

Interim Report: Institutional Effectiveness



Institution: Dakota College at Bottineau
Chief Executive Officer: Dr. Carmen Simone
Date Submitted: August 30, 2022

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

Core Component(s): 5.D The institution works systematically to improve its performance.

Areas of Focus: To assess effectiveness across the entire institution, DCB should develop policies and procedures that codify a system to evaluate all functional areas of the institution by September 1, 2022. So closely connected are the concerns noted in 5D to the co-curricular assessment concerns noted in 3E and 4B, this should include a timeline specifying when each department will be reviewed along with a structure that includes goals, a reporting method, and a process that assures/documents that results are acted upon, evaluated and revised as needed. Along with the assessment plan in place for the academic areas, these policies and procedures will produce a continuous cycle to systematically improve the College's performance in all areas.

Interim Report: Institutional Effectiveness

Functional area assessment at Dakota College at Bottineau (DCB) was assessed by the Outcomes Assessment Task Force (now named the Academic and Co-Curricular Assessment Committee) up until Fall 2019. This assessment involved all functional/service areas submitting a planning form each fall and a reporting form each spring. Although many areas completed the necessary forms, the assessment was not necessarily meaningful for several reasons: 1) follow-up, or closing the loop, did not occur, and 2) the assessment was not driven by higher-level goals or objectives. When the Outcomes Assessment Task Force became the Academic and Co-Curricular Assessment Committee during Fall 2019, functional/service area assessment was no longer under this Committee's umbrella of responsibilities. Functional/service areas were assessed, in part, through performance evaluations, but a formal process to replace the previous process was not in place.

2020-2021 Institutional Effectiveness

During Fall 2020 (Appendix A), campus leaders began designing a committee to oversee institutional effectiveness across the entire institution, not just academic areas and programs. The makeup of the Institutional Effectiveness Committee (IEC) includes the campus Administrative Council, as well as the Director of Accreditation and the Director of Academic and Co-Curricular Assessment. The Administrative Council represents campus leaders, including the presidents of all three senates (Faculty, Staff, and Student), the Athletic Director, Associate Dean for Academic Affairs, Director of Distance Education/Academic Support Services, Business Manager (CFO), Financial Aid Director, Associate Dean for Student Affairs, Housing Complex Director, and the campus Librarian. The Campus Dean (CEO) also serves as an unofficial member of the IEC.

Just as academic assessment is not generally performed in every course every semester, the IEC sought to organize its institutional effectiveness assessment in a way that is truly sustainable and meaningful and did not fall into old patterns of assessment without purpose. The Campus Dean and Director of Accreditation, with input from the IEC, decided to use the DCB Strategic Plan to focus IEC planning and reporting. The DCB Strategic Plan aligns with the North Dakota University System (NDUS) Strategic Plan goals, focusing college-level goals with system-wide goals. The IEC used the DCB 2015-2020¹ Strategic Plan (Appendix B) to identify groups which had yet to reach goals outlined in the Strategic Plan. Four groups identified in the Strategic Plan had not yet met their goal or were not being monitored for achievement of the goal (e.g., renovation of Old Main into a Center for Rural Health Education is part of a capital campaign and progress is updated regularly through the Foundation Office). The four groups were:

- 1) The LEAP (Leading to Education and Advanced Preparation) program for dual credit students,
- 2) The new advising model,

¹ DCB is still operating under the 2015-2020 Strategic Plan. Due to the COVID-19 pandemic, the NDUS did not complete their new strategic plan until Summer 2022, so DCB has been in a holding pattern with strategic planning.

- 3) The development of a strategic plan for the DCB Athletic Department, and
- 4) The development of a marketing and advertising plan for the College.

Additionally, the Strategic Plan identified “continued participation in the HLC Persistence and Completion Academy” as an objective. Academy participation ended in Spring 2019, but the IEC added retention (via the Director of Retention) as a fifth reporting group to the IEC. Finally, the IEC identified audits as an area that could benefit from monthly reporting.

Institutional Effectiveness (IE) Planning and Reporting forms (available at <https://www.dakotacollege.edu/about/institutional-effectiveness>) were developed and the IEC Chair worked with each group to complete these forms. Forms called for an overall goal for the group and the steps/benchmarks necessary to ensure completion of the goal. LEAP and Athletics completed the forms December 2020 to serve as examples for the other groups. All groups had planning (Appendix C) and reporting forms (Appendix D) on file by February 2021, with all groups reporting regarding progress toward goals during the March 2021 IEC meeting. Monthly reporting continued throughout the Spring 2021 semester, with final reports heard during the May 2021 IEC meeting.

As noted in the IEC Handbook (Appendix E), the IEC used the month of July to compile the reports and submit an Institutional Effectiveness Committee Annual Summary Report. The 2020-2021 report (Appendix F) outlines the groups that reported during the Spring 2021 semester, summarizes the monthly reports, and provides recommendations as to whether the group should continue reporting the following academic year. The IEC, through the Annual Summary Report, recommended that Athletics, Advising, Audits, and Retention continue reporting during the 2021-2022 academic year. The Recruitment and Marketing group repeatedly met identified benchmarks, fulfilling its DCB Strategic Planning objective. The DCB 2015-2020 Strategic Plan called for development and implementation of the LEAP program. During the 2020-2021 academic year, there were 14 LEAP graduates. The LEAP program was not asked to report during the following (2021-2022) academic year due to the achievement of the DCB 2015-2020 Strategic Plan objective and the established practices of tracking student and program success.

Overall, the initial semester of IE planning, reporting, and regular IEC meetings was successful. At the completion of the Summer 2021 term, it was hoped that the NDUS would finalize their own strategic plan so that DCB could move forward with updates to its own strategic plan. For this reason, the IEC moved into the 2021-2022 academic year with four groups reporting to the IEC with an intent to add six additional groups once the DCB Strategic Plan was in place.

2021-2022 Institutional Effectiveness

Fall 2021 IE planning and reporting proceeded in the same fashion as Spring 2021 with Audits, Athletics, Advising, and Retention participating in the process. Audits, Advising, and Retention had slightly altered goals and benchmarks, but generally just maintained progress. Athletics experienced some large gains during Fall 2021 with the development, acceptance, and

implementation of a DCB Athletic Department Strategic Plan (Appendix G). Monthly reporting helped to keep this project on task through change in the Department, including the resignation of the Athletic Director, the hiring of an Interim Athletic Director, and the re-hiring of the previous Athletic Director.

During the December 2021 IEC meeting (Appendix H), the IEC and representatives from each of the four reporting groups (Audits, Athletics, Advising, and Retention) met to discuss the effectiveness of the IEC and any possible changes to the process of planning and reporting. One of the primary concerns was making IEC meetings more efficient. With only four reporting groups, IEC meetings were commonly taking a full hour. With the knowledge that six (at minimum) additional groups would need to begin reporting, the process needed to become more efficient. Based off discussion at this December 2021 meeting, the IEC decided that all groups would continue to report monthly, but only one or two groups would physically present at the IEC meeting. All reporting groups would update their reporting forms in the IEC Teams folder by the first Thursday of each month and a schedule of physical reporting (Appendix I) was added to the Institutional Effectiveness page on the College website.

Spring 2022 IEC meetings utilized this updated reporting format with each reporting group presenting at two or more IEC meetings between January and June. These presentations tended to be more fruitful than the reporting updates provided during Spring 2021 and Fall 2021. For example, during the January 2022 meeting (Appendix J) the Athletic Trainer and IEC members engaged in a discussion of grade checks. Barriers to the successful completion of grade checks were identified and strategies to address these barriers were put into place. Additionally, the new reporting process allowed for additional time to discuss the forthcoming DCB Strategic Plan and groups that would likely be identified in the 2022-2027² DCB Strategic Plan. Discussion during the IEC meetings helped to facilitate the addition of several groups to the IEC planning and reporting schedule. For example, January 2022 (Appendix J) discussion led to the addition of developmental (Academic Skills (ASC) prefix) Math, and discussion held during the March 2022 IEC meeting led to the addition of Tutoring (Appendix K).

By the completion of Spring 2022, the IEC was receiving IE reports from six groups: Advising, Athletics, Audits, Retention, Math, and Tutoring (Appendix L). As reported during the June 2022 IEC meeting (Appendix L), the ND State Board approved the final goal for its strategic plan, so DCB is now able to complete its own 2022-2027 Strategic Plan. With the resignation of the Campus Dean during Summer 2022, DCB planning will go to the new DCB Campus Dean who began at the College on August 15 (Appendix M). The IEC anticipated the continued delay of the DCB Strategic Plan due to this leadership change and moved forward with 13 groups set to report during the 2022-2023 academic year. These groups and their identified goals are likely to be part of the updated Strategic Plan.

² These years are anticipated. It is very likely that the newest DCB Strategic Plan will be for 2023-2028.

The 2021-2022 Institutional Effectiveness Committee Annual Summary Report (Appendix N) provides a summary regarding the progress that each reporting group made toward attainment of benchmarks and overarching goals. Additionally, this Report discusses the need to offboard groups from the IE planning and reporting process, as well as rotate groups through IE planning and reporting as institutional effectiveness becomes engrained in the culture of the group. Advising, Athletics, and Retention were all groups identified in the Report as possibly in line for offboarding at the completion of the 2022-2023 academic year. The 2022-2023 IEC Schedule (Appendix O) has three meetings (December, May, and June) where offboarding is a topic on the agenda. As noted in the IEC Handbook (Appendix E), IE planning and reporting is guided by the DCB Strategic Plan, audit findings, and process/procedures. If a group no longer falls within these parameters (i.e., is no longer listed in the Strategic Plan, clean audits) or has established a culture of ensuring effectiveness (e.g., the LEAP program), offboarding the group would allow for the IEC to hear from a new group that could benefit from monthly reporting.

Conclusion

Dakota College at Bottineau has established a body, representative of faculty, staff, and administration, to engage in monthly review of the institutional effectiveness of its operations. Formed during Fall 2020, the Institutional Effectiveness Committee is comprised of key members around Campus that have a vested interest in ensuring the effective operations of the Campus' functional areas. The IEC has met monthly beginning Spring 2021 and, as a standing committee identified within the Employee Handbook (please see the DCB Employee Handbook at <https://www.dakotacollege.edu/flipbooks/handbook/54/>), will continue meeting monthly.

Although reporting groups have fluctuated between four to six, Fall 2022 reporting will include 13 key operations. Updated 2022-2023 IE Planning Forms (Appendix P) for these 13 groups clearly identify the goal of the group, benchmarks toward achievement of the goal, and the Planning Forms were reviewed by the IEC during the August 2022 (Appendix Q) meeting to ensure goals were measurable, within the scope of the group, and had appropriate benchmarks identified. Goal champions and individuals responsible for the successful completion of each benchmark are also identified which provides an additional assurance of responsibility for goal completion. Reporting forms and physical reports provided to the IEC ensure that documentation of progress occurs. Finally, the Annual Summary Report formalizes the reports heard throughout the academic year into a document shared with the Campus Dean and the public through the college website.

The preceding narrative and subsequent evidence documents demonstrate that Dakota College at Bottineau is taking the appropriate steps to ensure that the College works systematically to improve its performance. Over the course of the past two years, the College successfully formed an Institutional Effectiveness Committee to oversee this process and will continue to utilize the Committee to ensure continuous quality improvement of DCB and its functional areas.

Dakota College at Bottineau Institutional Effectiveness Committee



Date: October 13, 2020
Time: 4:00 PM
Place: via Teams

Attendees: Dr. Jerry Migler, Dr. Lexi Kvasnicka-Gates, April, Abrahamson, Larry Brooks, Dr. Linda Burbidge, Tracy Chisholm, Corey Gorder, Mark LaCroix, JaLee Lynnes (for Heidi Hall), Lisa Mock, and Kayla O'Toole.
 Absent: Hattie Albertson, Masaya Archbold, Heidi Hauf
 Guests: Valerie Heilman

AGENDA

Topic	Responsible Party	Discussion/Outcome
1. Background info re: IEC - HLC expectations <ul style="list-style-type: none"> • <i>Therefore, the interim report should address the following areas, noted above, related to Criteria 5:</i> <ul style="list-style-type: none"> ○ <i>Establish a body, representative of faculty, staff and administration, to engage in monthly review of the institutional effectiveness of its operations</i> ○ <i>Define a minimum of 10 key operations for which performance metrics will be identified, historical performance documented, and performance targets set.</i> - Purpose of the committee <ul style="list-style-type: none"> • <i>To assess effectiveness across the entire institution, DCB should develop policies and procedures that codify a system to evaluate all functional areas of the institution by September 1, 2022.</i> 		Dr. Migler introduced the idea of Institutional Effectiveness and the Institutional Effectiveness Committee. Dr. Kvasnicka-Gates discussed the HLC Team Report and expectations for the 2022 interim report. At a minimum, 10 service/functional area groups need to report to the IEC regarding progress towards goals on a monthly basis. We will use the DCB Strategic Plan to guide our IEC and the service/functional area groups.

