

Dakota College at Bottineau  
Institutional Effectiveness/SPICE  
Annual Summary Report  
2023-2024

July 2024

**Committee Members:** Dr. Lexi R. Kvasnicka-Gates (Chair), Dr. Carmen Simone, Dr. Linda Burbidge, Kayla O'Toole, Mike O'Toole, Misty Lindgren, Chris Nero, Lisa Mock, Corey Gorder, and Maggie Backen

**2023-2024 Reporting Groups:** Student Success (Advising, Tutoring, Retention), ASC Math, CTE Center-Physical Plant, Old Main-Physical Plant, Student Bill Pay, Student Life

**2023-2024 Annual Summary Groups:** Athletics, Physical Plant (Student Center and Milligan Hall Abatement), Audits

## **History of the Institutional Effectiveness Committee at Dakota College at Bottineau**

The Institutional Effectiveness Committee is the result of a Met With Concerns finding in the Higher Learning Commission (HLC) Team Report from May 2020 in regards to Criteria for Accreditation sub-component 5.D. The HLC Peer Reviewers requested that DCB:

- Establish a body, representative of faculty, staff and administration, to engage in monthly review of the institutional effectiveness of its operations (page 60).
- Define a minimum of 10 key operations for which performance metrics will be identified, historical performance documented, and performance targets set (page 60).

Due to the COVID-19 pandemic, a Verification Visit occurred during October 2020, so a final decision regarding whether DCB Met, Met With Concerns, or Did Not Meet Criteria for Accreditation did not occur until December 2020. In preparation for the Verification Visit, DCB administrators created the Institutional Effectiveness Committee (IEC) whose membership is comprised of the HLC Accreditation Coordinator, the Director of Academic and Co-Curricular Assessment, and the members of the DCB Administrative Council. Duties of the IEC include:

- Ensuring the college's strategic plan is aligned with the college mission
- Supporting ongoing connections between strategic planning, budgeting, and assessment
- Monitoring, evaluating, and documenting progress toward fulfillment of the college's strategic plan goals
- Monitor, evaluate, and document progress toward correcting audit findings
- Providing updates and recommendations to the Campus Dean

## **2023-2024 Institutional Effectiveness Planning and Reporting**

At the beginning of the Fall 2023 semester, the IEC and the ad hoc DCB Strategic Planning Committee were combined into one council charged with overseeing, monitoring, and guiding institutional effectiveness and strategic planning at Dakota College. The newly created Strategic Planning and Institutional Council for Effectiveness (SPICE) oversaw seven reporting groups (Student Success (combining advising, tutoring, and retention), Physical Plant-Old Main, Physical Plant-CTE Center (now named Dakota College Downtown), Student Bill Payment, and Student Life) identified in the 2022-2023 IEC Annual Report as still needing to report (Diversity did not report independently, but was rolled into Student Life reporting), 28 items identified on the 2023-2024 DCB Implementation Plan, and four annual update forms (Athletics, Audits, Physical Plant-Milligan Hall Abatement, and Physical Plant-Student Center).

The 2023-2024 academic year is the last year of IE forms and reporting. Beginning during the 2024-2025 academic year, SPICE will focus solely on items identified on the College's annual implementation plan. Priority Leaders (focused on the College's three priorities: student success, community commitment, and institutional improvement) will help SPICE ensure that progress is made on all identified action items for the academic year.

<b>2023-2024 Institutional Effectiveness Planning and Reporting Groups</b>		
<b>Name of Group</b>	<b>Date of Planning Form</b>	<b>Percent of Benchmarks Successfully Met During 2023-2024</b>
Student Success (Advising, Tutoring, and Retention)	March 2021	<b>66.67%</b>
Dakota College Downtown/CTE Center (Physical Plant)	May 2022	<b>100%</b>
Student Life	May 2022	<b>69%</b>
ASC Math	April 2022	<b>100%</b>
Old Main (Physical Plant)	May 2022	<b>93%</b>
Student Bill Payment Process	May 2022	<b>37.5%</b>

### **Purpose of the IE/SPICE Annual Summary Report**

The IE/SPICE Annual Summary Report aims to identify the goal of each reporting group, summarize the monthly reports made by each reporting group, and identify the progress made toward obtaining the goal. During the May 2024 SPICE meeting, SPICE members helped to finalize a draft 2024-2025 Implementation Plan, including IE reporting groups that still had work to do toward continuously improving DCB. The report is provided to the Campus Dean, the College Council, and posted on the DCB website.

