

Dakota College at Bottineau

Strategic Planning and Institutional Council for Effectiveness (SPICE)

Annual Summary Report

2024-2025

June 2025

Committee Members: Dr. Lexi R. Kvasnicka-Gates (Chair), Dr. Carmen Simone, Dr. Linda Burbidge, Kayla O'Toole, Chris Nero, Corey Gorder, Laura Halvorson (Priority 1 Leader), Maggie Backen (Priority 2 Leader), Mike O'Toole (Priority 3 Leader), Misty Lindgren (Priority 3 Leader), and Jen Mattson

History of Strategic Planning and Institutional Council for Effectiveness (SPICE) at Dakota College at Bottineau

SPICE came out of what was formally the Institutional Effectiveness Committee. The Institutional Effectiveness Committee was 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).

DCB administrators created the Institutional Effectiveness Committee (IEC) during Fall 2020 whose membership was 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 included:

- 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

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 that previously reported to the IEC, as well as the progress and completion of items identified on the college's Implementation Plan. The Implementation plan was created with feedback from faculty, staff, and students, and was organized around DCB's Institutional Priorities (Student Success, Community Commitment, and Institutional Improvement).

The 2023-2024 academic year was the last year of IE forms and reporting. Beginning during the 2024-2025 academic year, SPICE focused solely on items identified on the College's annual implementation plan. Priority Leaders (focused on the College's three priorities) helped SPICE ensure that progress was made on all identified action items for the academic year.

2024-2025 Implementation Plan

Twenty-nine items were included in the 2024-2025 Dakota College at Bottineau Implementation Plan. These items were the result of an initial survey sent to DCB faculty and staff during early Spring 2024 which requested ideas for Implementation Plan items that fit under the college's Priorities. SPICE took all item suggestions, combining like items and clarifying language, and created a second survey sent to faculty, staff, and students. The second survey asked these groups to identify the importance of each item and also provided the opportunity to add additional items. The most important items to each group were used to create a first draft of the 2024-2025 Implementation Plan (IP). The IP was sent to Faculty Senate, Staff Senate, and Student Senate for comment and support. The 2024-2025 Implementation Plan was approved by College Council during Fall 2024. SPICE identified Item Champions for each Item, and Priority Leaders worked with Item Champions to complete Item Progress Update forms. Monthly progress on IP Items was reported to Priority

Leaders, and three SPICE meetings during the 2024-2025 academic year were designated as Progress Update meetings.

2024-2025 Implementation Plan Final Summary

Priority One: Student Success			
Item	Item Champion	Green: Complete Yellow: In Progress Red: Not Started	Notes
Item 1.1 Strengthen the comprehensive advising process	Laura Halvorson		Advisors leveraged Starfish and a Graduation Database to complete this task. Complete.
Item 1.2 Expand college resource and readiness training to all students	Laura Halvorson		Although resources and readiness training was enhanced and identified, the Item was not deemed to be complete because the training will take place during First Year Experience August 2025. In Progress.
Item 1.3 Define student support and library services	Melissa Brudwick		DCB Website was updated with current information, tutoring was strengthened (notably with help from Minot State to address tutoring concerns for students in Minot), and facilities improvements occurred in the DCB Library. Complete.
Item 1.4 Establish AI standards/policy	Michelle Cauley		The ad hoc AI committee created a student-AI policy that is now on all DCB syllabi. The second part of this Item was to create a policy for DCB employees and it was deemed most appropriate to move this task to the Emerging Technologies Committee. This committee will build a policy to align with NDUS policies starting in Fall of 2025. In Progress.
Item 1.5 Create opportunities for students to increase independent living skills	Bridget Gustafson		Opportunities were provided related to finances (budgeting, spending, loans, and investments), but due to low attendance the personal safety event was not scheduled. Complete.
Item 1.6 Improve the student experience based on student survey feedback	Hannah Hoffert		Gathered reports from Student Satisfaction Surveys for the last 4 years. Results were shared with appropriate departments. In these meetings staff/faculty were asked what additional items would be helpful on the outgoing survey for Spring 2025. Those questions were added to the 2024-2025 survey. Complete.
Item 1.7 Participate in the HLC Student Success Academy	Lexi Kvasnicka-Gates		DCB applied and was accepted into the HLC Student Success Academy, in part, to fulfill the Quality Initiative requirement of the Open Pathway. A team of six (Director of Accreditation, Director of Student Services, Associate Dean for Academic Affairs, Athletic Director, Admissions & Marketing Coordinator, and Natural Resources Instructor) gathered and analyzed data and attended two roundtable events during the 2024-2025 academic year. Complete.