Dakota College at Bottineau Institutional Effectiveness Committee



<p>2. Membership</p> <ul style="list-style-type: none"> • <i>HLC Coordinator</i> • <i>Director of Assessment</i> • <i>Library Director</i> • <i>Athletic Director</i> • <i>Dean for Academic Affairs</i> • <i>Staff Senate President</i> • <i>Faculty Senate President</i> • <i>Student Senate President</i> • <i>Housing Director</i> • <i>Business Office Manager</i> • <i>Director of Distance Education</i> • <i>Financial Aid Director</i> 		<p>The IEC is comprised of the Administrative Council, plus the HLC Coordinator and the Director of Academic and Co-Curricular Assessment.</p>
<p>3. Duties</p> <ul style="list-style-type: none"> • <i>Ensure the college's strategic plan is aligned with the college mission</i> • <i>Support ongoing connections between strategic planning, budgeting, and assessment</i> • <i>Monitor, evaluate, and document progress toward fulfillment of the college's strategic plan goals</i> • <i>Monitor, evaluate, and document progress toward correcting audit findings</i> • <i>Provide updates and recommendations to the Campus Dean</i> • <i>Link to Strategic Plan</i> https://www.dakotacollege.edu/flipbooks/strategic-plan/ 		<p>Review of the expectations of the IEC.</p> <p>Due to COVID-19, we are in a holding pattern waiting on the NDUS to finalize their strategic plan. Although the Dean's Council has monitored progress on the DCB Strategic Plan, the IEC will allow DCB to regularly assess this progress.</p> <p>The IEC will also help to monitor progress toward correcting audit findings. Audits provide opportunities for improvement, and this improvement is a goal of the IEC.</p>

Dakota College at Bottineau Institutional Effectiveness Committee



<p>4. Future actions</p> <ul style="list-style-type: none">• <i>Feedback from upcoming HLC visit</i>• <i>Identification of operations in which performance metrics will be identified, historical performance documented and performance targets set.</i>		<p>We are hopeful to have time with the HLC peer reviewers during the Oct. 26 Verification Visit to ensure clear expectations of the IEC.</p>
<p>5. Future Meeting Schedule</p>		<p>Sandy Hageness, Administrative Assistant to the Campus Dean, will help to set up a schedule for regular monthly meetings.</p>

Dakota College at Bottineau

Strategic Plan

2015-2020 – Update: May, 2019 – Final approved 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.

Appendix B. DCB 20215-2020 Strategic Plan

- **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

- Provide quality experiences
- Ensure student success
- Use resources effectively

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.

Appendix B. DCB 2015-2020 Strategic Plan

STRATEGIC PLAN 2015-2020

Work in Progress

Updates: January 6, 2016

January 26, 2016

December 19, 2017

May 15, 2019

NDUS STRATEGIC GOAL 1: Deliver degrees that are the best value in the nation				
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	

NDUS 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.

Appendix B. DCB 2015-2020 Strategic Plan

OBJECTIVE 2.1	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS
<p>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.</p>	<p>Dr. Steve Shirley, President and Dr. Jerry Migler, DCB Campus Dean</p>	<p>Fall, 2020</p>	<p>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>	<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
<p>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</p>	<p>Jerry Migler, Campus Dean; Larry Brooks, Associate Dean for Academic and Student Affairs; Kayla O’Toole, Director of Distance Education</p>	<p>Fall, 2019</p>	<p>Programs are implemented and students enrolled</p>	<p>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.</p>
OBJECTIVE 2.3	GOAL CHAMPION(S)	EXPECTED COMPLETION DATE	MEASURABLE OUTCOME	PROGRESS

Appendix B. DCB 20215-2020 Strategic Plan

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.

Appendix B. DCB 2015-2020 Strategic Plan

NDUS 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
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.

Appendix B. DCB 2015-2020 Strategic Plan

NDUS STRATEGIC GOAL 4: Maximize the strengths of the unified system				
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				
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 2018-2019 academic year.

Appendix B. DCB 20215-2020 Strategic Plan

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.

Appendix C. Spring 2021 IEC Planning Forms

Institutional Effectiveness (IE) Planning Form

IE Leader Name: Laura Halvorson and Beth MacDonald
Department: Student Services (Advising and Retention)
Start Date of IE Planning: January 22, 2021

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal 3: Equip Students for Success				
Objective 3.1	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Implement new advising model for students enrolled in transfer programs	<p>Nathan Biggerstaff, TRiO Director/Director of Advising</p> <p>Laura Halvorson, Director of Retention</p> <p>Beth MacDonald, Director of Advising</p>	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.

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain. Yes.

Objective update: Continue implementing advising model for students enrolled in transfer programs.

- Reason: The new advising model was originally implemented in Fall 2018.

Measurable outcome update: 1.) Prepare one connection event per academic year between advisees and appropriate faculty members. 2.) Complete two student contacts with individual advisees per semester.

- Reason: These are objectives in the advising handbook that we plan to measure.

Expected completion update: End of spring 2021

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
50% of transfer students on DCB's campus will attend the faculty connection event	Professional Advisors	Spring 2021
90% of students attending the event will complete participation worksheet	Professional Advisors	Spring 2021
70% of freshman students will be registered for Fall 2021 by the end of Spring 2021	Beth MacDonald, Laura Halvorson, all advisors	Spring 2021
Professional advisors will have two recorded contacts for 90% of advisees throughout Spring 2021.	Professional Advisors	Spring 2021

Institutional Effectiveness (IE) Planning Form

IE Leader Name: Corey Gorder
Department: Athletics
Start Date of IE Planning: December 14, 2020

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal 5: Prepare DCB for the future by maximizing institutional efficiency and effectiveness through the implementation of strategic planning initiatives				
Objective 5.1	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Develop and implement a strategic plan for the future of athletic programs at DCB	Corey Gorder, 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

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain.

- The Strategic Goal and Objective remain the same. The progress noted on 5-1-19 reflects a strategic plan developed under the previous athletic director. This plan is no longer relevant. The current athletic director will work with constituents of DCB Athletics to develop a new athletic strategic plan.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Meet with athletic coaches to establish key goals within DCB Athletics.	Corey Gorder, Athletic Director	Spring 2021
Establish measurable objectives under each goal.	Corey Gorder, Athletic Director, and coaching staff	Spring 2021
Draft an initial version of the DCB Athletic Programs Strategic Plan.	Corey Gorder, Athletic Director, and Lexi Kvasnicka-Gates, HLC Coordinator	Summer 2021
Seek input from constituents (Dean’s Council, Logrollers, coaches)	Corey Gorder, Athletic Director	Summer 2021
Finalize the DCB Athletic Programs Strategic Plan	Corey Gorder, Athletic Director, and Lexi	Summer 2021

Appendix C. Spring 2021 Planning Forms 4

	Kvasnicka-Gates, HLC Coordinator	
Seek approval/support from constituents (Dean's Council, Logrollers, coaches).	Corey Gorder, Athletic Director	Summer 2021
Implement Plan and track various metrics.	Corey Gorder, Athletic Director, and coaching staff	Fall 2021

Institutional Effectiveness (IE) Planning Form

IE Leader Name: Lisa Mock
Department: Audits
Start Date of IE Planning: January 22, 2021

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal				
Objective	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain.

Audits:

List all outstanding audit findings:

Issue ID	Issue Name	Region	Auditor	Audit Name	Audit Date	Type of Finding	Priority	Aging at 9/30/2020	Last Comment/Resolution to Issue	Closed?
004-0002	Lack of asset identification number	DCB	NDUS Internal	Asset Inventory 2016-2019	5-30-19	Significant	Med	614	Process enhancement plan has been completed for a majority of the departments. We are waiting on the Nursing Department	No
004-0003	Over insured property	DCB	NDUS Internal	Over Insured Personal Property	4-24-19	Low	Low	656	Once the Nursing Department has completed an accurate list of their inventoried items an adjustment to the over/under insured property will be made.	No
0057-0008	Continuity of Operations Plan (COOP)	DCB	NDUS Internal	Continuity of Operations Plan	6-7-18	Significant	Med	977	A committee has been formed and progress is ongoing	No

IEC-Driven Goal and/or Objective:

- Goal: Ensure DCB addresses outstanding audit findings.
- Objective:
 - Establish process for monitoring audit findings
 - Establish a timeframe for each audit finding
 - Maintain progress to address outstanding audit findings

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
0040-0002 Lack of Asset Identification Number	Nursing Depart. Head/Vonda Berg	6-30-21
0040-0003 Over insured Property	Nursing Depart. Head/Lisa Mock	6-30-21
0057-0008 Continuity of Operations Plan (COOP)	Jerome Migler and Emergency Mgmt. Team	5-30-21

Institutional Effectiveness (IE) Planning Form

IE Leader Name: Kayla O'Toole
Department: Distance Education
Start Date of IE Planning: December 15, 2020

DCB Strategic Plan Goal Information (if applicable)

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 2.5	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Develop and implement the 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. 5/1/2019 – 26 students enrolled during 2018-2019. 17 completed LEAP in spring, 2019.

Does the Strategic Goal and/or Objective need to be updated, changed, or deleted? Please explain. Yes.

Maintain 15-20 LEAP graduates each academic year. Assess the effectiveness of the LEAP program in reducing costs and time spent pursuing a degree within the NDUS.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Determine the average tuition cost of the 4-year institutions within the NDUS.	Kayla O'Toole, Cari Olson	Jan. 31, 2021
Determine the average years to complete a degree at the 4-year institutions within the NDUS.	Kayla O'Toole, Cari Olson	Jan. 31, 2021
Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Compile list of LEAP graduates, contact info, college attending	Kayla O'Toole, Stacy Allard, Cari Olson	Feb. 28, 2021

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after graduating from LEAP, year completed LEAP, etc.		
Track when and where students graduate at the end of their degree within the NDUS.	Kayla O'Toole, Stacy Allard, Cari Olson	July 31, 2021 and at the end of each academic year
Document final GPA's when students complete their degree within the NDUS.	Kayla O'Toole, Stacy Allard, Cari Olson	July 31, 2021 and at the end of each academic year
Survey LEAP students that graduated from DCB – did they like LEAP, what could we have done better, where are they attending college, anticipated grad. date, etc.	Kayla O'Toole, Stacy Allard	March 31, 2021
Monitor completion rates of DCB LEAP graduates each academic year to track progress.	Kayla O'Toole, Stacy Allard	May 31, 2021 and at the end of each academic year

Institutional Effectiveness (IE) Planning Form

IE Leader Name: Beth MacDonald (with Sandy Hageness, Bridget Gustafson, Laura Halvorson, and Heidi Hauf)
Department: Student Services (Recruitment and Enrollment)
Start Date of IE Planning: January 22, 2021

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal 5: Prepare DCB for the future by maximizing institutional efficiency and effectiveness through the implementation of strategic planning initiatives				
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 2018-2019 academic year.

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain.
Yes.

Update objective 5.2 to: Develop and implement a Strategic Recruitment and Marketing Plan for DCB.

Reason: A strategic enrollment plan is an overall campus effort to identify, recruit, retain, enroll, and graduate students which aligns with our missions and goals while also maintaining fiscal sustainability.

The SRMP is a section dedicated to compiling data and conducting situational analysis of aspects in recruiting and marketing.

Update to Measurable Outcome: An SRMP is developed that provides direction for recruitment and marketing activities for the next 2 years.

Reason: Data for the SRMP is more purposeful and reasonable to manage every 2 years.