**Summary of the Institutional Effectiveness Reporting Groups**

**Student Success**

Student Success at DCB now encompasses goals centered around Advising, Tutoring, and Retention. With a new Director of Student Success, Student Success Specialist, and two new Professional Advisors all hired during Fall 2023, much transition occurred in this department during the 2023-2024 academic year. Three goals were identified for Student Success:

- 60% of student tutoring requests result with a tutoring session
- 80% of DCB degree seeking students are registered for classes for the following semester before leaving at semester end
- Professional advisors meet with prefix lead faculty member of programs advised once a semester.

Student Success staff identified seven benchmarks related to the tutoring goal, four benchmarks related to the registration goal, and one benchmark related to the advising goal.

<b>Student Success: 2023-2024 Benchmark Progress</b>			
<b>Benchmark</b>	<b>Progress</b>	<b>Final Notes</b>	<b>Met or Not Met</b>
Develop DCB Tutor hiring and training process.	Complete	Tutors hired through HR, handbook created, and annual updates to tutoring implemented.	Met
Maintain tutor training and contact each semester.	Complete	All tutors trained upon hire.	Met
Host peer tutoring sessions and events specialized by subject.	Complete	Although this occurred, it was not well received by students. Student Success staff is working on different approaches to tutoring including drop-in tutoring and tutoring focused around midterms and finals.	Met
Explore Professional Tutoring opportunities.	Complete	Exploration occurred (ideas centered around faculty-lead tutoring during finals followed by finals breakfast). One nursing faculty did provide tutoring related to A&P.	Met
Track data for most requested subjects, how many hours were tutored by subject	Complete	Tracking spreadsheet is up-to-date. Most requested subject was Math and online-A&P.	Met
Determine a tutoring budget.	In Progress	Tracking of funds continues, but tutoring does not have a separate budget (currently filtered through Library and Student Success).	Not Met

Hire and train new Student Success Specialist	Complete	Melissa Brudwick hired and trained.	Met
Analyze science course schedule to optimize student experience.	In Progress	Process started.	Not Met
Schedule course registration/advising sessions with coaches and organize by teams.	Complete	Completed both fall and spring.	Met
Provide lists of Professional Advisors on not registered students	Not Started		Not Met
Hire and train new professional advisor and transition advisees to new advisor	Complete	First year students moved to new advisors. Second (and third/fourth) year students will be phased out from Laura and Melissa as they graduate.	Met
Connect professional advisors with their prefix lead faculty member.	In Progress	Connecting is an expectation of professional advisors, but no data reported.	Not Met

With new staffing in Student Success and a restructuring within Student Affairs, **meeting 66.67% of benchmarks is commendable.** Although benchmarks had success, no updates were provided to the overarching goals (e.g., 60% of tutoring requests result with a tutoring session).

**2024-2025 Draft Implementation Plan Items related to Student Success (Advising, Retention, and Tutoring):**

- Item 1.1 Strengthen the individualized advising process
- Item 1.2 Provide college resource and readiness training to all students
- Item 1.3 Continue to integrate student support and library services
- Item 1.6 Enhance the student experience based on student survey feedback
- Item 3.6 Coordinate budgets and continue to improve transparency in the budget process

**ASC Math**

Based on data analyzed as part of benchmarks identified by retention staff, it became clear that success in developmental coursework at DCB is an area for improvement. The 2015-2020 DCB Strategic Plan included the objective: Explore alternative methods for delivering developmental education. When looking at the Fall 2018 cohort, only 26% of students who enrolled in the lowest developmental mathematics course (ASC 91 Algebra Prep I) went on to enroll in MATH 103 College Algebra. Seventy-two percent of those who made it to MATH 103 passed the course. Alternative sequencing of developmental mathematics is now part of IE reporting.

