living script that requires flexibility in order to be effective. We feel that such an instrument has been crafted for Dakota College at Bottineau and look forward to implementing the action steps that will provide a quality education in a quality environment.

## ***FOUNDATIONAL STATEMENTS***

### **Institutional Mission**

Dakota College provides students with a quality education in a caring environment. The institution values diversity and personal enrichment by promoting engaged learning for employment and university transfer. With the help of a supportive community, Dakota College emphasizes nature and technology to accomplish its mission through an array of curricula, programs, and services.

- Liberal arts education provides students the knowledge and tools to continue their education, to serve as good stewards of the environment, and to function as responsible citizens.
- Career/technical education provides students with the knowledge and skills required to succeed by utilizing natural, human, and technological resources.
- Distance delivery provides students increased access to education and career opportunities.
- Community education provides diverse life-long learning experiences.
- Support services provide opportunities for individual growth and success.
- Campus activities provide for interpersonal development.
- Campus outreach provides area schools and groups access to college resources.
- Workforce training and development provides the human resources for economic development.
- All programs provide a greater understanding of human diversity.

Dakota College’s curricula, programs, and services take students *beyond nature and technology* and leaves them with an ethic of concern and care for the natural world.

### **Vision**

“Dakota College is rooted in the past and grows towards the future by combining the best from the *Past, Present, and Future* to provide students with innovative educational opportunities. The campus will emphasize a knowledge and appreciation of *Nature*, implement a rapidly changing *Technology*, and prepare students to go *Beyond* and improve the quality of life.”

## Core Values

- **Student Centered:** Dakota College values students, considers their needs and interests, and makes sincere efforts to respond positively to those needs and interests.
- **Excellence:** Dakota College community members take pride in their work and strive for academic and professional excellence.
- **Learning:** Dakota College values innovation and quality as it serves the learning needs of its various constituencies.
- **Respect and Responsibility:** Dakota College acknowledges, understands, and supports the rights of others to express their ideas. Individual responsibility is integral to civil discourse, which enables meaningful learning experiences and informed decisions.
- **Diversity:** Dakota College supports and embraces diversity, which enriches the quality of the learning experience.

## DCB Goals and Priorities

- Improve learning and services through ongoing assessment.
- Improve extra and co-curricular offerings.
- Provide curricular offerings to meet the needs of constituents.
- Develop the institution's *Nature, Technology, and Beyond* focus.
- Utilize all campus resources.
- Enhance residential life.
- Develop learning partnerships throughout the region and state.
- Promote global awareness.
- Promote an innovative culture in a technologically enhanced environment.

## Graduate Profile

Graduates of Dakota College are self-confident and possess skills that promote life-long learning. When Dakota College graduates leave the nurturing environment the campus provides, they can successfully continue their education or effectively enter the workforce. By utilizing the knowledge gained and the interpersonal and communication skills learned on campus graduates will become contributing members of society. Dakota College develops responsible graduates who can manage life activities in a manner that allows them to become high achievers who can protect and use our natural and human resources wisely.

# STRATEGIC PLAN 2015-2020

## Work in Progress

Updates: January 6, 2016  
 January 26, 2016  
 December 19, 2017  
 May 15, 2018

AUGMENT AND APPRECIATE THE INSTITUTION'S CORE: <i>Providing curricular programming to meet the needs of constituents.</i>				
<p><b>STRATEGIC GOAL 1:</b> Develop new curriculums that meet the interests of students, align with the College's mission and values, promote economic development, and have the potential to become signature programs for Dakota College.</p> <p><b>ALIGNMENT WITH NDUS STRATEGIC PLAN</b></p> <ul style="list-style-type: none"> <li>Ensure programs are relevant, valuable and timely.</li> </ul> <p>Meet North Dakota's workforce needs through recruitment of students from traditional and non-traditional audiences, both in and out of state.</p>				
OBJECTIVE 1.1	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Work collaboratively with the International Peace Garden to build certificate and associate degree offerings in horticulture that combine the best practical, hands-on internships with the highest quality classroom instruction.	Larry Brooks, Principal Diann Beckman	December 31, 2015  1/6/2016 Revision Revised to June 1, 2016  12/19/2017 Revision Revised to Fall 2019	Have eight to ten students enrolled in the program for fall semester 2016 and fifteen to seventeen students enrolled for fall 2017.  Revision: Have 8-10 students enrolled for spring semester 2017  Revision: Have 10-12 students enrolled for fall 2019.	1/6/2016 - Meetings have been held with IPG leadership and a tentative curriculum has been developed  12/19/2017 – Programs in place and offered.  5/15/2018 – Arrange visit with new CEO of IPG. Enrollment targets remain, but are proving difficult to reach in the near term
OBJECTIVE 1.2	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS

Utilize the services of a local entrepreneur in a cooperative arrangement with Dakota College at Bottineau to establish a course of study in aquaponics – a blending of the hydroponic and aquaculture fields.	<i>Keith Knudson, Principal</i> Larry Brooks and Aspen Aquaponics	December 31, 2015	Have six to eight students enrolled in the program for fall semester 2016 and ten to twelve students enrolled for fall 2017.	1/6/2016 - On schedule: greenhouse is renovated, equipment being installed  12/19/2017 – Complete  5/15/2018 – Enrollment targets remain but have proven difficult to reach
<b>OBJECTIVE 1.3</b>	<b>GOAL CHAMPION(S)</b>	<b>EXPECTED COMPLETION DATE</b>	<b>MEASURABLE OUTCOME</b>	<b>PROGRESS</b>
Develop and implement, along with the North Dakota Department of Health, a new option aligned with the college’s allied health instructional program. The option is “Community Paramedic Technology”, an appropriate and operative title for this recent innovation in home health care.	<i>Larry Brooks, Principal</i> North Dakota Department of Health and Community Ambulance- Minot ND	December 31, 2016  1/6/2016 Revision On Hold	Have six to eight students enrolled in the program for the fall semester 2017 and ten to twelve students enrolled for fall 2018.	1/6/2016 - Monitoring the status of healthcare reimbursement. Based on current trends, this program may not be viable.  12/19/2017 – BSC is pursuing this degree, therefore DCB will not pursue. Will pursue programs with Trinity Health for Minot sector.
<b>OBJECTIVE 1.4</b>	<b>GOAL CHAMPION(S)</b>	<b>EXPECTED COMPLETION DATE</b>	<b>MEASURABLE OUTCOME</b>	<b>PROGRESS</b>
Provide opportunity and financial resources for a Dakota College at Bottineau instructor to obtain the credentials required to implement the health information management program that is already among the majors in the college’s inventory of educational offerings.	<i>Vicki Bickford, Principal</i> Larry Brooks, Laura Pfeifer and the North Dakota University System  12/19/2017 – Remove Vicki Bickford and Laura Pfeifer, both have resigned.	August 21, 2017	Vicki Bickford will complete her AAS degree and become a Registered Health Information Technician (RHIT) certified by the beginning of the 2017 fall term.	1/6/2016 - On Schedule: Completed one semester and working on completing second semester.  12/19/2017 – On hold due to resignation of Principal Champion  12/15/2018 – Remains on hold
<b>OBJECTIVE 1.5</b>	<b>GOAL CHAMPION(S)</b>	<b>EXPECTED COMPLETION DATE</b>	<b>MEASURABLE OUTCOME</b>	<b>PROGRESS</b>
Reconfigure the institution’s forestry and horticulture programs so that they meet current industry needs and are attractive to prospective students. Reset the programs	<i>Larry Brooks, Principal</i> Diann Beckman, Kayla O’Toole, Dan Davis, the North Dakota Forest Service and the existing	December 31, 2016	Have a combined total of ten to fifteen students enrolled in Forestry and Horticulture for fall semester 2017 and a	1/6/2016 - Question the delivery of floral design and landscape design online. On Schedule: Urban Forestry is available and students enrolled

so that they have strong online delivery components in urban forestry, floral design, and landscape design.	Horticulture and Forestry Advisory Boards  12/19/2017 – Remove Diann Beckman who is retiring after Spring 2018 semester	12/19/2017 Revision - Extend to December 31, 2019	combined total of twenty students for fall semester 2018.	5/15/2018 – Enrollment targets remain but have proven difficult to reach
<b>OBJECTIVE 1.6</b>	<b>GOAL CHAMPION(S)</b>	<b>EXPECTED COMPLETION DATE</b>	<b>MEASURABLE OUTCOME</b>	<b>PROGRESS</b>
12/19/2017 - New Goal Explore AAS degree in Human Resources Management.	Larry Brooks, Principal	December 31, 2018	Have a combined total of five to eight students enrolled in fall semester 2018 and eight to ten by fall 2019.	5/15/2018 – Approval has been granted by SBHE. Still on track for implementation if fall 2019, but budget uncertainty may affect projected start date.