Progress:

- The original SRMP was published and implemented January 2020.
- The review/update of the SRMP will be completed by February 2021

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Publish the SRMP	Recruitment/Marketing	Spring 2021

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Obtain 3,000 new users on the DCB website per month.	Marketing	Spring 2022
Complete 25 high school visits per academic year i.e. BND CAM event, career fair, high school visit, virtual presentation	Recruitment	Spring 2022

Institutional Effectiveness (IE) Planning Form

IE Leader Name: Laura Halvorson and Beth MacDonald
Department: Student Success
Start Date of IE Planning: January 2021

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal 3: Equip Students for Success				
Objective **Currently not an objective in the 2015 DCB Strategic Plan.	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Increase retention rates of degree seeking students.	Laura Halvorson, Director of Retention Beth MacDonald, Director of Advising	Fall 2021 Fall 2022 Fall 2023	2.5% increase in fall-to-fall retention each year for a 3-year period for degree seeking students beginning with the fall of 2020.	

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain.

Yes. There is no current strategic planning objective specific to retention goals. In the 2020-2021 academic year, TRIO funding was not renewed in the 2020 grant competition. This created a focus of two new positions targeting retention and academic advising. During DCB’s most recent comprehensive evaluation from the HLC, there was a considerable amount of time and focus spent on DCB’s current retention and completion rates.

The proposed objective will adhere with HLC Criteria for Accreditation 4.C. DCB is much lower than the NDUS average regarding retention and completion rates. This new objective has an outcome goal of increasing retention rates by an objective, measurable, and realistic percentage. This objective aims at narrowing the gap between DCB and the NDUS average. Ideas and goals for accomplishing the objective have been broad as of January 2021. Conversations have included working with co-curriculars (another focus area highlighted during the HLC comprehensive evaluation), program break downs, and student-centered activities around campus.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Establish current retention rates of cohorts dating back to Fall 2016.	Laura Halvorson and Cari Olson	Spring 2021
Meet with retention committee to identify focus areas based on data collection.	Laura Halvorson	Spring 2021

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Work with the IEC to determine retention standards/goals for the identified focus areas.	Laura Halvorson and Beth MacDonald	Spring 2021

Appendix D. Spring 2021 Cohort IE Reporting Forms¹

2020-2021 Institutional Effectiveness (IE) Reporting Form

IE Leader Name:	Kayla O'Toole
Department:	Distance Education
Start Date of IE Planning:	December 15, 2020

DCB Strategic Plan Goal Information or Institutional Effectiveness Committee-Driven Goal

Objective	Goal Champion(s)	Expected Completion Date	Measurable Outcome
Maintain 15-20 LEAP graduates each academic year. Assess the effectiveness of the LEAP program in reducing costs and time spent pursuing a degree within the NDUS.	Kayla O'Toole, Director of Distance Education	Spring 2021	Tracking sheet of LEAP graduates each academic year. Tracking sheet of LEAP graduates at the end of degree within the NDUS. Tracking sheet will include: college/university, semester of graduation, final GPA, number of semesters the LEAP graduate was enrolled at college/university after high school

Audits (if applicable): N/A

List all outstanding audit findings:

Issue ID	Issue Name	Region	Auditor	Audit Name	Audit Date	Type of Finding	Priority	Aging at xx/xx/xxxx	Last Comment/Resolution to Issue	Closed?

¹ Until Fall 2022, IE Reporting Forms were used continuously until the group was offboarded. Due to the number of semesters that some groups reported to the IEC and how lengthy the forms became with outdated or already completed benchmarks, the IEC moved to having groups complete new IE Reporting Forms each fall. Thus, some groups in this appendix show three semesters of data.

Reporting Update on Step/Benchmarks:

Step/Benchmark	Responsible Party	Anticipated Semester of Completion	Progress	Notes	Date of Completion
Determine the average tuition cost of the 4-year institutions within the NDUS.	Kayla O'Toole, Cari Olson	January 31, 2021	Complete	3-11-21: Complete —Cari sent this to Kayla. 2020-2021: \$8,658.33 average cost for 4-year and research institutions.	1/31/2021
Determine the average years to complete a degree at the 4-year institutions within the NDUS.	Kayla O'Toole, Cari Olson	January 31, 2021	Step/Benchmark No Longer Applicable	3-11-21: Step/Benchmark No Longer Applicable —Data does not exist. We could look at nation-wide trends. Kayla may look at this later on.	N/A
Compile list of LEAP graduates, contact info, college attending after graduating from LEAP, year completed LEAP, etc.	Kayla O'Toole, Stacy Allard, Cari Olson	February 28, 2021	Complete	3-11-21: Complete —Stacy compiled this by using Campus Connection. Most LEAP graduates are going to college out of state (32%), 29% attending NDSU or UND, 22% went to a 4-year institution within the NDUS. 7% continued on with DCB. 10% went to a different two-year (all 10% went to BSC).	2/28/2021
Track when and where students graduate at the end of their degree within the NDUS.	Kayla O'Toole, Stacy Allard, Cari Olson	July 31, 2021 and at the end of each academic year	Not Started	<p>6-10-21: Not Started—Will be assessed July 31 (after graduation).</p> <p>5-13-21: Not Started—Will be assessed July 31 (after graduation).</p> <p>4-8-21: Not Started—Will be assessed in the summer (after graduation).</p> <p>3-11-21: Not Started—This has been done in the past and will continue.</p>	Click or tap to enter a date.

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<p>Document final GPA's when students complete their degree within the NDUS.</p>	<p>Kayla O'Toole, Stacy Allard, Cari Olson</p>	<p>July 31, 2021 and at the end of each academic year</p>	<p>Not Started</p>	<p>6-10-21: Not Started—Will be assessed July 31 (after graduation). 5-13-21: Not Started—Will be assessed July 31 (after graduation). 4-8-21: Not Started—Will be assessed in the summer (after graduation). 3-11-21: Not Started—This is a step that has not been done in the past. Kayla is checking whether this is possible.</p>	<p>Click or tap to enter a date.</p>
<p>Survey LEAP students that graduated from DCB – did they like LEAP, what could we have done better, where are they attending college, anticipated grad. date, etc.</p>	<p>Kayla O'Toole, Stacy Allard</p>	<p>March 31, 2021</p>	<p>Complete</p>	<p>4-8-21: (Initial Survey) Complete—Four participants (student who completed the LEAP Program). All four were 2019-2020 respondents. “What did you like most about LEAP Program?”</p> <ul style="list-style-type: none"> • Professors • Insights into the college experience • Opportunity to get started with college • Flexibility • Accessibility to complete general education prior to high school graduation <p>“What could be improved?”</p> <ul style="list-style-type: none"> • Better communication with high school administrators • Counseling/advising on what classes to take/avoid <p>“Favorite dual credit classes”</p> <ul style="list-style-type: none"> • A&P • Psychology • Speech • College Algebra 	<p>3/31/2021</p>

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				<ul style="list-style-type: none"> • Sociology • Computers • Composition <p>“What benefits did you get?”</p> <ul style="list-style-type: none"> • Saved money on tuition • Prepared to attend college • Dual credit classes easily transferred • Graduating early (from college) <p>“What college are you now attending?”</p> <ul style="list-style-type: none"> • 2 ND colleges • 2 outside of ND <p>“Anticipated graduation date from college”</p> <ul style="list-style-type: none"> • Spring 2023 • Fall 2023 • Spring 2024 <p>Students had positive comments to share about the LEAP Program.</p> <p>Kayla plans on continuing this survey in the future.</p> <p>3-11-21: Not Started—Plan on surveying prior to March 31, 2021.</p>	
Monitor completion rates of DCB LEAP graduates each academic year to track progress.	Kayla O’Toole, Stacy Allard	May 31, 2021 and at the end of each academic year	Not Started	<p>6-10-21: Not Started—This is a summer project.</p> <p>5-13-21: Not Started—This is a summer project.</p> <p>4-8-21: Not Started—This is a summer project.</p> <p>3-11-21: Not Started—This might also include nation-wide data to</p>	Click or tap to enter a date.

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				support the idea that LEAP is saving time and money.	
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Institutional Effectiveness (IE) Reporting Form

IE Leader Name:	Beth MacDonald (with Sandy Hageness, Bridget Gustafson, Laura Halvorson, and Heidi Hauf)
Department:	Student Services (Recruitment and Enrollment)
Start Date of IE Planning:	January 22, 2021

DCB Strategic Plan Goal Information or Institutional Effectiveness Committee-Driven Goal

Objective	Goal Champion(s)	Expected Completion Date	Measurable Outcome
Develop and implement a Strategic Recruitment and Marketing Plan for DCB.	Beth MacDonald, Director of Admissions	Spring 2022	An SRMP is developed that provides direction for recruitment and marketing activities for a two-year period.

Audits (if applicable): N/A

List all outstanding audit findings:

Issue ID	Issue Name	Region	Auditor	Audit Name	Audit Date	Type of Finding	Priority	Aging at xx/xx/xxxx	Last Comment/Resolution to Issue	Closed?

Reporting Update on Step/Benchmarks:

Step/Benchmark	Responsible Party	Anticipated Semester of Completion	Progress	Notes	Date of Completion
Publish the SRMP	Recruitment/Marketing	Spring 2021	Complete	3-11-21: Complete —Published end of January 2021	1/29/2021
Obtain 5,000 (updated from 3,000) new users on the DCB website per month	Marketing	Spring 2022	In Progress	6-10-21: Complete —6,059 new users in May (spending just over 19 minutes on the website). 5-13-21: In Progress --6,827 new users in April. Pages hit: catalog, financial aid. Display ad clicks are	Click or tap to enter a date.

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				<p>up 92.8%, social media clicks are up 70.3%, paid searches 39.8%.</p> <p>4-8-21: In Progress—March 2021 had 8,354 new users. Top locations on the website: visit campus (24.66%).</p> <p>3-11-21: In Progress—Advertising (streaming, broadcast, print, etc.) directs people to website. Google analytics provides reports to the committee. Sandy is learning how to run these reports herself (which provides more frequent information). Wants to update goal to 5,000 new users per month (based off information from the past two years this seems doable). January 2021 had 8,291 new users on the website; February 2021 had 6,978 new users.</p>	
Complete 25 high school visits per academic year, i.e., BND CAM event, career fair, high school visit, virtual presentation	Recruitment	Spring 2022	Complete	<p>6-10-21: Complete (academic year 2020-2021)—Same numbers as in May (some of those schools did have a second visit). Goals for 2021-2022 will be discussed this summer.</p> <p>5-13-21: In Progress--30 overall visits. 49 high schools in target area. 21 visits were in the target area; 9 visits outside of target area. 24/30 were in person.</p> <p>4-8-21: In Progress—28 visits right now. Nineteen in target area. Nine schools outside target area. 22/28 visits have been in person.</p>	5/14/2021

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				3-11-21: In Progress —49 high schools in plan. As of 3-11-21, 15 in-target area school visits in target area and 6 outside of target area. Fifteen of the visits were in person and 6 were virtual.	
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Institutional Effectiveness (IE) Reporting Form

IE Leader Name:	Laura Halvorson and Beth MacDonald
Department:	Student Services (Advising)
Start Date of IE Planning:	January 22, 2021

DCB Strategic Plan Goal Information or Institutional Effectiveness Committee-Driven Goal

Objective	Goal Champion(s)	Expected Completion Date	Measurable Outcome
Continue implementing advising model for student enrolled in transfer programs.	Laura Halvorson, Director of Retention Beth MacDonald, Director of Advising	End of Spring 2021	<ol style="list-style-type: none"> 1. Prepare one connection event per academic year between advisees and appropriate faculty members. 2. Complete two student contacts with individual advisees per semester.

Audits (if applicable): N/A

List all outstanding audit findings:

Issue ID	Issue Name	Region	Auditor	Audit Name	Audit Date	Type of Finding	Priority	Aging at xx/xx/xxxx	Last Comment/Resolution to Issue	Closed?

