

Dakota College at Bottineau

Strategic Plan

2015-2020 – Update: May, 2019

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
May 1, 2019

| NDUS STRATEGIC GOAL 1: Deliver degrees that are the best value in the nation | | | | |
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| DCB STRATEGIC GOAL 1: Assure that DCB programs are affordable to students | | | | |
| OBJECTIVE 1.1 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |
| Implement new DCB tuition model in fall, 2019 | Jerry Migler, Campus Dean | Fall, 2019 | New tuition rates published in fall, 2018. Tuition income in fall, 2019 is revenue neutral on a comparative basis. | New DCB tuition model has been approved by SBHE in spring, 2018. |
| OBJECTIVE 1.2 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |
| Increase the use of Open Educational Resources | Larry Brooks, Associate Dean for Academic and Student Affairs Kayla O'Toole, Director of Distance Education | Spring semester, 2020 | Use of OER's increases by 10% during period of spring, 2018 to spring, 2020 | |

STRATEGIC GOAL 2: Provide programs people want, when and where they need them

DCB STRATEGIC GOAL 2: 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.

| OBJECTIVE 2.1 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |
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| Construct, through an alliance among Dakota College, Minot State University (MSU) and the community of Minot, a career and technical education center in the Minot community. 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. | Dr. Steve Shirley, President and Dr. Jerry Migler, DCB Campus Dean | Fall, 2020 | A comprehensive career and technical education center will have been acquired and the entering and students will be admitted into selected CTE programs offered at the new site. | <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> <p>5/1/19 – City of Minot received approval of the requested waiver. Planning discussions regarding next steps currently underway.</p> |
| OBJECTIVE 2.2 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |
| Develop and implement the following programs for on-campus or online delivery in the fall of 2019: Agriculture, Human Resources Management, Rec Management and Allied Health | Jerry Migler, Campus Dean; Larry Brooks, Associate Dean for Academic and Student Affairs; Kayla O’Toole, Director of Distance Education | Fall, 2019 | Programs are implemented and students enrolled | 5/1/19 - System approvals are currently in place for Agriculture, Human Resources Management. Rec Management is currently available online only, planning for online and on-campus for fall, 2020. |
| OBJECTIVE 2.3 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |

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| Explore options for offering BAS degrees in Natural Resources on the DCB campus. | Larry Brooks, Associate Dean for Academic and Student Affairs; Jerry Migler, Campus Dean | Fall, 2020 | DCB students have options for completing a BAS degree on the Bottineau campus. | |
| OBJECTIVE 2.4 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |
| 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. | Penny Belgarde and Administration of Burdick Job Corps Center | Fall, 2020 | Articulation agreements have been written. Students begin to transfer to DCB by the fall semester, 2020. | 5/1/19 - Articulation agreements have been written, waiting for final approval by BJCCC. |
| OBJECTIVE 2.5 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | |
| Develop and implement LEAP (Leading to Education and Advanced Preparation) program for high school students enrolled in dual credit courses | Kayla O'Toole, Director of Distance Education | Spring of 2019 | Have eight to ten students enrolled in and graduated from the program at the end of the Spring 2019 semester. Strategies in place to provide academic advising to LEAP students. | 5/15/2018 – Currently, nine students are enrolled and six high schools are participating. Seven students completed LEAP in spring, 2018. 5/1/19 – 26 students enrolled during 2018-2019. 18 completed LEAP in spring, 2019. |

STRATEGIC GOAL 3: Equip Students for Success**DCB STRATEGIC GOAL 3: Improve persistence and completion rates of DCB students**

| Objective 3.1 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |
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| Implement new advising model for students enrolled in transfer programs | Nathan Biggerstaff, TRiO Director/Director of Advising | Fall, 2018 | Academic advising will improve as evidenced by a 2.5% increase in fall-to-fall retention for a 3 year period beginning with the fall of 2018. | 5/1/19 - Advising model successfully implemented in fall, 2018. Baseline advising report developed at end of fall, 2019 semester. Similar report for spring, 2019 semester in progress. |
| Objective 3.2 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |
| Continue participation in the HLC Persistence and Completion Academy | Kayla O'Toole, Director of Student Success Center; Nathan Biggerstaff, TRiO Director | Spring, 2020 | The activities developed in the HLC Persistence and Completion Academy will contribute to a 2.5% increase in fall-to-fall retention rates for a 3 year period beginning with the fall of 2018 as well as to a 2.5% increase in graduation rates for a 3-year period beginning with the spring of 2018. | 5/1/19 – HLC notified DCB of successful completion of required quality initiative (new advising model). Retention rate improved from fall, 2018 to fall, 2019 by 9%. Improvement in graduation rates has not yet met goal. |
| OBJECTIVE 3.3 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |
| Explore alternative methods for delivering developmental education | Larry Brooks, Associate Dean for Academic and Student Affairs | Ongoing starting fall of 2019 | Monitor success rate of students in the alternative course models when compared to students in the traditional model. | 5/1/19 – Decision has been made to move to co-requisite model for developmental education courses, with full implementation scheduled for fall, 2020. |

| STRATEGIC GOAL 4: Maximize the strengths of the unified system | | | | |
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| DCB STRATEGIC GOAL 4: DCB will develop collaborative arrangements with other NDUS institutions | | | | |
| OBJECTIVE 4.1 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |
| Explore opportunities to collaborate with programs using a model similar to the Dakota Nursing Program and the Northern IT Consortium. | Larry Brooks, Associate Dean for Academic and Student Affairs | Ongoing | Additional programs would be offered to DCB students using these types of collaborative models | 5/1/19 – New DCB agriculture program developed in partnership with LRSC and WSC based on the NITC Consortium. |

| DCB STRATEGIC GOAL 5: Prepare DCB for the future by maximizing institutional efficiency and effectiveness through the implementation of strategic planning initiatives | | | | |
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| OBJECTIVE 5.1 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |
| Develop and implement a strategic plan for the future directions of athletic programs at DCB | Dan Davis, Athletic Director | Summer, 2019 | A strategic plan that will guide athletic programs for the next 5-10 years will be adopted by the college and which has strong support from the various constituent communities. | 5/1/19 – Athletic department worked on the plan during the spring semester, and plans to have final version available for review and approval in summer, 2019. |
| OBJECTIVE 5.2 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |
| Develop and implement a strategic enrollment management plan for DCB | Beth MacDonald, Director of Admissions | Fall, 2019 | A strategic enrollment plan is developed that provides direction for admissions and recruitment activities for the next 3 years. | 5/1/19 – Admissions and Marketing staff have been working on a plan during the 20j18-2019 academic year. |

| OBJECTIVE 5.3 | GOAL CHAMPION(S) | EXPECTED COMPLETION DATE | MEASURABLE OUTCOME | PROGRESS |
|--|---------------------------|--------------------------|---|--|
| Develop and implement a strategic plan for renovating Old Main, the Student Center/Dining Center and the Residence Halls | Jerry Migler, Campus Dean | Spring, 2019 | A strategic plan has been developed that identifies the funding needed and a timetable for renovating these facilities. | 5/1/19 – Planning was completed for a Student Center/Dining Center project and the re-purposing of Old Main into a Center for Rural Health Education. Bonding authority was approved for the Student Center/Dining Center project and a capital campaign proposal has been developed for the Center for Rural Health Education. Preliminary planning is underway for the renovation of Gross and Milligan Halls. |