Priority Two- Community Commitment			
Item	Item Champion	Green: Complete Yellow: In Progress Red: Not Started	Notes
Item 2.1 Update DCB Website	Kendra Metcalfe		Responsible parties were identified for each page on the DCB website. Updates were submitted, but addressing all updates is ongoing. The item will continue on the 2025-2026 IP. In Progress.
Item 2.2 Overhaul the DCB Academic Catalog	Misty Lindgren		New online catalog/software purchased, implemented and reviewed for accuracy. Completed.
Item 2.3 Increase DCB Visibility in Minot Area	Maggie Backen		Most notably is signage on Health Center West and Dakota College Downtown. Review with marketing committee will occur every August. Complete.
Item 2.4 Secure updated Academic Space in Minot	Chris Nero		Trinity Health Center West is the new home for DCB Nursing in Minot. Complete.
Item 2.5 Define DCB Expectations for CTE Advisory Committees	Kayla O'Toole		Session added to fall in-service to meet with CTE faculty to go over requirements and expectations. Complete.
Item 2.6 – Develop new certificate program	Kayla O'Toole		Small Unmanned Aircraft Certificate, Dental Office Manager Certificate and Athletic Coaching Certificate of Completion all starting Fall 2025. Complete.
Item 2.7- Expand Faculty outreach and presence at Regional High Schools	Kayla O'Toole and Stacy Allard		Added to annual evaluation for faculty- First year to set goals. Complete.
Item 2.8 -Encourage DCB Faculty and Staff Participation at College Sponsored Events	Mike O' Toole and Scott Johnson		Completed- Survey completed and analyzed. Input sought from Senates. Complete.
Item 2.9- Identify Opportunities for DCB Presence in the local and surrounding areas	Kendra Metcalfe		Opportunities were identified and will be reviewed every August with Marketing Committee to set up for following year. Complete.

Priority Three: Institutional Improvement			
Item	Item Champion	Green: Complete Yellow: In Progress Red: Not Started	Notes
Item 3.1 Advocate for competitive compensation levels	Dr. Simone		Salary matrix developed (one for faculty, one for staff). Entry levels were established, with mid-year adjustments for those not meeting minimum. Legislative advocacy undertaken. Adjustments of 3% applied for most faculty and staff. Complete.
Item 3.2 Assess workload balance	Associate Deans		Employees were surveyed. Survey data was reviewed and analyzed. Findings were shared with the campus. Additional feedback was collected. Adjustments to workload considered and made if needed. Complete.
Item 3.3 Establish baseline to track faculty submission of required documents	Misty Lindgren		Documents identified, plan for collection created, and deadlines for documentation determined. Plan for communication with faculty and collection of data created and implementation to start Summer 2025. Complete.
Item 3.4 Consolidate policies and utilize a comprehensive numbering system	Sandy Hageness		Collating numbering system to align with NDUS approved by College Council. Review/Publishing of policies and numbering system almost complete. Complete.
Item 3.5 Enhance college wide recruiting efforts	Leslie Ostreim		Participated in Fall DACAC. In progress of visiting schools, participating in college fairs, and tracking campus visits that result in enrollment. In progress of non-face-to-face interactions and establishing/maintaining relationships with high schools. This is an ongoing process. Complete.
Item 3.6 Develop an improved process for admitting and enrolling dual credit students	Kayla O'Toole		Current process assessed. Feedback gathered. Goals/tasks and timelines determined. Processes have been updated and communicated to constituents. Complete.
Item 3.7 Coordinate budgets and continue to improve transparency in the budget process	Chris Nero and Jen Mattson		Current process has been discussed/reviewed. Other campuses processes reviewed. Plan has been created for implementation this coming fiscal year. Training identified as an area that was lacking. Complete.
Item 3.8 Attain specialized accreditation for DCB's Dental Hygiene program	Kris Pladson and Annie Carpener		Creation of curriculum completed. Application for accreditation completed. In progress of hiring qualified faculty. Complete.