Reporting Update on Step/Benchmarks:

Step/Benchmark	Responsible Party	Anticipated Semester of Completion	Progress	Notes	Date of Completion
50% of transfer students on DCB's campus will attend the faculty connection event	Professional Advisors	Ongoing	Complete	4-6-22: Complete for Spring 2022 – 33/106 students attended. 31%. We will not be hosting another event in the same manner in the dining center. Student traffic was much lower than expected and many students chose to take lunch	10/13/2021

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				<p>to go instead of connecting with faculty.</p> <p>3-3-22: Not Started – Connection event set for April 4.</p> <p>1-31-22: Not Started – Have not yet set the spring semester date.</p> <p>10-14-21: Complete for Fall 2021—Only 31% of transfer students attended the event on October 13. A total of 45 students attended the event. Although this is higher than spring (where 37 students attended), the percentage goal was not met. Positives regarding the location outside of the ACE.</p> <p>9-9-21: In Progress-Oct. 13 is the first fall event. Held in the academic atrium. Lunch provided. Hoping for around 100 transfer students.</p> <p>5-13-21: Final Report from 2020-2021—Benchmark NOT MET: 36% of students attended. One challenge was baseball had a game that day. April 21, 2021. Will do another connection event in the fall. Student feedback regarding the event was positive.</p> <p>4-8-21: In Progress—Date set for event (April 21). Faculty have been invited. Invites are ready for students (printed with handwritten</p>
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				<p>notes to advisees). These invites will go out next week.</p> <p>3-11-21: In Progress—Planning meeting scheduled for March 16. Plan on hosting the event in April for on-campus students.</p>	
90% of students attending the event will complete participation worksheet	Professional Advisors	Ongoing	Complete	<p>4-6-22: Complete for Spring 2022 – 29/33 students completed the participation worksheet. 88%. Although 29 students completed the worksheet, faculty availability was very low at times so advisors ended up working with the student which defeats the purpose of the faculty connection. 21 worksheets were completed with true faculty-student connections.</p> <p>3-3-22: Not Started – Connection event set for April 4.</p> <p>1-31-22: Not Started – Have not yet set spring semester date.</p> <p>10-14-21: Complete for Fall 2021—Just missed the benchmark with 87% completing the worksheet. In total 39/45 students completed the worksheet.</p> <p>9-9-21: Not Started—event is scheduled for Oct. 13</p> <p>5-13-21: Final Report from 2020-2021—Benchmark NOT MET: 89% completed (32/36 students completed the worksheet).</p>	10/13/2021

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				<p>4-8-21: In Progress—Date set for event (April 21). Faculty have been invited. Invites are ready for students (printed with handwritten notes to advisees). These invites will go out next week.</p> <p>3-11-21: In Progress—Planning meeting scheduled for March 16. Plan on hosting the event in April for on-campus students.</p>	
50% of freshmen students will be registered for the following semester (spring or fall) by the end of the current semester (spring or fall)	Beth MacDonald, Laura Halvorson, all advisors	Ongoing	Complete	<p>5-16-22: Complete – 54 of 131 registered freshmen are also registered for fall 2022. (41%)</p> <p>5-3-22: In Progress – 45 of 131 currently registered freshmen are also registered for fall 2022.</p> <p>4-11-22: In Progress – 29 of 131 currently registered freshmen are also registered for fall 2022.</p> <p>3-3-22: Not Started—Registration opens March 7.</p> <p>1-31-22: Not Started—Registration opens March 7.</p> <p>12-8-21: Complete (fall 2021): 65% of freshmen students were registered as of 12-7-21.</p> <p>11-18-21: In Progress—49% as of 11-19-21.</p> <p>10-14-21: Not Started—Registration opens Monday.</p>	12/7/2021

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				<p>9-9-21: Not Started—Key takeaways from last year: nursing/pre-nursing hurt numbers due to when they register. Update the percentage to 50% (rather than 70%).</p> <p>5-13-21: Final Report from 2020-2021—Benchmark NOT MET: 62/167, 37% as of 5-13-21; 31 students are not returning or applying to nursing (19%). 44% either not knowing their return status or simply have not registered (could be due to holds on their accounts). Continued contact by professional advisors over the summer months should hopefully increase these numbers.</p> <p>4-8-21: In Progress—Currently at 30%. 50/167 students registered. Pre-nursing students may be impacting numbers (and will continue to impact numbers due to late registration). Beth will reach out to Nursing Department. Non-registered student advisors will receive a message to get their advisees registered.</p> <p>3-11-21: In Progress—Working with freshmen degree seeking students. After 3 days of registration 8% of these students are registered. 13 out of 167. This information will be reported weekly in the Campus Memo.</p>	
Professional advisors will have two recorded contacts for	Professional Advisors	Spring 2021	Complete	5-13-21: Final Report from 2020-2021—Benchmark MET: 99.2%,	4/7/2021

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<p>90% of advisees by the completion of Spring 2021 semester</p>				<p>only one student did not have the two contacts (only had 1 contact).</p> <p>4-8-21: Complete—92% of advisees have had at least 2 contacts. No advisees have gone without contacts. Ten students have had only one contact with their advisor. A message was sent to all advisors to use Starfish (only one advisor started using Starfish after receiving this message). This adherence to Starfish usage will be in issue that needs to be dealt with.</p> <p>3-11-21: In Progress—122 students assigned to professional advisors; 64 have had 2 or more contacts with their advisors (52%) as of the reporting date. 16 students have had no contact. 42 students have had 1 contact. The professional advisors are using Starfish to track this. CTE advisors are generally not using Starfish (only 2 CTE advisors currently using Starfish to track advising contacts).</p>	
<p>75% of advisors will have two recorded contacts for 90% of advisees by the completion of the Fall 2021 semester</p>	<p>Professional Advisors</p>	<p>Fall 2021</p>	<p>In Progress</p>	<p>6-2-22: Complete: Only 57% of advisors recorded contacts in Starfish, and only 29% recorded two or more contacts for 90% of their advisees. An advising handbook session will be added to faculty in-service and a Blackboard organization will be created to host more in-depth training for advisors.</p> <p>5-3-22: In Progress: 13 of 22 advisors have entered notes so far</p>	<p>Click or tap to enter a date.</p>

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				<p>this semester. A final reminder will be sent.</p> <p>4-6-22: In Progress: 13 of 22 advisors have entered notes so far this semester. Another reminder will be sent.</p> <p>3-3-22: In Progress: 13 of 22 advisors have entered notes so far this semester. A reminder will be sent as registration opens next week.</p> <p>2-3-22: In Progress: Advisors will be sent reminders of this goal for the new semester.</p> <p>1-13-22: Complete: Although 76% of advisors recorded contacts in Starfish, only 33% recorded two or more contacts for 90% of their advisees.</p> <p>12-8-21: In Progress: Seventy-one percent (15/21) advisors are using Starfish to track contacts. The six individuals not using Starfish received their first warning (in alignment with the advising handbook) and asked if they needed training. One of the six remaining advisors has asked for training and (if contact is recorded) this would bring the percent to 76% of advisors. Numbers will be run at the completion of the semester and the January 2022 reporting will show if the benchmark was met.</p>	
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				<p>11-18-21: In Progress—We only have 9 out of 22 advisors using the contacts. Advisors have been sent a reminder to use this. Beth is sending reminders of the need to track contacts.</p> <p>10-14-21: In Progress—6 of 22 advisors have made some contact. This equals 27%. Reminders will go out prior to registration to boost this percentage.</p> <p>9-9-21: In Progress—New Benchmark. This new benchmark includes all advisors (not just the professional advisors included during Spring 2021). Beth will utilize Starfish to pull advisor contact reports.</p>	
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Institutional Effectiveness (IE) Reporting Form

IE Leader Name:	Corey Gorder, Athletic Director, and Carolyn Rygg, Athletic Trainer
Department:	Athletics
Start Date of IE Planning:	December 14, 2020

DCB Strategic Plan Goal Information or Institutional Effectiveness Committee-Driven Goal

Objective	Goal Champion(s)	Expected Completion Date	Measurable Outcome
Develop and implement a strategic plan for the future of athletic programs at DCB.	Corey Gorder, Athletic Director Karl Sorby, Interim Athletic Director, and Carolyn Rygg, Athletic Trainer	Summer 2021 (Development of SP) **Implementation depends on length of plan developed Fall 2021 (Development of SP)	A strategic plan that will guide athletic programs for the next 5-10 years will be adopted by the college and supported by various constituent communities.

**Interim Athletic Director began Fall 2021 after Corey Gorder's resignation.

Audits (if applicable): N/A

List all outstanding audit findings:

Issue ID	Issue Name	Region	Auditor	Audit Name	Audit Date	Type of Finding	Priority	Aging at xx/xx/xxxx	Last Comment/Resolution to Issue	Closed?

Reporting Update on Step/Benchmarks:

Step/Benchmark	Responsible Party	Anticipated Semester of Completion	Progress	Notes	Date of Completion
Meet with athletic coaches to establish key goals within DCB Athletics.	Karl Sorby, Interim Athletic Director, and Carolyn Rygg, Athletic Trainer	Spring 2021 Fall 2021	Complete	10-14-21: Complete —Wording changes made to the DCB Athletic Strategic Plan at the Oct. 1 meeting, but the Plan was approved as shown in the Athletic Department meeting minutes.	10/1/2021

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				<p>9-9-21: In Progress—Working to set up a meeting time with all coaches (plan is for a meeting the week of Sept. 13-17).</p> <p>6-10-21: Final Report from 2020-2021—Benchmark NOT MET. No report</p> <p>5-13-21: In Progress—Met with coaches on May 4 to discuss fundraising and regional recruiting. Discussed the DCB Athletic Strategic Plan (goals/objectives) at the May 10, 2021, Logrollers meeting.</p> <p>4-8-21: In Progress—Meeting took place with discussion of:</p> <ul style="list-style-type: none"> • Recruiting goals (e.g., academics, athletic, positive character traits). • Discussion on number of players for each team and number of regional players). • Number of grade checks each semester by team. • Number of classroom checks done each semester. • Number of student sessions per semester per team. <p>Discussion will continue to occur and goals identified by the May 13 IEC meeting.</p> <p>3-11-21: No report</p>	
Establish measurable objectives under each goal.	Karl Sorby, Interim Athletic Director, Carolyn	Spring 2021 Fall 2021	Complete	10-14-21: Complete —A total of five goals and 17 objectives identified in the plan.	10/1/2021

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	Rygg, Athletic Trainer, and Coaching Staff			<p>9-9-21: In Progress—First draft is complete and waiting on input from coaching staff.</p> <p>6-10-21: Final Report from 2020-2021—Benchmark NOT MET. No report</p> <p>5-13-21: In Progress—Objectives are in place, but specific numbers/percentages are not finalized.</p> <p>4-8-21: In Progress—Working on objective numbers with the coaches.</p> <p>3-11-21: No report</p>	
Draft an initial version of the DCB Athletic Programs Strategic Plan.	Karl Sorby, Interim Athletic Director, and Carolyn Rygg, Athletic Trainer	Summer 2021 Fall 2021	Complete	<p>9-9-21: Complete—Initial draft is complete. Coaches will provide input during the coaches meeting (the week of Sept. 13-17). Goal is by the October IEC meeting to have input from coaches incorporated into the draft.</p> <p>6-10-21: Final Report from 2020-2021—Benchmark NOT MET. No report</p> <p>5-13-21: Not Started</p> <p>4-8-21: Not Started</p> <p>3-11-21: No report</p>	9/8/2021
Seek input from constituents (Dean’s Council, Logrollers, coaches)	Karl Sorby, Interim Athletic Director	Summer 2021 Fall 2021	Complete	<p>11-18-21: Complete: Logroller meeting on Nov. 8. Nov. 1 Carolyn went to Dean’s Councils.</p>	11/8/2021

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				<p>10-14-21: In Progress—Coaches approved Oct. 7. Logrollers were informed on 10-11-21. Will go to Dean’s Council soon.</p> <p>9-9-21: In Progress—Plan on presenting the draft to Logrollers at the October meeting. Coaches will view the draft next week. Dean’s Council will hopefully see the DCB Athletic Strategic Plan in November.</p> <p>6-10-21: Final Report from 2020-2021—Benchmark NOT MET. No report</p> <p>5-13-21: In Progress—Introduced objectives/goals to Logrollers at the May 10th meeting.</p> <p>4-8-21: In Progress—Corey visited with Logroller members about what is important to the Logrollers (i.e., character, regional recruiting).</p> <p>3-11-21: No report</p>	
Finalize the DCB Athletic Programs Strategic Plan	Karl Sorby, Interim Athletic Director, and Carolyn Rygg, Athletic Trainer	Summer 2021 Fall 2021	Complete	<p>11-18-21: Complete—November 1 approved by Dean’s Council.</p> <p>10-14-21: In Progress—Waiting on feedback from Dean’s Council.</p> <p>9-9-21: Not Started</p> <p>6-10-21: Final Report from 2020-2021—Benchmark NOT MET. No report</p>	11/1/2021

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				5-13-21: Not Started 4-8-21: Not Started 3-11-21: No report	
Seek approval/support from constituents (Dean’s Council, Logrollers, coaches).	Karl Sorby, Interim Athletic Director	Summer 2021 Fall 2021	Complete	11-18-21: Complete 10-14-21: In Progress —Coaches approved Oct. 7. Logrollers were informed on 10-11-21. Will go to Dean’s Council soon. 9-9-21: Not Started 6-10-21: Final Report from 2020-2021—Benchmark NOT MET. No report 5-13-21: Not Started 4-8-21: Not Started 3-11-21: No report	11/8/2021
Implement Plan and track various metrics.	Corey Gorder, Athletic Director, Carolyn Rygg, Athletic Trainer, and Coaching Staff	Fall 2021 Spring 2022	In Progress	8-4-22: In Progress --- Information was shared at last meeting. Places to improve were found and steps are being taken for those improvements. Coaches meeting will be held beginning of academic year to articulate expectations. 6-1-22: In Progress --- A majority of information has been collected. Carolyn will present this information the next time Athletics presents. 5-2-22: In Progress --- Coaches have had reminders sent out to get	Click or tap to enter a date.