**PROVIDE PROGRAMS PEOPLE WANT: *Delivering educational opportunity when and where it is needed to support a diverse, growing, and changing population.***

**STRATEGIC GOAL 2:** Cultivate relationships, build partnerships, develop resources, and apply diverse delivery methods to enhance access and opportunity to the benefit Dakota College at Bottineau can provide.

**ALIGNMENT WITH NDUS STRATEGIC PLAN**

- Expand access to instructional opportunities through non-traditional delivery methods.
- Increase academic collaboration among the institutions.

Create efficiencies through shared programs and services where cost-savings and/or performance enhancements are achievable.

OBJECTIVE 2.1	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Construct, through an alliance among Dakota College, Minot State University (MSU) and the community of Minot, a career and technical education center on the MSU campus. Minot State and Dakota College at Bottineau will jointly manage the facility and offer programming that falls within their respective missions. They will broker other needed workforce training opportunities and services.	<i>Dr. Steve Shirley, Principal DCB Dean’s Council, Minot State University Administrative Council, and the Bottineau and Minot Legislative delegations</i>	August 19, 2019	A comprehensive career and technical education center will have been constructed and the entering class will two hundred fifty full and part time students for the 2019 fall term.	<p>1/6/2016 - Request has been submitted as part of the Minot Resiliency plan for this project.</p> <p>12/19/2017 – The location of the education center to be located in Minot, not specifically on MSU campus.</p> <p>5/15/2018 – City of Minot has submitted a request for approval to use some of its resiliency funding for a combined CTE Center/City Hall. Waiting for response from HUD.</p>
OBJECTIVE 2.2	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Increase student enrollment in the practical nursing and associate degree nursing programs in Bottineau, Valley City, Rugby, and Minot, ND.	Dawn Romfo, Principal Dr. Steve Shirley, Trinity Health, Heart of America Medical Center, Dakota Nursing Program, Minot State University	August 24, 2015	Twenty-four students will be enrolled at the Minot site, 36 students will be enrolled at the Bottineau site, 36 students will be enrolled at the Valley City site, and ten students will be enrolled at the Rugby site during the 2019 fall term.	

	1/6/2016 Revision Champions: Dawn Romfo, Principal, Betty Tykwinski, HAMC, DNP and MSU		1/6/2016 Revision Outcome: For the fall semester of 2016, increase enrollment to 5 PNs in Rugby; 12 PNs at the Burdick Job Corps Center in Minot; 12 PNs and 12 ADNs at Trinity Health in Minot, 12 PNs and 12 ADNs in Valley City; and 8 PNs and 10 ADNs in Bottineau.	1/6/2016 - Need to visit with Dawn and Betty about managing goal  12/19/2017 – Complete Rugby (HAMC) is not interested in being a site in Rugby due to the cost associated.  5/15/2018 – All Nursing sites projected to be at capacity in fall, 2018
OBJECTIVE 2.3	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Administer a medical assistant course of study for citizens in the Beulah-Hazen, ND, region through a memorandum of agreement with the Sakakawea Medical Center at that location.	<i>Vicki Bickford, Principal</i> Sakakawea Medical Center, Ashley Pedie, Kayla O'Toole and Larry Brooks	December 31, 2016	Have six to eight students enrolled in the program for fall semester 2016 and ten to twelve students enrolled for fall 2017.	1/6/2016 - On Schedule: first class started fall 2015 with 3 students 12/19/2017 – This will be a program at remote locates throughout ND, not only the citizens in the Beulah-Hazen, ND region.
OBJECTIVE 2.4	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Administer a paramedic technology course of study for citizens in the Watford City, ND, area through a memorandum of agreement with the McKenzie County Health Care System at that location.	<i>Larry Brooks, Principal</i> Community Ambulance Service, McKenzie County Health Care System,	December 31, 2016  12/19/2017 Revision - Fall 2018	Have six to eight students enrolled in the program for fall semester 2016 and ten to twelve students enrolled for fall 2017.  12/19/2017 – change to fall semester 2018	1/6/2016 - On Schedule  12/19/2017 – Change location from Watford City, ND to Williston, ND  5/15/2018 – Program will begin in Williston, in cooperation with WSC, in fall 2018.
OBJECTIVE 2.5	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS

Create an online associate of science degree, in partnership with the other community colleges in the North Dakota University System, which serves place-bound individuals who want to earn a credential that includes comprehensive general education credits.	<i>Kayla O’Toole, Principal North Dakota University System, Distance Education Directors</i>	May 16, 2016 <i>1/6/2016 Revision Revised to July 1, 2016</i>	Have ten students enrolled in the program for fall semester 2016.	<i>1/6/2016 - On Schedule: working through the various approvals.</i>  <i>12/19/2017 Complete</i>
<b>OBJECTIVE 2.6</b>	<b>GOAL CHAMPION(S)</b>	<b>EXPECTED COMPLETION DATE</b>	<b>MEASURABLE OUTCOME</b>	<b>PROGRESS</b>
Articulate an agreement with Burdick Job Corps Center, Minot, ND, that will provide a transfer for students graduating from the Center into Dakota College at Bottineau’s career/technical and general education options.	<i>Russ Gagnon, Principal Penny Belgarde and Administration of Burdick Job Corps Center</i>  <i>12/19/2017 Revision Remove Russ Gagnon and change Penny Belgarde to Principal Goal Champion</i>	May 16, 2016  <i>1/6/2016 Revision Revised to December 31, 2016</i>  <i>12/19/2017 Revision Revised to May 16, 2018</i>	Articulation agreements have been written and students have begun to transfer to DCB by the fall semester, 2016.  <i>12/19/2017 Revision – by fall semester, 2018</i>	<i>1/6/2016 - Need to visit with Russ</i>  <i>5/15/2018 – Discussions are currently underway with new BJCC management and a tentative agreement has been developed.</i>
<b>OBJECTIVE 2.7</b>	<b>GOAL CHAMPION(S)</b>	<b>EXPECTED COMPLETION DATE</b>	<b>MEASURABLE OUTCOME</b>	
<i>12/19/2017 - New Goal</i>  <i>LEAP</i>	<i>Kayla O’Toole, Principal</i>	Spring of 2019	Have eight to ten students enrolled in and graduated from the program at the end of the Spring 2019 semester.	<i>5/15/2018 – Currently, nine students are enrolled and six high schools are participating. Seven students completed LEAP in spring, 2018.</i>

**PREPARE FOR THE UNPREDICTABLE: *Planning for fluctuating student enrollments and volatile state funding.***

**STRATEGIC GOAL 3:** Assure the financial stability of the College by implementing practices that accommodate responsible stewardship of taxpayer and student tuition dollars.

**ALIGNMENT WITH NDUS STRATEGIC PLAN**

- Rank among the most productive states in total funding per degree and certificate awarded.

Standardize categories of mandatory fees and strengthen fee policies.

Objective 3.1	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
<p>Build a reserve account for the college by allocating <i>at least</i> 5% of any biennial carry-over revenue into a “rainy day” account.</p>	<p><i>Laura Pfeifer, Principal</i></p>	<p>June 30, 2016</p> <p><i>1/62016 Revision June 2020</i></p>	<p>Dakota College will have built a cash reserve of \$284,834.00 by July 1, 2016.</p> <p>Revised Outcome: DCB has developed a plan to build reserves over a 5 year period of \$40,000/year</p>	<p>1/6/2016 - Filed a revised plan with NDUS to build DCB reserves</p> <p>12-19-2017 – Completed</p> <p>5/15/2018 – DCB ended FY17 with a reserve balance of \$1.16 million</p>
Objective 3.2	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
<p>Calculate the costs of providing each of Dakota College at Bottineau’s academic and service offerings, measuring expenses against the value of the offering to students, to the State, and to the return-on-investment. Use the information to maximize resources to those that contribute significantly and reducing resources to those that contribute less significantly.</p> <p>1/6/2016 Revised to: DCB will conduct a review of all academic and CTE programs to determine their current and projected enrollments as well as their financial status regarding revenues and expenditures.</p>	<p><i>Laura Pfeifer, Principal Judy Higgins, April Abrahamson and Dean’s Council</i></p> <p>12/19/2017 Revision – remove Pfeifer and</p>	<p>December 31, 2016</p> <p>1/6/2016 Revision Cost Allocation Summary: May 31, 2016 Credit Production by Program Summary: August 1, 2016</p> <p>12/19/2017 Revised – December 31, 2019</p>	<p>A return on investment formula will have been developed for each program and service.</p> <p>1/6/2016 Revised to: will have a summary of expenses vs revenue for each program area; i.e. cost per student</p>	