ASC Math was added to IE reporting during Spring 2022. Mathematics faculty designed a new sequence of developmental coursework, identified below:

<b>ASC Math Sequences</b>	
<b>Current Developmental Math Sequence</b>	<b>New Developmental Math Sequence</b>
ASC 91 Algebra Prep I (8 weeks)	ASC 94 Beginning Algebra (16 weeks)
ASC 92 Algebra Prep II (8 weeks)	ASC 98 Math Lab (co-requisite with MATH 103 College Algebra)
ASC 93 Algebra Prep III (8 weeks)	

ASC 94 Beginning Algebra and ASC 98 Math Lab were both approved by the Curriculum Committee and Faculty Senate during Spring 2022. Beginning Fall 2022, on-campus students enrolled in these courses and served as a pilot group. Math faculty assessed the effectiveness of this new sequence during the 2022-2023 academic year. This pilot continued through the 2023-2024 academic year to ensure a proper sample size for any permanent curriculum change, but also because the NDUS is now looking at DCB’s pilot to determine systemwide change.

<b>ASC Math: 2023-2024 Benchmark Progress</b>			
<b>Benchmark</b>	<b>Progress</b>	<b>Final Notes</b>	<b>Met or Not Met</b>
Continue piloting new developmental math sequence.	Complete	End of fall semester results: 58% (14/24) of students passed ASC 94 with a C or higher and are able to move on to college level MATH with the ASC 98 lab. Thirteen of those that passed are currently enrolled in either MATH 103 or 110 this spring. (Of the 10 that did not pass, 2 had withdrawn, 3 passed with a D but will need to repeat the course, and 5 failed. Most of the D and F grades was due to students not completing homework.) 89% (8/9) of students passed the ASC 98 lab. This is graded based on	Met

		attendance. 67% (6/9) of students enrolled in MATH 103 with the ASC 98 lab passed MATH 103 with a D or higher. In two of the three that failed, attendance was an issue.	
Assess success of developmental math sequence compared to previous model.	Complete	Completion rate is 53% (9 completing MATH 103 out of the 17 that started in ASC 94). This is considerably higher than the completion rates seen in the ASC 91-92-93 sequence, which ranged from 0-43%.	Met
Make recommendations for changes to developmental math sequence.	Complete	Recommendations made through Faculty Senate and approved through College Council. New sequence will begin for all students Fall 2024.	Met

During the 2023-2024 academic year, **100%** of the ASC Math benchmarks were met and the new sequence will begin for all students beginning Fall 2024.

**ASC MATH** was **offboarded** from IE/SPICE reporting on April 9, 2024 (signed form on file).

**Dakota College Downtown/CTE Center-Physical Plant**

DCB, with the help of the City of Minot, secured funding to renovate an existing building located near DCB’s St. Joseph location in Minot. Dakota College Downtown (what was previously referred to as the CTE Center) is the home of DCB’s new dental programs. Although initial plans were to open Dakota College Downtown Fall 2023, building delays pushed back this deadline. The IE goal for Dakota College Downtown is to track progress toward completion of the project. The IE form contained benchmarks related to securing temporary heat, installing dental chairs, ordering furniture, etc. To reduce the length of this report, those benchmarks have been combined.

<b>Dakota College Downtown/CTE Center-Physical Plant: 2023-2024 Benchmark Progress</b>			
<b>Benchmark</b>	<b>Progress</b>	<b>Notes</b>	<b>Met or Not Met</b>
Finish construction	Complete	Completed during the academic year: IT, paint, furniture, installation of dental chairs	Met
Ribbon Cutting/Open House	Complete	July 19, 2024	Met

Although construction delays occurred, Dakota College Downtown met **100%** of identified benchmarks and will welcome the first cohort of students beginning Fall 2024.

**2024-2025 Draft Implementation Plan Items related to Dakota College Downtown**

- Item 2.3 Increase DCB programming and visibility in Minot
- Item 2.5 Improve the model for working with CTE advisory committees
- Item 2.8 Enhance DCB presence in the local community
- Item 3.7 Seek specialized accreditation for DCB’s Dental Hygiene and Diagnostic Medical Sonography programs

**2024-2025 Draft Implementation Plan Items related to Physical Plant**

- Item 3.10 Update science labs
- Item 3.11 Secure funding to begin construction on a new residence hall

**Old Main-Physical Plant**

DCB’s historic Old Main building is in the process of being renovated into a Center for Rural Health Education. The DCB Foundation engaged in a capital campaign for funds, and DCB received state appropriations for the project. Anticipated opening date of Fall 2024. The IE goal for Old Main is to track progress toward completion of the project. Fifteen benchmarks were identified on the IE Planning and Reporting Forms. Although some of the benchmarks are fully completed (e.g., award bids, begin Phase 2 construction), some benchmarks are only partially complete (e.g., install storefront doors and replace all windows). To simplify this Summary Report, the last benchmark is the only one reported here.