			<p>the last of their information in. One coach has not sent anything. A majority of coaches have sent their information. They have been given a date of May 31st to get everything in.</p> <p>4-6-22: In Progress --- Coaches are sending in information. A reminder e-mail was sent 4-5-22 of the information needed for Spring 22 objectives. At the next dept meeting Carolyn will bring a list of what is left from each team.</p> <p>3-3-21: In Progress --- VB, SB, WBB, and BSB have submitted a majority of their information. MBB stated they will work on it now that season has been completed. The athletic dept holds weekly meetings where reminders are stated.</p> <p>2-3-21: In Progress --- VB, SB, and WBB have submitted a majority of their information for Spring 2022 objectives. Athletics Dept meeting was held 1-31-22 and a review was had of all expectations for coaches and these objectives.</p> <p>1-6-21: In Progress --- The coaching staff has been reminded of the objectives for Spring 2022. Meeting not held. Spreadsheet has been developed for information.</p> <p>11-18-21: In Progress—The Athletic Department is aware of the</p>	
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				<p>strategic plan. Carolyn will hold a meeting at the beginning of Spring 2022 semester to remind coaches of expectations related to the SP.</p> <p>10-14-21: Not Started</p> <p>9-9-21: Not Started</p> <p>6-10-21: Final Report from 2020-2021—Benchmark NOT MET. Not Started</p> <p>5-13-21: Not Started</p> <p>4-8-21: Not Started</p> <p>3-11-21: No report</p>	
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Institutional Effectiveness (IE) Reporting Form

IE Leader Name:	Lisa Mock
Department:	Audits
Start Date of IE Planning:	January 22, 2021

DCB (Dakota College Bottineau) Strategic Plan Goal Information or Institutional Effectiveness Committee-Driven Goal

Objective	Goal Champion(s)	Expected Completion Date	Measurable Outcome
<ul style="list-style-type: none"> Establish a process for monitoring audit findings. Establish a timeframe for each audit finding. Maintain progress to address outstanding audit findings. 	Lisa Mock		Compliance with state requirements.

Audits (if applicable):

List all outstanding audit findings:

Issue ID	Issue Name	Region	Auditor	Audit Name	Audit Date	Type of Finding	Priority	Aging on 9/30/2020	Last Comment/Resolution to Issue	Closed?
0040-0002	Lack of asset identification number	DCB (Dakota College Bottineau)	NDUS Internal	Asset Inventory 2016-2019	5-30-19	Significant	Med	614	<p>6/2/22: In Progress – On May 24th, 2022, DCB participated in a campus wide inventory audit with Dustin Walcker, NDUS Auditor. We are in the final process of providing documentation to satisfy the audit. All policies, inventory add, inventory deletion have been updated. All faculty and staff have been notified of the changes.</p> <p>5-2-22: In Progress – The revised Inventory Policy has been submitted and accepted by the Policy Review Committee and the Dean’s Council. We have received our Audit Engagement letter from the NDUS auditor’s office. We will participate in a conference call to outline the scope of the audit and an on-campus visit will be scheduled prior to June 30, 2022.</p> <p>4-7-22: In Progress – Janeen is wrapping up inventory. We will amend the current policy and have scheduled a reading with recommendation with the Policy Review Committee. We have been in conversation with the NDUS internal audit staff, and they will forward an engagement letter with an on-campus review. Estimated period April 18th, 2022.</p> <p>3-2-22: In Progress - Janeen continues to work on the inventory.</p>	No

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									<p>2-2-22: In Progress – Janeen is working on the inventory with additions and deletions. We have decided to make changes to the policy and that will be addressed by the Dean’s Council.</p> <p>1-6-22: In Progress – We have hired Janeen Pollman part-time to assist with the clean-up process. Projected completion is Feb. 15, 2022. At this time, the internal auditor will be on campus for a follow-up audit.</p> <p>1-22-21: In Progress – A Process enhancement plan has been completed for most of the departments. We are waiting for an accurate list from the nursing department.</p>	
004-0003	Over insured property	DCB	NDUS Internal	Over Insured Personal Property	4-24-19	Low	Low	656	<p>6/2/22: In Progress – On May 24th, 2022, DCB participated in a campus wide inventory audit with Dustin Walcker, NDUS Auditor. We are in the final process of providing documentation to satisfy the audit. All policies, inventory add, inventory deletion have been updated. All faculty and staff have been notified of the changes.</p> <p>5-2-22: In Progress – The revised Inventory Policy has been submitted and accepted by the Policy Review Committee and the Dean’s Council. We have received our Audit Engagement letter from the NDUS auditor’s office. We will participate in a conference call to outline the scope of the audit and an on-campus visit will be scheduled prior to June 30, 2022.</p>	No

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									<p>4-7-22: In Progress – Janeen is wrapping up inventory. We will amend the current policy and have scheduled a reading with recommendation with the Policy Review Committee. We have been in conversation with the NDUS internal audit staff, and they will forward an engagement letter with an on-campus review. Estimated period April 18th, 2022. Once this process is completed, we will have confirmation that all assets have been properly accounted for in the PeopleSoft system and this will allow the yearend report to be accurate.</p> <p>3-2-22: In Progress – Janeen continues to work on the inventory.</p> <p>2-2-22: In Progress – Janeen is working on the inventory with additions and deletions. We have decided to make changes to the policy and that will be addressed by the Dean’s Council.</p> <p>1-22-22: In Progress – Janeen Pollman has been hired to assist with the clean-up process. Projected completion is Feb. 15, 2022. At this time, the internal auditor will be on campus for a follow-up audit.</p> <p>1-22-21: In Progress - Once the Nursing Department has completed an accurate list of their inventoried items an adjustment to the over/under insured property.</p>	
0057-0008	Continuity of Operations Plan (COOP)	DCB	NDUS Internal	Continuity of Operations Plan	6-7-18	Significant	Med	977	A committee has been formed and progress is ongoing Complete – Closed.	YES

Reporting Update on Step/Benchmarks:

Step/Benchmark	Responsible Party	Anticipated Semester of Completion	Progress	Notes	Date of Completion
0040-0002 Lack of Asset Identification Number	Nursing Depart. Head/Vonda Berg	6-30-21	Complete	<p>6/2/22: In Progress – On May 24th, 2022, DCB participated in a campus wide inventory audit with Dustin Walcker, NDUS Auditor. We are in the final process of providing documentation to satisfy the audit. All policies, inventory add, inventory deletion have been updated. All faculty and staff have been notified of the changes.</p> <p>5-2-22: In Progress – The revised Inventory Policy has been submitted and accepted by the Policy Review Committee and the Dean’s Council. We have received our Audit Engagement letter from the NDUS auditor’s office. We will participate in a conference call to outline the scope of the audit and an on-campus visit will be scheduled prior to June 30, 2022.</p> <p>4-7-22: In Progress – Janeen is wrapping up inventory. We will amend the current policy and have scheduled a reading with recommendation with the Policy Review Committee. We have been in conversation with the NDUS internal audit staff, and they will forward an engagement letter with</p>	6/30/2022

				<p>an on-campus review. Estimated period April 18th, 2022.</p> <p>3-2-22: In Progress – Janeen continues to work on the inventory.</p> <p>2-2-22: In Progress - Janeen Pollman has been hired to work on the nursing department inventory. During the Internal audit process, it was discovered this area needs further attention as items were not tagged/inventoried correctly.</p> <p>12-1-21: REOPENED. The Internal Audit committee was on campus and DCB did not pass the audit so we have been granted an extension to continue and they will return to campus February 2022</p> <p>9-9-21: Complete: Nursing asset inventory is updated.</p> <p>6-10-21: Final Report from 2020-2021—Audit finding not yet corrected. In Progress—Still have some questions and waiting on response regarding a couple of items. Everything will need to be completed by July.</p> <p>5-13-21: In Progress-- Vonda has loaded the updated Nursing list into the asset module of PeopleSoft. We are in the process of distributing inventory tag numbers for newly purchased assets or assets missing a tag.</p>	
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				<p>4-8-21: In Progress—Vonda cross checked the inventory. This is updated in the system and inventory tags have been given to Carissa for inventory missing tags.</p> <p>3-11-21: In Progress—Provided Carissa with list of PS inventory items. Carissa provided Lisa Mock an inventory of items at various locations. Lisa will start background work. Lisa wants this portion done by the middle of May.</p>	
0040-0003 Over insured Property	Nursing Depart. Head/Lisa Mock	6-30-21	Complete	<p>6/2/22: In Progress – On May 24th, 2022, DCB participated in a campus wide inventory audit with Dustin Walcker, NDUS Auditor. We are in the final process of providing documentation to satisfy the audit. All policies, inventory add, inventory deletion have been updated. All faculty and staff have been notified of the changes.</p> <p>5-2-22: In Progress – The revised Inventory Policy has been submitted and accepted by the Policy Review Committee and the Dean’s Council. We have received our Audit Engagement letter from the NDUS auditor’s office. We will participate in a conference call to outline the scope of the audit and an on-campus visit will be scheduled prior to June 30, 2022.</p> <p>4-7-22: In Progress – Janeen is wrapping up inventory. We will</p>	6/30/2022

				<p>amend the current policy and have scheduled a reading with recommendation with the Policy Review Committee. We have been in conversation with the NDUS internal audit staff, and they will forward an engagement letter with an on-campus review. Estimated period April 18th, 2022. Once this process is completed, we will have confirmation that all assets have been properly accounted for in the PeopleSoft system and this will allow the yearend report to be accurate.</p> <p>3-2-22: In Progress – Janeen continues to work on the inventory.</p> <p>2-2-22: In Progress - Janeen Pollman has been hired to work on the nursing department inventory. During the Internal audit process, it was discovered this area needs further attention as items were not tagged/inventoried correctly.</p> <p>2-2-22:</p> <p>1-6-22: REOPENED. This audit finding is tied to completion of the asset inventory. Estimate and update March 2022. It should be noted that an individual from the ND State Insurance Department was on campus, and we were able to ask questions and gain some insight into how the insurance billing is determined. This information will be beneficial when correcting the</p>	
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			<p>over insured property finding. The ND State Insurance Department is scheduled for another on-campus visit in the spring of 2022.</p> <p>9-9-21: Complete: Balanced and paid</p> <p>6-10-21: Final Report from 2020-2021—Audit finding not yet corrected. Is Not Started—This will begin in July. IT and Physical Plant will be included for 2021.</p> <p>5-13-21: Not Started-- This is a year-end process. Once all the assets have been updated, we run an Asset History Sheet in the PeopleSoft system. This is compared to the State Insurance bill and adjusts are made as necessary prior to paying the premium. Completion of all steps usually goes to the end of July. To date we have not received the billing. New completion date 7-31-21.</p> <p>4-8-21: Not Started--Need to send out an inventory for 2021. Need to capture the new inventory purchases that have been paid for with CARES funding. Once these things are complete, we can get started on the yearend over insured process.</p> <p>3-11-21: Not Started—Need to complete the previous one. Anticipates completion by the end of June. Inventory documents will</p>	
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				be sent out to all departments in April.	
0057-0008 Continuity of Operations Plan (COOP)	Jerome Migler and Emergency Mgmt. Team	5-30-21	Complete	<p>9-9-21: Complete: All COOPs completed. Continue to have monthly EM meetings.</p> <p>6-10-21: Final Report from 2020-2021—Audit finding not yet corrected. In In Progress—Still waiting on four. Reminders were sent out 6-9-21.</p> <p>5-13-21: In Progress-- A work session was held March 22 to address any concerns, questions, provide examples on how each department should address completion of their COOP. We have a completion rate of 80% and the remainder are due on Friday, May 14th. Numerous email reminders have been sent and we hope to have 100% by May 31st.</p> <p>4-8-21: In Progress—Meeting and work session on March 24. The purpose was to allow various departments to ask questions and complete their portion of the COOP. Ten COOPs turned in as of the reporting meeting.</p> <p>3-11-21: In Progress—Meeting 3-12-21 to discuss requiring all departments to do department COOPs. The meeting will cover the process of getting these COOPs done. March 24 is set aside as a working day (after 2:00pm) to</p>	7/15/2021