	Abrahamson due to resignations			5/15/2018 – Goal/objective remains in place, but due to reduced staffing and increased workloads, finding dedicated time to work on this project is difficult
OBJECTIVE 3.3	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Revise the monthly budget reports received by departments so they are more easily understood and provide an accurate accounting of fund balances in real time. Insist that department heads take responsibility for ending the fiscal year without overspending.	<p>Laura Pfeifer, Principal Judy Higgins and Stacy Allard</p> <p>1/6/2016 Revision Champion: Laura Pfeifer, Principal and Stacy Allard</p> <p>12/19/2017 Revision Champion: Lisa Mock, Principal and Stacy Allard</p>	August 24, 2015	Every department/ service ends their fiscal year on or below budget as of June 30, 2016.	<p>1/6/2016 - First report was sent out August 1, 2015 and continually being revised.</p> <p>5/15/2018 – Lisa Mock has started a process of visiting with each department to review their budgets, to help them understand their monthly reports, and to identify issues and concerns regarding their budgets. This will continue through FY19 until all departments have been completed.</p>
OBJECTIVE 3.4	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Continue to explore additional markets for opportunities the college can support, focusing on new campus programming, online delivery, and collaboration with business, industry, and other colleges and universities.	<i>Dan Davis, Principal Kayla O’Toole, Larry Brooks and Sandy Hageness</i>	January 8, 2018	<p>Three new programs will be thoroughly researched by the fall of 2016. One will be ready for implementation for the spring of 2017, one for fall of 2017 and one for spring 2018.</p> <p>1/6/2016 Revised to: programs can include articulation, work force training etc.</p>	1/6/2016 - Aquaponics is ready to launch spring 2016

	<p>5/15/2018 – Dan Davis is no longer the principal due to his position change. Larry Brooks and Kayla O’Toole now have the lead.</p>	<p>12/19/2017 Revision – January, 2020</p>		<p>Masonry class started spring 2016 with the possibility to expand into a program          Articulation agreement with MSU for athletic training          Exploring PN program at BJC          5/15/18 – Approval for HR Management in fall 2019. Exploring agriculture program for fall 2019 in collaboration with LRSC, WSC and DSU.</p>
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**SUPPORT THE INTERFACE OF BRICKS AND MORTAR WITH STUDENTS, STAFF, AND FACULTY: *Investing in the campus physical plant in a manner that mirrors DCB's goals, priorities and long term planning.***

**STRATEGIC GOAL 4:** Improve and expand existing facilities to enhance the campus learning and living environment.

**ALIGNMENT WITH NDUS STRATEGIC PLAN:**

Strengthen the system's ability to respond quickly to changing needs.

OBJECTIVE 4.1	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Make the most efficient use of the recent legislative appropriation of \$1,100,000 to bring the Nelson Science Center up-to-date as a state-of-the-art facility for instruction of the life and physical sciences.	<i>Laura Pfeifer, Principal Physical, Life Science and Mathematics Staff working along with architect and construction management</i>	May 16, 2016  Revised to August 2016	Renovations to the Nelson Science Center will have been completed and by the end of the spring semester, 2016 and ready for occupancy for the 2016 fall term.  Revised 1/6/2016: renovations will have been completed by August 15, 2016	1/6/2016 - Architect has been selected  1/26/2016 - Advertising for a CMAR 12/19/2017 – Progress continues 5/15/2018 – final NSC projects completed in fall 2017 Phase 2 request submitted to NDUS in spring 2018
OBJECTIVE 4.2	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Begin utilizing the \$2,900,000 bonding authority granted Dakota College at Bottineau by the State to accommodate overdue refurbishing of the institution's residence halls.	<i>Dan Davis, Principal Laura Pfeifer and Michelle Davis</i>	August 16, 2017	\$1 million in improvements will have been utilized for refurbishing the residence halls.	1/6/2016 - Contact Rick Tonder to review the residence hall conditions and identify options in moving forward 1/26/2016 – Sodexo facilities manager will do a walk-through to provide an opinion or direction for the residence halls.