<b>Old Main-Physical Plant: 2023-2024 Benchmark Progress</b>			
<b>Benchmark</b>	<b>Progress</b>	<b>Notes</b>	<b>Met or Not Met</b>
Complete Phase 2 and open up Center for Rural Health	In Progress	Construction delays (most recently related to custom-order windows) has resulted in the opening of Old Main to be delayed. Although the building is unlikely to be ready by the first day of Fall 2024 classes, it is highly likely that it will be open during the first part of the Fall 2024 semester.	Not Met

Due to construction delays, Old Main-Physical Plant met or partially met **93%** (14/15) of identified benchmarks.

**2024-2025 Draft Implementation Plan Items related to Old Main**

- Item 3.4 Enhance college wide recruiting efforts

**2024-2025 Draft Implementation Plan Items related to Physical Plant**

- Item 3.10 Update science labs
- Item 3.11 Secure funding to begin construction on a new residence hall

### Student Bill Payment

At the end of the 2021-2022 academic year, the IEC identified that certain processes and procedures at DCB could benefit from IEC planning and reporting. The Student Bill Payment process was identified by the former Campus Dean as a process that needed improving. Student Bill Payment began reporting during Fall 2022, but only provided updates to the IEC on three occasions during the 2022-2023 academic year (October, April, and June). Upon the recommendation of the IEC, a new lead on this project was assigned during the 2023-2024 academic year. The IEC also recommended eight benchmarks to help ensure success.

<b>Student Bill Payment: 2023-2024 Benchmark Progress</b>			
<b>Benchmark</b>	<b>Progress</b>	<b>Final Notes</b>	<b>Met or Not Met</b>
Develop a student bill pay committee including vested parties.	Complete	Representatives from Student Services, Athletics, and Academics.	Met
Write an initial procedure.	Complete	Procedure written January 2024.	Met
Seek feedback on procedure from committee.	Complete	Committee reviewed and updated procedure January 2024.	Met
Revise procedure	In Progress	College Council and Dean's Council provided feedback. Latest update shows procedure with Student Success leaders.	Not Met
Collect data from Spring 2024 to see how proposed procedure impacts students	In Progress	Last update provided in March.	Not Met
Revise procedure	In Progress	No update	Not Met
Gain approval through Staff, Faculty and Student Senates	Not Started	Not Started	Not Met
Gain approval through College Council	Not Started	Not Started	Not Met

During the 2023-2024 academic year, Student Bill Payment successfully met **37.5%** of the identified benchmarks. Although this percentage below where the IEC/SPICE group would like to see it, the benchmarks that have yet to be met are a result of asking for valuable feedback from groups impacted by this procedure. This campus-wide participation is highly valued and speaks to the work done by all of those involved in this process.

**2024-2025 Draft Implementation Plan Items related to Student Bill Payment:**

- None

Although this procedure is not currently on the draft implementation plan, it could easily be added if the campus community feels it is necessary.

### Student Life

DCB Student Life is charged with the following objective:

- To create and maintain a diverse, inclusive, and welcoming environment on campus for students, and help them grow socially, personally to become positive community participants.

The Director of Student Life identified eight benchmarks for the 2023-2024 academic year.

<b>Student Life: 2023-2024 Benchmark Progress</b>			
<b>Benchmark</b>	<b>Progress</b>	<b>Final Notes</b>	<b>Met or Not Met</b>
Hold one student socials each semester	Complete	Halloween Social (fall) and Get Lei'd Social (spring).	Met
Hold one off campus event each semester	Complete	Paint Night (fall and spring)	Met
Create and maintain a comprehensive Student Life Calendar available on website and app listing all campus events monthly (include athletics, ACE, Library, Student Life, Sodexo, Bookstore, and Academics).	Complete	Posted to website with link from DCB App.	Met
Offer drinks or snack to students in the Atrium once a month.	Complete	Iced coffees, hot chocolate, apple cider, tacos, Italian sodas, and root beer floats (7 months)	Met
Hold two awareness events each semester	Complete	Suicide prevention, sound healing, Green Bandana Project, Take Back the Night.	Met
Create two to three campus activities/events monthly hosted by RAs to improve inclusivity.	Complete	Fall: 23 events (8 events last fall) Spring: 25 events (16 events last spring)	Met
Food Panels	Complete	Three food panels throughout the academic year.	Met
Co-op with Athletics to offer theme nights for students attending home games	Complete	One during fall and three during spring (Smokey's Week)	Met

Student Life met **100%** of identified benchmarks during the 2023-2024 academic year. The Director of Student Life should be commended for her programming.