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				develop COOPs. Dean’s Office COOP is complete and will be used as an example.	
Audit Finding – Procurement Nursing Department	Nursing Dept. Paige Baade/Lisa Mock	6/30/2022	Complete	10-14-21: Complete Closed . Met with SBHE and State Auditor’s Office. Determined that DCB did follow Nursing procurement. 9-9-21: In Progress —Monitor all asset purchases to ensure we comply with NDUS Procurement Policy	9/13/2021
Audit Finding – Procurement Capital Projects	Business Office Lisa Mock	6/30/2022	Complete	10-14-21: Complete Closed . Met with SBHE and SAO and determined that DCB did follow procurement for capital projects. 9-9-21: In Progress —Partnership with MSU (Minot State University) for assistance with compliance on Capital Project Procedures	9/13/2021
Audit Finding – Student Services – Veteran Dependent Waivers	Student Services – Val Heilman/Business Office – Lisa Mock	6/30/2022	In Progress	1-6-21: COMPLETE . Val Heilman and Heidi Kippenhan have developed and posted new applications to the DCB website for the Veteran Dependent Waiver.	Click or tap to enter a date.
Audit Finding—Records retention.	Business Office Lisa Mock	6/30/2022	In Progress	3-2-22: COMPLETE 2-2-22: In Progress – We are currently following the NDCC records retention law. This audit finding will be outstanding until audited again by the NDSAO. 1-6-22: In Progress - This is a State Auditor finding requiring DCB to comply with NDCC code on records retention – Capital. We are currently following the NDCC	Click or tap to enter a date.

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				<p>records retention law. This finding will be outstanding until audited again by the NDSAO.</p> <p>10-14-21: In Progress—Audit deals with capital procurement. Must maintain procurement records as per NDCC.</p>	
			Choose one		Click or tap to enter a date.

Institutional Effectiveness (IE) Reporting Form

IE Leader Name:	Laura Halvorson and Beth MacDonald
Department:	Students Services (Retention)
Start Date of IE Planning:	January 22, 2021

DCB Strategic Plan Goal Information or Institutional Effectiveness Committee-Driven Goal

Objective	Goal Champion(s)	Expected Completion Date	Measurable Outcome
Increase retention rates of degree seeking students.	Laura Halvorson, Director of Retention Beth MacDonald, Director of Advising	Fall 2021 Fall 2022 Fall 2023	2.5% increase in fall-to-fall retention each year for a 3-year period for degree seeking students beginning with Fall 2020.

Audits (if applicable): N/A

List all outstanding audit findings:

Issue ID	Issue Name	Region	Auditor	Audit Name	Audit Date	Type of Finding	Priority	Aging at xx/xx/xxxx	Last Comment/Resolution to Issue	Closed?

Reporting Update on Step/Benchmarks:

Step/Benchmark	Responsible Party	Anticipated Semester of Completion	Progress	Notes	Date of Completion
Establish current retention rates of cohorts dating back to Fall 2016.	Laura Halvorson and Cari Olson	Spring 2021	Complete	4-8-21: Final Report from 2020-2021—Benchmark MET. Complete —Laura met with Cari on 4-6-21. Cari has completed all reports. Cari will now automatically run these reports during the fourth week. 3-11-21: In Progress —Met with Cari 2/14/2020	4/6/2021

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				Received an email from Cari that data is hopeful by the end of March. Cari has gone back to 2018 and is working on going back to 2016.	
Meet with Retention Committee to identify focus areas based on data collection.	Laura Halvorson	Spring 2021	Complete	<p>6-10-21: Final Report from 2020-2021—Benchmark MET. Complete—Waiting on guidance from IEC. Laura sought input from the Retention Committee regarding using the reports to identify areas of focus. No one responded to this request. Thus, the input of the IEC is what the Retention Committee will go with. The Retention Committee plans on meeting with the twice a semester beginning fall 2021.</p> <p>5-13-21: In Progress--Met on 4-22-21 and discussed cohort reports. Looked at retention, persistence, grade reports (beginning spring 2018). Going to look at grades by instructor, athletic team GPAs, and track students enrolled in ASC courses and see success in MATH and ENGL courses.</p> <p>4-8-21: In Progress--Meeting scheduled for April 22.</p> <p>3-11-21: In Progress—Retention met 3/9/2020 Waiting to hear on data to establish focus areas. To start: 1st time full time, students transferring in, athletics, non-degree</p>	6/10/2021

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<p>Work with IEC to determine retention standards/goals for the identified focus areas.</p>	<p>Laura Halvorson and Beth MacDonald</p>	<p>Spring 2021</p>	<p>Complete</p>	<p>6-10-21: Final Report from 2020-2021—Benchmark MET. Complete—IEC recommends that the Retention Committee focus on Liberal Arts students, works with Student Success Services to address supporting students enrolled in classes with lower success rates, and tracks ASC-enrolled students for success.</p> <p>5-13-21: In Progress—IEC members will look through the reports run by Cari Olson and provide input to Laura at the June 10th meeting.</p> <p>4-8-21: In Progress—Reported an update to the IEC on April 8, 2021. Laura asked if the IEC had any input about goals. Kayla suggested looking at classes that have low pass rates. This is not something available in the reports from Cari, but can be gathered. Larry would like to see program-retention rates and retention rates by athletics.</p> <p>3-11-21: In Progress—Reported an update to the IEC on March 11, 2021.</p>	<p>6/10/2021</p>
<p>Establish the most current retention and/or persistence rates.</p>	<p>Laura Halvorson and Cari Olson</p>	<p>After the 4th week of each semester</p>	<p>Complete</p>	<p>10-14-21: Complete—Retention rate hit an all-time high of 72%. Completion rate (150%) jumped to 32% (previously 25%). Laura also received reports from Cari and will be diving into them soon. Much of the information on the IR page on the DCB website could be updated and organized. Laura is looking</p>	<p>9/24/2021</p>

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				<p>into potentially adding a benchmark to improve the IR page. Cari Olson is willing to help with this.</p> <p>9-9-21: Not Started—Waiting for the 4th week reports.</p>	
<p>Establish retake/success rates for ASC math courses and student success in MATH 103 for students who started in ASC math courses (baseline retake/success rates will help to set a measurable outcome goal for 2022-2023).</p>	<p>Laura Halvorson and Beth MacDonald</p>	<p>Summer 2022</p>	<p>Complete</p>	<p>2/2/22: In Progress – Laura has met with Department chairs for English and Math in support of retention committee request. English is aware and looking for ways to improve. Math is looking to revamp the ASC to a more supportive model of 3 credit prep and 1 credit lab to go alongside 4 credits Math 103.</p> <p>12-8-21: Complete—Data was run on cohorts of students in ASC classes. The retention team followed students through fall 2021. Here are some findings:</p> <ul style="list-style-type: none"> • Fall 2018-ASC 87 (Writing Prep): out of 52 students, only 4 went on to pass (1 failed) ENGL 120 by Fall 2021 • Fall 2018-ASC 91 (Algebra Prep I): out of 42, only 11 went on to MATH 103 with 8 out of 11 passing. • ASC 91 is ONLY offered face-to-face the first 8-weeks in the fall, so a student who fails in the fall does not have the opportunity to retake (face- 	<p>12/8/2021</p>

				<p>to-face) until the following fall.</p> <ul style="list-style-type: none"> • As of Dec. 8, 2021, of the 89 students currently registered for ASC 87, ASC 88, ENGL 110, and ENGL 120, only 36 are signed up with an on-campus instructor (53 registered for an online course). Of the 53 student enrolled in the online sections of these writing/English courses, 33 are on-campus students. <p>The Retention Committee met in late November to share the results of the ASC math/writing cohorts. The Campus Dean was a guest at the meeting and asked that this information be shared with Department Chairs so that the Chairs could address this issue. The IEC recommends that the Retention Chair follow up with the Department Chairs to see what plans are in place to address this retention-related issue.</p> <p>11-18-21: In Progress—Data collection is close to done (advising took priority for a time).</p> <p>10-14-21: In Progress—Nearing the end of data collection. Will then take the data to the retention committee to decipher the data. Next meeting with the Retention Committee will be end of October/early November.</p>	
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				9-9-21: In Progress —Goals: want to gather what current rates of success are, and then set goals for those rates for Fall 2022. Will be looking back as far as Fall 2018.	
Develop Academic Improvement Plan (AIP) and the process for students on academic probation and Financial Aid SAP (due to low pass rates and low GPA).	Laura Halvorson and Beth MacDonald	Fall 2021	Complete	<p>06/01/2022: Complete – There is a AIP form completed by advisor and student. Expectations of advisor and student. Retention representation on Academic Standards and SAP Committees.</p> <p>04/29/2022: In Progress – There are 7 out of 18 students with no AIP contacts.</p> <p>4/08/2022: In Progress – There are 7 out of 18 students with no AIP contacts/ Their advisors have been emailed reminders.</p> <p>03/03/2022: In Progress - There were 7 out of 18 students with no AIP contacts. Their advisors have been emailed reminders.</p> <p>02/02/22: In Progress – Spring semester we have 18 active AIPs. Advisors/Students have been emailed the expectations of the semester and a copy of the AIP.</p> <p>01/06/22 In Progress – Fall students AIP list had 19 students. Spring 2022 has 23 Registered students who will be placed on AIPs.</p>	6/1/2022

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				<p>12-8-21: In Progress—Won't have numbers until the end of the semester. Reminders were sent the week before Thanksgiving.</p> <p>11-18-21: In Progress—Many of the advisors getting reminders about making contacts also have student on AIPs. Four advisors need to complete</p> <p>10-14-21: In Progress—AIPs are out. Nine advisors have students on AIPs. Three of these advisors have made AIP notes in Starfish. Advisors will be reminded to use Starfish to communicate as this is how the information is tracked.</p> <p>9-9-21: In Progress—These students are at higher risk of retention and persistence issues. Plans include course selection for success. Students have not always received academic support to get off the list. Drive is to provide students support.</p>	
50% of students on the SAP and probation list will come off the AIP list.	Laura Halvorson and Beth MacDonald	Spring 2022	Complete	<p>06/01/2022: Complete – 18 students were monitored. 7 of those students were not active participants on an AIP. Of 11 students, 2 are cont. Probation, 5 were suspended, and 4 entered good academic standing.</p> <p>04/29/2022: In Progress – Spring semester will continue monitoring 18 students.</p>	6/1/2022