				<p>12/19/2017 – Project not complete due to the inability to repay the bonds.</p> <p>Need to be discuss bonding authority for next session with Rick Tonder, NDUS.</p> <p>Dining Center and Residence Hall long term plan to be added.</p> <p>5/15/18 – Further research on bonding to be conducted in summer 2018.</p>
OBJECTIVE 4.3	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Support the “Save Old Main Committee” in their efforts to repurpose, renovate, and put back into service the college’s historic Old Main building.	<i>Jan Nahinrick, Principal</i> Old Main Committee	August 16, 2017	\$200,000 worth of improvements will have been completed to stabilize the building and buy time for further, major rehabilitation.	<p>1/26/2016- work with Otter Tail to get temporary power to the Old Main building</p> <p>12/19/2017 – roofing and gutter renovations complete.</p> <p>5/15/2018 – Floor plans for using Old Main for Nursing, Student Success Center/TRiO, Student Services and the Business Office have been completed by the architect retained by the Old Main Committee. Now waiting for renderings from the architect.</p>
OBJECTIVE 4.4	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Address, in collaboration with the community, the need for a wellness facility that will serve both the needs of Bottineau County and Dakota College.	<i>DCB Campus Dean, Principal</i> Dan Davis, Brandon Colvin, Bottineau City Council, Bottineau High School, Laura Pfeifer and Dawn Romfo	May 15, 2017  Revised: On Hold	The Bottineau Community, College, and City Council will have engaged to move forward with the construction of a wellness facility.	<p>1/6/2016 - Community has decided to build a hockey arena. Wellness center will not be constructed in the near future.</p> <p>1/26/2016 – The Park Board is leading research to identify square footage necessary</p>

	12/19/2017 – Remove Brandon Colvin and Laura Pfeifer due to resignations			12/19/2017 – Community moving forward with plans for an ice arena to include wellness facility. Consider remodeling existing campus wellness facilities. 5/15/2018 – With limited progress on the community wellness center, the college will make investments in equipment upgrades for the existing cardio and weight rooms on campus in the summer of 2018.
<b>OBJECTIVE 4.5</b>	<b>GOAL CHAMPION(S)</b>	<b>EXPECTED COMPLETION DATE</b>	<b>MEASURABLE OUTCOME</b>	<b>PROGRESS</b>
Convince the Bottineau City council to provide a \$2 to \$1 match for the \$114,000 allocated Dakota College by the 64 <sup>th</sup> Legislative Assembly for deferred maintenance. The match request from the city is \$228,000 and is to be funded from the “oil surge” dollars given to Bottineau by the State.	<i>Dr. Ken Grosz, Principal</i> Laura Pfeifer	July 31, 2015	To have received \$228,000 from the city of Bottineau’s “surge funding” account.	1/6/2016 - Request was made, but not granted.

**MOTIVATE AND INSPIRE THOSE WE SERVE:** *Encouraging students to be Inquisitive and Passionate about their Learning Experiences so their time, energy, and resources are used productively.*

**STRATEGIC GOAL 5:** Provide a culture of scholarship, learning, and engagement that results in student success.

**ALIGNMENT WITH NDUS STRATEGIC PLAN**

- Improve admissions standards at institutions.

Increase students' overall attainment rates through increased participation, retention and completion rates.

OBJECTIVE 5.1	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Research the application of new admissions standards to prospective non-resident students to help ensure entering freshman have the ability to benefit from the learning experiences offered at Dakota Collage.	<i>Brandon Colvin, principal; Danny Davis, Dan Fagerlund, Marcus Johnson, Julian Larry, Steve Sathre, Retention Committee</i>  <i>12/19/2017 – remove Brandon Colvin, Dan Fagerlund, Marcus Johnson, and Julian due to resignations</i>	<b>December 31, 2015</b>	Increase fall to spring and fall to fall retention rates by 10% by the end of spring semester, 2017.	<i>1/6/2016 - Explore ways to increase retention rates outside of raising admission standards.</i>  <i>12/19/2017 – assign new Goal Champion Principal. Review with Retention Committee</i>  <i>5/15/18 – Work with retention committee and faculty to establish benchmark retention rates for DCB in summer and fall of 2018.</i>
OBJECTIVE 5.2	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Require a one-credit leadership course for all students majoring in a career/technical field. The course will focus on community service, volunteerism, and the common good.	<i>Larry Brooks, Principal Career and Technology Education Faculty</i>	December 31, 2015	By fall semester 2016 a leadership course will be required for every new student who plans to earn a career or technology certification or degree.	<i>1/6/2016 - Leadership course in place and already offered in fall 2015.</i>  <i>12/19/2017 – complete Add course to new catalog and incorporate online offering.</i>