**2024-2025 Draft Implementation Plan Items related to Student Life**

- Item 1.5 Create opportunities for students to increase independent living skills
- Item 1.6 Enhance the student experience based on student survey feedback
- Item 2.7 Encourage DCB faculty and staff participation in college sponsored events
- Item 2.8 Enhance DCB presence in the local community
- Item 3.11 Secure funding to begin construction on a new residence hall

## **Annual Updates**

Four groups who previously participated in monthly IE reporting provided annual updates at the end of the 2023-2024 academic year: Athletics, Audits, Physical Plant-Student Center, and Physical Plant-Milligan Hall Abatement. All annual updates forms are located on the shared drive in the institutionaleffectiveness > 2023-2024 Annual Updates folder. A summary of each form is provided below:

### ***Athletics***

Seventeen items from the DCB Athletic Strategic Plan were tracked. Eight of the objectives were not met, primarily because athletic coaches did not provide requested information. A new Athletic Director was hired during Spring 2024, which, reportedly, changed the dynamic of the Athletic Department. The new Athletic Director has developed a new approach for improving adherence.

### ***Audits***

Two audit findings were listed for the 2023-2024 academic year. As reported on the Annual Update form: *a complete overhaul of the inventory asset system has been completed. All assets have been entered into the inventory tracking system. Sensitive assets are now tracked by their department. DCB policy and procedures have been revised and posted to the DCB website. We have passed and are now in compliance with the NDUS Internal Audit Department. This audit finding is considered closed.*

### ***Physical Plant-Student Center***

The only outstanding item on the update to the DCB Student Center was replacing doors (which were on backorder during the 2022-2023 academic year). The doors were received and installed during the 2023-2024 academic year.

### ***Physical Plant-Milligan Hall Abatement***

Although DCB received grant funding to improve the Milligan Hall residence hall, the College is working on securing funding through the legislature to build a new dorm. Until the College knows if a new dorm is a financial possibility, the abatement is on hold. An extension has been granted for the abatement funds.

## **Annual Update Comments**

All of these groups will no longer be expected to report to SPICE for the items/objectives/benchmarks listed here. Audit reporting is redundant to what is already expected through various external and internal agencies. DCB's Strategic Priority Three: Institutional Improvement, includes Goal 3: Improve institutional facilities and technology. This goal will encompass all major facility improvements. On the current draft, Item 3.11 (Secure funding to begin construction on a new residence hall) directly ties into the Physical Plant-Milligan Hall Abatement. Finally, the Athletic Department, under the leadership of the new Athletic Director, is data-driven and shows a commitment to maintaining tracking of various metrics. Reporting to SPICE outside of items on the Implementation Plan (i.e., Item 2.9 Facilitate Logrollers reorganization) is redundant.

## 2023-2024 Implementation Plan

### Final Summary

Priority One: Student Success			
Item	Item Champion	Green: Complete Yellow: In Progress Red: Not Started	Final Notes
Item 1.1 Establish new digital literacy standards	Kayla O'Toole		DCB Digital Literacy Policy Approved—All associate degrees offered by DCB require students to meet the digital literacy standards as identified in SBHE Policy 461. <b>Complete.</b>
Item 1.2 Analyze course schedule to optimize student experience	Kayla O'Toole		Ways to track and identify semester courses completed, but still need to review offerings and draft schedules to point out potential changes that need to be made. Item is <b>Ongoing.</b>
Item 1.3 Improve Residence Hall Experience	Bridget Gustafson		Remodeling and improvements occurred in Mead. RA training was in depth. Food panels with Sodexo occurred and work with business office to improve communication occurred. Item is <b>Complete.</b>
Item 1.4 Coordinate awareness activities related to student well-being	Bridget Gustafson		Mental health awareness-mental health counseling increased during 2023-2024 due in large part to a mental health intern working on campus. Campus services included intramurals, athletics, PTK, cultural/diversity events, ASPIRE, and Title IX training. A campus events calendar helped to improve coordination of events. Welcome weekend and Smokey's Week provided many opportunities for student engagement. Item is <b>Complete.</b>
Item 1.5 Enhance leadership opportunities for students	Corey Gorder		Athletic teams engaged in teambuilding and leadership activities. Study abroad, Leaderjacks, Student Senate, PTK, SNO, and intramurals also provided leadership opportunities. Item is <b>Complete.</b>
Item 1.6 Integrate student support and library services in the Academic Atrium	Laura Halvorson		Student Support Specialist and new Professional Advisors hired fall 2023. Academic Atrium staff helped with Smokey's Week, FutureFest, and Graduation. Item is <b>Complete.</b>
Item 1.7 Leverage scholarship opportunities to serve more students	Leslie Stevens		Increased promotion of scholarships occurred during 2023-2024 compared to previous years. This item is <b>Ongoing.</b>