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				<p>04/08/2022: In Progress – Spring semester will continue monitoring 18 students.</p> <p>03/03/2022: In Progress – Spring Semester will monitor 18 students.</p> <p>02/02/22: In Progress – Spring Semester will monitor 18 students.</p> <p>01/06/22: In Progress – Fall Semester had 19 students on SAP/Academic Probation that met the requirements for an AIP. 3 students were placed on continued academic probation and 1 suspended. 15 students were successful to good academic standing. 78.94%</p> <p>12-8-21: Not Started—Won't know until January.</p> <p>11-18-21: Not Started—Won't know until January.</p> <p>10-14-21: Not Started—Won't know until January.</p> <p>9-9-21: Not Started—This percentage may change as the 50% may not be attainable.</p>	
Organize and maintain the IR website with updated reports.	Laura Halvorson, Cari Olson, and Jacob Nelson	Spring 2022	Complete	<p>06/01/2022: In Progress – the plan is to continue to monitor that once these reports are completed the website will be updated.</p> <p>05/02/2022: In Progress – Reports have been updated on website.</p>	5/2/2022

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				<p>04/08/2022: In Progress – Reports have been received. Request has been sent to be posted on website.</p> <p>03/03/2022: In Progress – Reports will be updated as they become available.</p> <p>02/02/22: In Progress – will check the IR page once 4 week reports are completed that they get uploaded with the new organization structure.</p> <p>01/06/22: Complete – Laura met with Jacob before break to organize incoming and current reports to be more user friendly to find. Reports are not organized by semester and most recent. It was decided against creating a fact book as there is an upcoming project within NDUS system creating one for the campuses. Once that is created, we will be able to share that link on our page.</p> <p>12-8-21: In Progress—Laura has all updated reports and is trying to set up an appointment to figure out the website organization. A system-wide factbook (in the form of a dashboard) is likely to come, so putting time into a DCB factbook (like MSU’s) is not worth it right now.</p> <p>11-18-21: Not Started—Laura will reach out to Cari.</p>	
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				10-14-21: New Benchmark added at the October IEC meeting.	
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Institutional Effectiveness Committee Handbook



2022-2023

Revision June 7, 2022

This handbook is designed to outline the role of institutional effectiveness, through the Institutional Effectiveness Committee, at Dakota College at Bottineau. The Institutional Effectiveness Committee works with specified campus departments, services/functional areas, and groups associated with policy implementation and audits, but all campus entities may request to work with the IEC. This handbook outlines the role of the IEC at DCB.

WELCOME TO INSTITUTIONAL EFFECTIVENESS AT DCB

Mission

Institutional effectiveness at Dakota College at Bottineau (DCB) supports quality education, provides a caring environment and strives for continuous quality improvement of the college. Through the Institutional Effectiveness Committee (IEC), institutional effectiveness helps to ensure steady progress toward institutional goals, correction of audit findings, and improvement of college process and procedure.

Objectives

To best support continuous quality improvement of all functional areas at DCB, the Institutional Effectiveness Committee seeks to:

- Ensure the college's strategic plan is aligned with the college mission
- Support ongoing connections between strategic planning, budgeting, and assessment
- Monitor, evaluate, and document progress toward fulfillment of the college's strategic plan goals
- Monitor, evaluate, and document progress toward correcting audit findings
- Ensure college process and procedures are defined, clear, adhere to necessary standards (e.g., North Dakota State Board of Higher Education), and are beneficial to constituents

Appendix E. IEC Handbook

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Appendix E. IEC Handbook

INSTITUTIONAL EFFECTIVENESS COMMITTEE (IEC) COMPOSITION

The IEC is comprised of the following DCB campus members:

- Director of Accreditation (Chair)
- Director of Academic and Co-Curricular Assessment
- Athletic Director
- Interim Associate Dean for Academic Affairs/Director of Distance Education/Academic Student Support Services
- Business Manager
- Financial Aid Director
- Interim Associate Dean for Student Affairs
- Faculty Senate President
- Student Senate President
- Staff Senate President
- Housing Complex Director
- Librarian
- Campus Dean (unofficial)

SELECTION OF GROUPS REPORTING TO THE IEC

Groups reporting to the IEC meet one of three criteria:

1. Relationship to the DCB Strategic Plan
 - a. Groups identified within the DCB Strategic Plan may be asked to report to the IEC. These groups will generally plan and report on progress toward achieving the strategic planning goal identified with in the DCB Strategic Plan.
2. Relationship to audit findings
 - a. If an audit finding surfaces, progress toward resolving the audit finding will be reported to the IEC. The Business Manager will report all audit-related progress unless another employee is better suited.
3. DCB Process and Procedure
 - a. To ensure that DCB is working as efficiently and effectively as possible, one (at minimum) process and procedure will be reported on each academic year. The goal is to formalize the process, identify clear procedural steps, and involve all key players in this process.

Appendix E. IEC Handbook

IEC PLANNING PROCESS

Initial Planning

Once reporting groups have been identified through the selection process (see page 5), the IEC Chair will meet with the group leader to discuss why the group was selected and talk through potential objectives and goals. Goal timelines will vary but stay within the strategic planning cycle (no longer than five years), with most goals focusing on the current academic year.

After goals are established, a discussion of steps/benchmarks will occur. Steps/benchmarks are defined by the IEC as the smaller steps that a group should achieve to meet the overall goal.

IE Planning Forms

All reporting groups will begin by completing a IE Planning Form. These forms identify:

- IE Leader
- Department
- Start Date of IE Planning
- DCB Strategic Plan Goal and Objective Information (if applicable)
- Whether the DCB Strategic Plan Goal and/or Objective needs to be updated, changed, or deleted.
- Steps/Benchmarks (with timeline) to ensure achievement of the identified objective.

IE Planning Forms are submitted to the IEC, must be approved by the IEC, and are housed in the IEC Teams group.

Updating IE Planning Forms

All reporting groups will be asked to update IE Planning Forms each August. Updating includes adding new steps/benchmarks and potentially setting new overarching goals. The IEC will look through all IE Planning Forms aim to approve them during the September meeting.

Appendix E. IEC Handbook

IEC REPORTING PROCESS

Reporting Forms

Reporting groups will use Planning Forms to initially fill in a Reporting Form. Reporting Forms focus on the steps/benchmarks and allow reporting groups to identify progress made toward steps/benchmarks (e.g., Not Started, In Progress, Complete, No Longer Applicable). Reporting Forms are housed within the IEC Teams folder.

Monthly Updates

All reporting groups are responsible for updating Reporting Forms by the end of the day on the first Thursday of each month. Goal champions should update the progress on all steps/benchmarks and add notes/comments so that IEC members can clearly understand progress toward the identified goal. Updates should be self-supporting.

Presentations to the IEC

The IEC meets monthly on the second Thursday of the month. The IEC Chair establishes a schedule of reporting in September. All reporting groups will give presentations to the IEC as identified on the schedule. During these presentations, reporting groups should expand on updates on Reporting Forms. These presentations are also an opportunity to seek advice and request additional resources. Reporting groups should expect to present to the full IEC during IEC monthly meetings 3-4 times each academic year.

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IEC MEETING SCHEDULE

Month	IEC Task
August	<ul style="list-style-type: none"> • Approve IEC Annual Summary Report • Identify groups to report during the current academic year • Identified groups needing to submit IE Planning Forms prior to September meeting
September	<ul style="list-style-type: none"> • Look through IE Planning Forms • Approve IE Planning Forms for the current academic year • Reporting groups submit IE Reporting forms prior to October meeting • IEC Chair identifies schedule for in-person reporting for Fall semester
October	<ul style="list-style-type: none"> • Hear updates from IE groups (updates provided on the IE Reporting Forms) • Provide guidance to groups as needed
November	<ul style="list-style-type: none"> • Hear updates from IE groups (updates provided on the IE Reporting Forms) • Provide guidance to groups as needed
December	<ul style="list-style-type: none"> • Hear updates from IE groups (updates provided on the IE Reporting Forms) • Provide guidance to groups as needed • IEC Chair identifies schedule for in-person reporting for Spring semester
January	<ul style="list-style-type: none"> • Hear updates from IE groups (updates provided on the IE Reporting Forms) • Provide guidance to groups as needed
February	<ul style="list-style-type: none"> • Hear updates from IE groups (updates provided on the IE Reporting Forms) • Provide guidance to groups as needed
March	<ul style="list-style-type: none"> • Hear updates from IE groups (updates provided on the IE Reporting Forms) • Provide guidance to groups as needed
April	<ul style="list-style-type: none"> • Hear updates from IE groups (updates provided on the IE Reporting Forms) • Provide guidance to groups as needed
May	<ul style="list-style-type: none"> • Hear updates from IE groups (updates provided on the IE Reporting Forms) • Provide guidance to groups as needed

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	<ul style="list-style-type: none">• Instruct groups on year end reporting
June	<ul style="list-style-type: none">• Hear final group reports• Discuss potential for groups to cease or continue reporting to the IEC during the following academic year
July	<ul style="list-style-type: none">• IEC Chair composes Annual Summary Report• IEC Chair distributes the Annual Summary Report to the IEC for feedback• IEC Chair meets with reporting groups regarding reporting status for the following academic year

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IEC FINAL REPORT

The IEC Chair will compose an annual summary report in July. The report will summarize the reporting of each IE reporting group from the previous academic year. Whether steps/benchmarks were met will be clearly identified in the report. The report will also make recommendations as to if the reporting group should continue reporting during the next academic year.

Reporting groups may be identified as NOT needing to report the following academic year if 1) the identified goal and necessary steps/benchmarks were completed during the previous academic year, 2) the identified goal/group is no longer applicable (e.g., elimination of a program) or 3) if the group has a detailed record of continual tracking and monitoring, and the tracking and monitoring through the IEC is not deemed necessary to ensure continuation of progress toward identified goals.

When the IEC Chair completes the initial draft of the IEC Final Report, it is sent to the IEC for comment. Once comments are incorporated/addressed into the report, the draft IEC Final Report is sent to reporting groups for comments. Once these comments are incorporated/addressed, a final version of the report goes before the IEC during the August IEC meeting for approval. Once approved, the IEC Final Report is sent to the Campus Dean and a copy is placed on the Institutional Effectiveness page of the DCB website.

<https://www.dakotacollege.edu/about/institutional-effectiveness>

RELATIONSHIP BETWEEN ASSESSMENT AND INSTITUTIONAL EFFECTIVENESS

Dakota College at Bottineau strives to assess the effectiveness of all institutional areas.

Academic and Co-Curricular Assessment

Academic and co-curricular assessment occurs via the Academic and Co-Curricular Assessment Committee. This committee has its own timeline of assessment, methods of planning and reporting, and process for presenting the assessment findings.

Service/Functional Area Assessment

Service/functional areas at DCB are assessed in two ways: through the IEC and/or through performance evaluations of employees within the service/functional area.

1. If a service/functional area is selected through the IEC selection process (see page 5), this is the primary means through which assessment will occur. Employee performance evaluations will still occur via the employee's supervisor.
2. If a service/functional area is NOT selected to report to the IEC, assessment of the service/functional area will occur indirectly through performance evaluations of employees within the service/functional area.
 - a. Performance evaluations occur in accordance with SBHE Policy 604.3 Performance Evaluations: Benefited Employees.

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IEC Contact Information

Director of Accreditation/IEC Chair

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**Appendix F. 2020-2021 Institutional Effectiveness Committee Annual
Summary Report**

**Dakota College at Bottineau
Institutional Effectiveness Committee
Annual Summary Report
2020-2021**

July 2021

Committee Members: Dr. Lexi R. Kvasnicka-Gates (Chair), Dr. Jerry Migler, Dr. Linda Burbidge, Kayla O'Toole, Lisa Mock, Larry Brooks, April Abrahamson, Mark LaCroix, Hattie Albertson, Corey Gorder, Tracy Chisholm, Heidi Hauf, and Masaya Archbold (Student)

2020-2021 Reporting Groups: Advising, Athletics, Audits, LEAP, Recruitment and Marketing, and Retention

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:

- Ensure the college's strategic plan is aligned with the college mission
- Support ongoing connections between strategic planning, budgeting, and assessment
- Monitor, evaluate, and document progress toward fulfillment of the college's strategic plan goals
- Monitor, evaluate, and document progress toward correcting audit findings
- Provide updates and recommendations to the Campus Dean

With the confirmation of DCB's continued accreditation on the Open Pathway and the need for an interim report submitted by September 1, 2022, the DCB Campus Dean and HLC Accreditation Coordinator selected six groups to begin the Institutional Effectiveness planning and reporting process. The six groups were selected because of their connection to the DCB Strategic Plan or their connection to audit findings. Six, rather than 10, groups were selected for two reasons: 1) these groups would plan and report as pilot groups so that the process could be refined prior to full implementation, and 2) DCB's current strategic plan needed to be updated, but was delayed due to the North Dakota State Board of Higher Education delaying their own strategic plan due to the COVID-19 pandemic. The intent is that once DCB updates its strategic plan 10 (or more) groups will be reporting to the IEC on a monthly basis.