OBJECTIVE 5.3	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Research and deliver innovative and effective methods of instructing developmental course work in mathematics and communications.	<i>Larry Brooks, Principal</i> full time benefited faculty in mathematics and communications	May 17, 2016	Obtain a 70% pass rate in all ASC classes.	<p>1/6/2016 - Note: Larry to look into pass rates</p> <p>1-26-2016 – CLEM development is being looked into by NDUS. Important that DCB is a key player in the development of this course.</p> <p>12/19/2017 – progress continues</p> <p>5/15/2018 – work with IR office at MSU to determine success rates in DCB ASC courses. Data to be available for start of fall semester, 2018.</p>
OBJECTIVE 5.4	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Revise the method currently in place to determine if Dakota College at Bottineau students are meeting the outcomes set forth in the institution’s general education philosophy.	<i>Larry Brooks, Principal</i> General Education Committee	<p>May 17, 2016</p> <p>12/19/2017 - ongoing</p>	A new objective method for measuring the success of Dakota College at Bottineau general education program will have been developed and will be ready to implement for the 2016 fall term.	<p>1/6/2016 - Progress report at next meeting</p> <p>12/19/2017 – Progress continues</p>

**ACCENTUATE A PRIME MARKER OF STUDENT SUCCESS: *Persisting to graduation is an aspiration that effects every level of campus operations as well as every aspect of students' lives.***

**STRATEGIC GOAL 6:** Implement new approaches and fine tune current techniques to improve fall-to-spring and fall-to-fall retention as well as graduation rates.

**ALIGNMENT WITH NDUS STRATEGIC PLAN**

- Rank among the most productive states in total funding per degree and certificate awarded.
- Improve admissions standards at institutions.

Increase students' overall attainment rates through increased participation, retention and completion rates.

OBJECTIVE 6.1	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Submit proposals for a <i>Trio-Student Support Services</i> grant and a <i>Title III – Strengthening Institution</i> grant that will focus on improving career and academic advising for those most in need of these guidance services.	<i>Stephanie Blumhagen, Principal</i>	May 15, 2015	Grant approvals received	1/6/2016 - On Schedule: grant received and implementation underway 12/19/2017 - complete
OBJECTIVE 6.2	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Redesign the current advisor\advisee arrangement so number-of-students-per-advisor loads are evenly distributed and only a core of skilled advisors manage this important component leading to student success. Agree upon specific protocols that a core of skilled faculty advisors must follow and build in accountability measures for advisors.	<i>Larry Brooks and Dan Davis, Principals</i>	March 17, 2016	Academic advising will improve as evidenced by a 10% increase in fall-to-fall retention by the fall semester of 2017.	1/6/2016 - Integrate with retention and TRIO, redesign. 12/19/2017 – advisor program to be reviewed. 5/15/2018 – new advising model under review with goal of implementing in summer 2018.
OBJECTIVE 6.3	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Develop a handbook of policies, procedures, and expectations that must be followed and met for the following important student success elements: First Year Experience, First Year Sequence, First Year Activities, Retention Director, Coordinator, and Advisor.	<i>Julian Larry, Principal</i> Dan Davis, Larry Brooks, Marcus Johnson and Retention Committee 12/19/2017 – remove Julian Larry as Principal and Marcus Johnson due to resignations.	December 31, 2015  Revised to: August 15, 2016	The requirements outlined in the handbook will be implemented beginning fall semester, 2016.	12/19/2017 – assign new Goal Champions. Positions to be revised.