Priority Two: Community Commitment			
Item	Item Champion	Green: Complete Yellow: In Progress Red: Not Started	Final Notes
Item 2.1 Complete renovation of new CTE Center in Minot	Chris Nero	Green	Certificate of Occupancy received- Ribbon Cutting – July 19, 2024. <b>Completed</b>
Item 2.2 Begin transition to unified Lumberjacks mascot	Corey Gorder	Yellow	Athletics focus: Women' Basketball updated Jerseys Started updates to Gym Marketing and Apparel Gear in process Mascot – awaiting prices (big reveal when mascot is received). <b>Not completed during 2023-2024.</b>
Item 2.3 Facilitate Logrollers reorganization	Carolyn Rygg	Yellow	Meeting held 4/8/2024 Things moving along Restructuring will be completed in 2024-2025 School year <b>Not completed during 2023-2024.</b>
Item 2.4 Complete the Old main renovation project	Chris Nero	Yellow	Move in Date 9/23 <b>Not completed during 2023-2024.</b> Hoping for mid-August
Item 2.5 Develop an academic master plan	Kayla O'Toole	Yellow	Initial investigation into what is entailed in an academic master plan occurred during 2023-2024. <b>Not completed during 2023-2024.</b>
Item 2.6 Provide educational experiences to promote life-long learning	Melissa Brudwick	Yellow	Access to Ed to Go and currently reviewing courses offered. Offering Community Ed Events Monthly Working on tracking budget to plan for future. <b>Completed</b>
Item 2.7 Determine sustainability of the Bridges Program in Valley City	Dr. Carmen Simone	Green	Program Review shared with College Council Met with VCSU leadership Tentative termination of Bridges but replace with new, more focused version Updating MOU. <b>Item completed (implementation of new/more focused version of relationship with VCSU will occur during 2024-2025).</b>
Item 2.8 Determine strategies for supporting non-regional students	Kendra Metcalfe	Yellow	Tuition model change occurred during 2023-2024 to help non-regional students. Additional strategies are ongoing. <b>Ongoing.</b>
Item 2.9 Establish a Minot programming advisory board	Maggie Backen	Green	First Meeting Held May 22, 2024 With 13 attendees Secretary – Susan Ogurek. <b>Item completed.</b>