Item 3.9 Begin specialized accreditation for DCB's Diagnostic Medical Sonography (DMS) program	Paige Baade		Application for JRCDMS in progress. CAAHEP request for accreditation has been submitted. Development of budget in progress. Review of JRCDMS self study in progress. Establish advisory committee is in progress. In Progress.
Item 3.10 Continue developing the program review process	Kayla O'Toole		Program Review is a substantial project that requires thorough assessment. Meaningful progress has been made in reviewing our current process and gathering information from other campuses, HLC, and constituents to help in developing standards and a schedule for our process. Continued development, followed by implementation, will be addressed in the 2025-2026 Implementation Plan. In Progress.
Item 3.11 Develop realistic athletic budgets	Carolyn Rygg and Jen Mattson		Data gathered and analyzed. Development of achievable budgets completed. Ready to present for FY26. Complete.
Item 3.12 Implement Information Technology Plan	Jacob Nelson		Most items on IT plan for 24-25 are completed. There are a few items on the plan that are planned to be completed over the summer, some of which have to wait until summer to start. Complete.
Item 3.13 Seek funding to address residence hall needs	Dr. Simone		Needs for residence halls discussed with SBHE Education Budget and Finance committee. Permission to seek funding for demolition of one hall was approved by full SBHE. Several members of Interim Higher Education committee visited DCB to tour residence halls to see the needs. Project was designated as top priority going into legislative session. Only \$500,000 was received. This money will go toward improving current dorms, but does not address the need for new dorms. Complete.

2024-2025 DCB Implementation Plan Conclusions

A total of 29 items were identified on the 2024-2025 DCB Implementation Plan. As of May 2025, 24 were Complete (83%) and 5 (17%) were identified as In Progress. In Progress Items are:

- Item 1.2 Expand college resource and readiness training to all students.
- Item 1.4 Establish AI standards/policy
- Item 2.1 Update DCB website
- Item 3.9 Begin specialized accreditation for DCB's Diagnostic Medical Sonography (DMS) program
- Item 3.10 Continue developing the program review process

Item 1.2 is anticipated to be Complete by the end of August 2025 (with the completion of First Year Experience). Although AI standards and a policy was created for students, the faculty/staff policy is now being guided by the newly formed Emerging Technologies Committee who will leverage guidance from the North Dakota University System. Item 2.1 is ongoing as DCB's website needed a fair amount of updating. Item 2.1 will move to the 2025-2026 IP. Item 3.9 is difficult due to the contractual arrangement with Trinity Health to offer the college's DMS program. Although initial steps with Item 3.9 have occurred (thus, the process has begun and the Item could be marked as Complete), those close to this Item did not feel comfortable marking it as Complete. The Item will evolve on the 2025-2026 IP (Item 2.5 Review academic programs currently provided through third-party relationships). Finally, Item 3.10 will move to the 2025-2026 IP as well. Item Champions used 2024-2025 as a learning year, trying to understand how best to use the program review information currently available and how to improve this information for the future.

Future Considerations

A major undertaking during the 2024-2025 academic year occurred in the Business Office. Budgeting and transparency with this process has been a topic of discussion for many years. Departments are working closely with the DCB Controller to clean up line items, ensure accuracy of budgets, and to plan for the future. DCB strives to triangulate assessment/evaluation, planning, and budgeting. With a strong connection between evaluation and planning in place via SPICE, the next step is to bring in budgeting. With the DCB Controller and the Associate Dean for Administrative Services serving on SPICE, the college is well positioned to make this next step.