				5/15/2018 - due to staffing reductions resulting from budget cuts, there has been significant transition in the areas of retention and First Year Activities. Consequently, the handbooks have been on hold until the college determines future directions for these areas.
OBJECTIVE 6.4	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Assign responsibility for a reverse transfer initiative. Reverse transfer is defined as follows: Encouraging students who have left Dakota Collage at Bottineau before graduating, but who have met the college's residency requirements, to bring back credits from their post-DCB universities so they can be applied for the purpose of meeting Dakota College at Bottineau graduation requirements.	<i>Julian Larry, Principal</i> April Abrahamson, and Retention Committee  1/6/2016 Revision Champions: Add Brandi Rudland 12/19/2017 Revision Remove Julian Larry and April Abrahamson due to resignations.	December 31, 2015	At least 80% of students who need six credits or less to graduate will be contacted.	1/6/2016 - Identify the number of students contacted and responses received. 12/19/2017 – Assign new Champions 5/15/2018 – On hold until resources and staffing are available for a new lead person to coordinate this.
OBJECTIVE 6.5	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Establish the certificate of college studies as a key instrument for retaining under-prepared students and students undecided about a college major.	<i>Larry Brooks, Principal</i> Retention Committee, Retention Coordinator and Director, Faculty Advisors	December 31, 2015	Ten certificate of college studies students will graduate on May 16, 2016.	1/6/2016 - On Schedule 12/19/2017 – Complete Get statistics from Registrar 5/15/18 – 19 students graduated with this certificate in spring 2018.

**PROVIDE VENUES FOR SELF IMPROVEMENT: *Participating in college sponsored activities outside of the classroom improve skills and complement the academic program.***

**STRATEGIC GOAL 7:** Promote an agenda that adds value to students’ educational endeavors through vibrant extra-and co-curricular activities.

**ALIGNMENT WITH NDUS STRATEGIC PLAN**

- Expand access to instructional opportunities through non-traditional delivery methods.

OBJECTIVE 7.1	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Utilize the residence hall cable channel to provide student produced programming for Gross, Mead and Milligan Halls.	<i>Brad Gangl, Principal</i> IT Committee, Wayne Thomas 12/19/2017 – remove Wayne Thomas due to resignation	December 31, 2016	Cable channel is up and running for the 2016, spring semester.	1/26/2016 – set up meeting with Brad to find out about app being created for students 12/19/2017 – Re-align Goal Champions 5/15/2018 – on hold
OBJECTIVE 7.2	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Establish a choral group whose members would audition for a place in the ensemble and who would be supported by scholarships.	<i>Larry Brooks, Principal</i>	December 31, 2015	The “Lumbertones” choral group will provide performances at Dakota College at Bottineau events for the 2016, spring semester.	1/26/2016 – about 6 students enrolled in the choral group. Concert scheduled for this spring. 12/19/2017 – Pop choir course in place for two years. New Instructor to be hired. \$0 credit option being considered. 5/15/2018 – due to instructor resignation, this is temporarily on hold.
OBJECTIVE 7.3	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Carve out space on campus for a little theater that would host one to two productions per year.	<i>Gary Albrightson, Principal</i> Michelle Davis and Wayne Thomas 12/19/2017 – remove Wayne Thomas due to resignation	December 31, 2016	A theater production will occur on campus during the 2016 spring semester.	1/26/2016 - Spring dinner theatre “Harvey” planned 12/19/2017 – Two productions conducted annually over past two years. Continue theater productions.

OBJECTIVE 7.4	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Coalesce the skills of Dakota College at Bottineau's photography, history and literature students to produce a literary\art publication which highlights their talents.	<i>Mike Porter, Principal</i> Wayne Thomas, Gary Albrightson, and Michelle Davis 12/19/2017 – remove Wayne Thomas due to resignation	December 31, 2016	The "Lumberarts" will be published during spring semester 2016.	12/19/2016 – consider redefining goal  5/15/2018 – reconsider whether or not to continue this objective.
OBJECTIVE 7.5	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
Create a schedule of all extra and co-curricular events that will be widely distributed and rigidly followed.	<i>Sandy Hageness, Principal</i> Kayla O'Toole	August 24, 2015	A comprehensive year-round schedule of extracurricular events will be produced for the 2015-2016 term and 90% of the activities on the calendar will occur during 2015-2016 academic year.	1/6/2016 – This is difficult to create in advance due to many of the activities rescheduled. 12/19/2017 – Website calendar published to produce a schedule of extra and co-curricular events. This provides communication of events updated weekly, as it is not possible to enforce a "rigidly followed" schedule. 5/15/2018 – website calendar continues to be utilized as previously noted.