Priority Three: Institutional Improvement			
Item	Item Champion	Green: Complete Yellow: In Progress Red: Not Started	Final Notes
Item 3.1 Attain specialized accreditation whenever opportunities are available	Kayla O'Toole		Areas of achieved specialized accreditation identified, goal is to identify other areas with opportunity and begin pursue by 5/3/24 Dental Assisting and Paramedics current on accreditation, with Dental Hygiene in progress. Ontrack for completion by May 3, 2024. <b>Ongoing</b>
Item 3.2 Overhaul process for employee evaluation	Sandy Hageness		On schedule. Eval form has been updated and saved to website for managers to use. Managers also received PPT with tips. Deadline for completing evals is May 31, 2024. Overhaul of Process is <b>Complete</b> .
Item 3.3 Restructure compensation model for course- pay related to online, adjunct, overload	Kayla O'Toole		Faculty committee was formed. Committee completed research and made proposals. Proposals reviewed/analyzed, with next steps being to communicate findings, gather additional feedback, and then submit proposal for approval. Will complete by May 18, 2024. <b>Completed</b>
Item 3.4 Develop orientation process for new employees	Sandy Hageness		Process has been developed, implemented, and will continue to be reviewed for effectiveness. <b>Completed</b>
Item 3.5 Develop an enrollment management plan	Kendra Metcalfe		Has begun and is on schedule. Draft of plan will be completed in May, but will not be finalized until later in Summer of 24. Plan was created, though will continue to be updated as needed and implementation will now begin. <b>Complete</b>
Item 3.6 Automate the hiring and payroll processes	Lisa Mock		<b>Completed</b>
Item 3.7 Improve transparency in the budget process	Lisa Mock		The budget will be complete at year end and implementation will begin 7/1/2024. Improving transparency is <b>Ongoing</b>
Item 3.8 Develop an Information Technology Plan	Jacob Nelson		Has reviewed current IT plan and drafted updates. Currently working on drafting additional plans to add to IT plan. On track to complete by end of May, 2024. <b>Completed</b>
Item 3.9 Establish new electronic contracting process for employees	Sandy Hageness		<b>Completed</b>
Item 3.10 Complete schedule assurance review for HLC	Lexi Kvasnicka-Gates		DCB successfully met all core components. No follow-up reports or visits required. <b>Completed</b>
Item 3.11 Develop a program review process	Erik Kornkven		Program review occurred during 2023-2024 and a report was submitted to the Associate Dean for Academic Affairs and the Campus Dean. After this year, program review will occur outside of the Assessment Team. A new committee was created and met in April. Process will be fine-tuned/adjusted based on feedback. <b>Completed</b> .

Item 3.12 Continue review of faculty and staff salary levels	Dr. Simone		Some minor comparative data will be collected over the summer to inform next steps on salary for the upcoming legislative session. Our priority will have to be on maintaining the equity increases provided to us last year. It is imperative that we (NDUS and other state agencies) seek ongoing funds to continue providing level of support. <b>Ongoing</b>
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**2023-2024 DCB Implementation Plan Final Summary**

A total of 28 items were identified on the 2023-2024 DCB Implementation Plan. As of July 2024, 11 items are still in progress and 17 are completed. Many of the 11 “in progress” items are items that are on-going or were items that are hard to mark as complete (e.g., Continue to review faculty and staff salary levels). SPICE took this into consideration when drafting the 2024-2025 DCB Implementation Plan. Having clear and measurable items allows for clarity regarding expectations. As this was the first year of an implementation plan at Dakota College, the progress made is encouraging.

### **Future Directions**

Overall, the transition from IEC to SPICE was smooth. Focusing on the annual Implementation Plan allows DCB to adapt to the changing educational landscape, while also allowing items to carryover from year to year if necessary. The current draft of the 2024-2025 Implementation Plan (Appendix A) was developed through feedback from faculty, staff, and students, and represents the items that are most important to those groups.

During the 2024-2025 academic year, all Item Champions will complete a standard update form (Appendix B) for Priority Leaders. This form was used by a majority of Item Champions during the 2023-2024 academic year and received positive feedback. By moving away from the IE planning and reporting forms, as well as the monthly meetings that did not commonly provide more information than what was on the reporting forms, SPICE will be able to focus on ensuring progress is made on Implementation Plan items, as well as drafting a new Implementation Plan each spring based off survey results from faculty, staff, and students.

SPICE recommended moving to a monthly meeting instead of a meeting every other week. This was supported by all members of SPICE.

Appendix A. 2024-2025 Draft Implementation Plan

**Dakota College at Bottineau Implementation Plan 2024-2025 (Draft 1, 4-23-24)**

DCB adapts to the changing education landscape to empower students and impact communities.

<b>Priority One: Student Success</b>	
Goal 1: Guide students on their academic journey	
Item 1.1 Strengthen the individualized advising process	
Item 1.2 Provide college resource and readiness training to all students	
Item 1.3 Continue to integrate student support and library services	
Item 1.4 Establish AI standards/policy	
Goal 2: Invest in the development of the whole student	
Item 1.5 Create opportunities for students to increase independent living skills	
Item 1.6 Enhance the student experience based on student survey feedback	
<b>Priority Two: Community Commitment</b>	
Goal 1: Articulate college identity	
Item 2.1 Update DCB website to reflect current values/practices/identity	
Item 2.2 Develop an academic master plan	
Item 2.3 Increase DCB programming and visibility in Minot	
Goal 2: Align and expand community and workforce programs	
Item 2.4 Secure updated space in Minot to house Nursing, Paramedic Tech, and other programs	
Item 2.5 Improve the model for working with CTE advisory committees	
Goal 3: Enhance community relationships	
Item 2.6 Strengthen dual credit high school/DCB relationships through faculty outreach	
Item 2.7 Encourage DCB faculty and staff participation in college sponsored events	
Item 2.8 Enhance DCB presence in the local community	
Item 2.9 Facilitate Logrollers reorganization	
<b>Priority Three: Institutional Improvement</b>	
Goal 1: Develop a team approach that values a culture of passion	
Item 3.1 Develop realistic athletic budgets	
Item 3.2 Continue to address faculty and staff compensation levels to ensure DCB is competitive within the current job market	
Item 3.3 Assess workload balance	
Goal 2: Modify our processes to enhance our services	
Item 3.4 Enhance college wide recruiting efforts	
Item 3.5 Improve process for admitting and enrolling dual credit students	
Item 3.6 Coordinate budgets and continue to improve transparency in the budget process	
Item 3.7 Seek specialized accreditation for DCB's Dental Hygiene and Diagnostic Medical Sonography programs	
Item 3.8 Continue developing the program review process	
Goal 3: Improve institutional facilities and technology	
Item 3.9 Implement Information Technology Plan	
Item 3.10 Update science labs	
Item 3.11 Secure funding to begin construction on a new residence hall	

Appendix B. Standard Implementation Update Form

**DCB Implementation Plan  
2023-2024 Project Progress Form**

<b>Priority</b>
<b>Item</b>
Project Start Date: Click to enter a date.
Project End Date: Click to enter a date.

Primary Task 1:			
Action Task	Current Progress	Start Date	End Goal Date
	Choose an item.	Click to enter a date.	Click to enter a date.
	Choose an item.	Click to enter a date.	Click to enter a date.

Primary Task 2:			
Action Task	Current Progress	Start Date	End Goal Date
	Choose an item.	Click to enter a date.	Click to enter a date.
	Choose an item.	Click to enter a date.	Click to enter a date.

Primary Task 3:			
Action Task	Current Progress	Start Date	End Goal Date
	Choose an item.	Click to enter a date.	Click to enter a date.
	Choose an item.	Click to enter a date.	Click to enter a date.

Primary Task 4:			
Action Task	Current Progress	Start Date	End Goal Date
	Choose an item.	Click to enter a date.	Click to enter a date.
	Choose an item.	Click to enter a date.	Click to enter a date.

<table border="1"> <tr> <td><b>Current Budget to Date:</b></td> <td>\$</td> </tr> <tr> <td><b>Proposed Budget:</b></td> <td>\$</td> </tr> <tr> <td><b>Current vs. Future – Show Savings:</b></td> <td>\$</td> </tr> <tr> <td><b>Additional items and Costs: (equipment, membership, annual dues, staffing, etc.)</b></td> <td> <ul style="list-style-type: none"> <li>• Item - \$</li> <li>• Item - \$</li> <li>• Item - \$</li> </ul> </td> </tr> </table>	<b>Current Budget to Date:</b>	\$	<b>Proposed Budget:</b>	\$	<b>Current vs. Future – Show Savings:</b>	\$	<b>Additional items and Costs: (equipment, membership, annual dues, staffing, etc.)</b>	<ul style="list-style-type: none"> <li>• Item - \$</li> <li>• Item - \$</li> <li>• Item - \$</li> </ul>	<div style="border: 1px solid black; padding: 10px; background-color: #fff9c4;"> <p>Any Evaluation/Assessment Done? (surveys, committee recommendations, etc.?) Choose an item.</p> <p>Summary (if yes):</p> </div>
<b>Current Budget to Date:</b>	\$								
<b>Proposed Budget:</b>	\$								
<b>Current vs. Future – Show Savings:</b>	\$								
<b>Additional items and Costs: (equipment, membership, annual dues, staffing, etc.)</b>	<ul style="list-style-type: none"> <li>• Item - \$</li> <li>• Item - \$</li> <li>• Item - \$</li> </ul>								

Will this item be completed by the end of the 2023-2024 academic year? Choose an item.

**Project Completion**

**Completion Date:** [Click to enter a date.](#)

**SPICE Chair Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

If not completed, will item move to the 2024-2025 Implementation Plan? Why or why not.