The six groups reporting to the IEC during the Spring 2021 semester were:

- Advising
- Athletics
- Audits
- LEAP
- Recruitment and Marketing
- Retention

Purpose of the IEC Annual Summary Report

The IEC Annual Summary Report aims to identify the goal of each reporting group, summarize the monthly reports made by each reporting group, identify the progress made toward obtaining the goal, and make a recommendation as to if the group should continue to report to the IEC and if the goal should be modified. The report is provided to the Campus Dean, the Dean's Council, and posted on the DCB website.

Summary of the Institutional Effectiveness Reporting Groups

Advising

Advising efforts, spearheaded by the Director of Advising and the Assistant Director of Advising, focused on the following objective:

- Continue implementing advising model for student enrollment in transfer programs.

Advising staff identified four benchmarks to show implementation of the advising model.

1. 50% of transfer students on DCB's campus will attend the faculty connection event. **Benchmark not met.** Thirty-six percent of students attended the event.
2. 90% of student attending the event will complete participation worksheet. **Benchmark not met.** Eighty-nine percent of students (32 out of 36 attendees) completed the worksheet.
3. 70% of freshmen students will register for Fall 2021 by the end of Spring 2021. **Benchmark not met.** As of May 13, 2021, only 37% of freshman students (62 of 167) were registered. Advising staff did note that 31 students were not returning or were applying to the nursing program.
4. Professional advisors will have two recorded contacts for 90% of advisees by the completion of Spring 2021. **Benchmark met.** Ninety-nine percent of students had the two contacts (only one student did not have the two contacts, but did have one contact).

IEC Recommendations

Advising staff are continuing to implement the advising model with varying degrees of success. The model calls for hosting connection events and fostering connections with students, which (through the Spring 2021 reports to the IEC) is happening. The advising model is still new and advising staff underwent transitions with the loss of the TRIO grant. **The IEC recommends that Advising remain a group that reports to the IEC.** The steps/benchmarks during the 2021-2022 academic year should remain the same (changing the semesters as necessary). The IEC will look for continual improvement in the percentages, using Spring 2021 as baseline data.

Athletics

The DCB 2015-2020 Strategic Plan identified the following objective:

- Develop and implement a strategic plan for the future of athletic programs at DCB.

Due to staff changes within the Athletic Department, the timeline for completion of this objective was moved to Summer 2021. When reporting to the IEC during Spring 2021, the focus of the objective was the development (not the implementation) of the DCB Athletic Programs Strategic Plan. Six development-related benchmarks were identified and reported on to the IEC:

1. Meet with athletic coaches to establish key goals within DCB Athletics. **Benchmark not met.** Some discussion did take place throughout the semester regarding goals and a list was provided to the IEC, but finalized goals were not reported to the IEC as of May 2021.
2. Establish measurable objectives under each goal. **Benchmark not met.** Both goals and specific numbers/percentages were not reported to the IEC as of May 2021.
3. Draft an initial version of the DCB Athletic Programs Strategic Plan. **Benchmark not met.** Not started.
4. Seek input (on the DCB Athletic Programs Strategic Plan) from constituents (Dean's Council, Logrollers, coaches). **Benchmark not met.** Not started.
5. Finalize the DCB Athletic Programs Strategic Plan. **Benchmark not met.** Not started.
6. Seek approval/support (for the DCB Athletic Programs Strategic Plan) from constituents (Dean's Council, Logrollers, coaches). **Benchmark not met.** Not started.

IEC Recommendations

The DCB Athletic Programs Strategic Plan is still in its infancy. Although goals/objectives for the DCB Athletic Programs Strategic Plan have been discussed with coaches and the Logrollers, specific/measurable goals/objectives are not finalized and a draft plan is not in place as of June 2021. **The IEC recommends that Athletics remain a group that reports to the IEC monthly.** The steps/benchmarks for the 2021-2022 academic year should remain the same and the DCB Athletic Director should appoint a member of the DCB Athletic Department to attend all IEC reporting meetings in the Athletic Director's absence. It is recommended that the Athletic Director schedule weekly Athletic Strategic Planning meetings with athletic staff to ensure that a draft of the DCB Athletic Programs Strategic Plan is devised by the end of the Fall 2021 semester.

Audits

Although not driven by strategic planning, the IEC is specifically charged with monitoring, evaluating and documenting progress toward correcting audit findings. During Spring 2021 there were three outstanding audit findings:

1. Lack of asset identification number. **Audit finding not yet corrected.** During the final Spring 2021 IEC meeting the DCB Business Manager notified the IEC that although inventory lists have been made and many inventory tags have been distributed and placed on inventory, there are still several items of concern. Everything with this audit finding needs to be addressed by July 2021.
2. Over insured property. **Audit finding not yet corrected.** Although this audit finding was on the IE reporting form, addressing the finding does not begin until July 2021 (after the final 2020-2021 IEC meeting).

3. Continuity of operations plan. **Audit finding not yet corrected.** As of May 10, 2021, four DCB groups had not sent in their COOP. Reminders were sent and total compliance was needed by May 31, 2021.

IEC Recommendations

Audit reporting will continue to be part of the monthly IE reporting. Although progress was made on two of the three audit findings, none were cleared. The IEC will need final updates during the August or September meeting on the Lack of Asset Identification Number and the Continuity of Operations Plan audits. Additionally, new audit findings will need to be added to the audit reporting form.

LEAP

The DCB Strategic Planning objective related to the LEAP program was modified to go past implementation of the program to setting goals and tracking success. The new objectives state:

- Maintain 15-20 LEAP graduates each academic year.
- Assess the effectiveness of the LEAP program in reducing costs and time spent pursuing a degree within the NDUS.

Seven benchmarks were established to achieve the objectives:

1. Determine the average annual tuition cost of the four-year institutions within the NDUS. **Benchmark met.** The 2020-2021 average cost for a four-year institution within the NDUS is \$8,658.33 per year.
2. Determine the average number of years to complete a degree at the four-year institutions within the NDUS. **Benchmark no longer applicable.** This data does not exist.
3. Compile a list of LEAP graduates, contact information, college attending after graduation from LEAP, year completed LEAP, etc. **Benchmark met.** Thirty-two percent of LEAP graduates attend college out of state, 29% attend NDSU or UND, 22% went to a 4-year institution within the NDUS. Seven percent of LEAP graduates continued at DCB after graduating from high school. Ten percent went to a different two-year (all 10% went to BSC).
4. Track when and where students graduate at the end of their degree within the NDUS. **Benchmark not met.** This benchmark is set to be assessed by the end of July 2021.
5. Document final GPAs when students complete their degree within the NDUS. **Benchmark not met.** This benchmark is set to be assessed by the end of July 2021, and every July moving forward.
6. Survey LEAP students that graduated from DCB—did they like LEAP, what could we have done better, where are they attending college, anticipated graduation date, etc. **Benchmark met.** The survey was distributed and four students responded. The Director of Distance Education will modify the survey and continue to seek feedback from LEAP students.
7. Monitor completion rates of DCB LEAP graduates each academic year to track progress. **Benchmark not met.** This benchmark was identified as a summer project so no reports

were provided prior to May 2021 (the final IEC meeting of the 2020-2021 academic year).

IEC Recommendations

Although not reported on the IE reporting form, there were 14 LEAP graduates during the 2020-2021 academic year, falling one short of the objective. However, the second objective regarding assessing the effectiveness of the LEAP program in reducing costs and time spent pursuing a degree within the NDUS is solidly in progress. The Distance Education Department does a wonderful job tracking information whether required by outside groups (e.g., the IEC) or not. **Thus, LEAP continuing to report to the IEC is contingent on whether the 2021-2026 DCB Strategic Plan includes a LEAP-related objective.** As previously mentioned, the 2015-2020 Strategic Plan objective related to LEAP was about developing and implementing the LEAP program. This was successfully done.

Recruitment and Marketing

The DCB Strategic Plan called for the development and implementation of an enrollment management plan. This is beyond the scope of the staff charged with this responsibility, so the objective was modified:

- Develop and implement a Strategic Recruitment and Marketing Plan (SRMP) for DCB.

Three benchmarks were established to achieve this objective:

1. Publish the Strategic Recruitment and Marketing Plan. **Benchmark met.** The SRMP was published the end of January 2021.
2. Obtain 5,000 new users on the DCB website per month. **Benchmark met.** Monthly users on the DCB website ranged from 6,059 to 8,354 during Spring 2021.
3. Complete 25 high school visits per academic year. **Benchmark met.** There were 30 overall visits (24 of the 30 were in person).

IEC Recommendation

The objective regarding Recruitment and Marketing was met and the Recruitment and Marketing team exceeded all benchmarks. **The Recruitment and Marketing team no longer needs to report to the IEC regarding the SRMP objective.**

Retention

The 2015-2020 DCB Strategic Plan included the objective (3.2): continue participation in the HLC Persistence and Completion Academy. The team members working on this Academy project reported to the HLC Spring 2021, so reporting to the IEC seemed unnecessarily redundant. That being said, DCB has the lowest retention rates within the NDUS. This prompted the IEC to encourage retention leadership to set goals to bring DCB closer to its fellow two-year schools within the NDUS. The objective driving IEC reporting was:

- Increase retention rates of degree seeking students.

As this is an objective that will take time and data, the three benchmarks were specifically designed to be completed during Spring 2021:

1. Establish current retention rates of cohorts dating back to Fall 2016. **Benchmark met.** The DCB Director of Retention worked with the Director of Institutional Research at Minot State. All reports were run and will automatically continue to be run the fourth week of each semester.
2. Meet with Retention Committee to identify focus areas based on data collection. **Benchmark met.** The Retention Committee indicated guidance from the IEC would be best to identify areas of focus (i.e., whatever areas the IEC identifies will be the areas that the Retention Committee will focus on during the 2021-2022 academic year).
3. Work with IEC to determine retention standards/goals for the identified focus areas. **Benchmark met.** The IEC recommended a focus on Liberal Arts students. Additionally, there was a recommendation for the Retention Committee to work with Student Success Services to address supporting students enrolled in classes with lower success rates (based on report from the Minot State Director of Institutional Research).

IEC Recommendation

Although the identified benchmarks were met, the objective is still a work in progress. The IEC recommends that **Retention continue to report to the IEC monthly**. New 2021-2022 benchmarks need to be identified. Now that the focus groups were identified, numbers need to be associated with these groups (e.g., improve Liberal Arts student fall-to-spring retention by 2% compared to the previous year). The IEC also recommends that retention-related strategic planning items continue to be in the DCB Strategic Plan.

Summary and Future Directions

Overall, the planning and reporting process worked well. The IEC seems to be serving its intended purpose and the reports heard throughout the Spring 2021 semester help to ensure that DCB is operating effectively and moving towards the achievement of identified goals. The 2021-2026 DCB Strategic Plan will drive the selection of the next reporting groups, although the IEC wants Advising, Athletics, Audits, and Retention to continue to report during the 2021-2022 academic year regardless of whether these groups are identified within the new strategic plan. However, since one goal of the IEC is to encourage the triangulation of assessment, planning, and budgeting, it seems, through the IEC assessment, that these four groups should be included in the new strategic plan.

A stronger emphasis also needs to be placed on the connection to budgeting. New budget request forms will help to show the connection between assessment, planning, and budgeting, but the IEC should look for added ways to support these connections.



Athletic Department Strategic Plan



2021-2026

Fall 2021

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Professional Development Form

Community Service Form

Classroom/Grade Checks Form



Dakota College at Bottineau Mission:

Dakota College at Bottineau (DCB) 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 at Bottineau 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 at Bottineau's curricula, programs, and services take students *beyond nature and technology* and leave them with an ethic of concern and care for the natural world.

Dakota College at Bottineau Vision:

"Dakota College at Bottineau 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."

Dakota College at Bottineau Core Values:

- **Student Centered:** Dakota College at Bottineau values students, considers their needs and interests, and makes sincere efforts to respond positively to those needs and interests.
- **Excellence:** Dakota College at Bottineau college community members take pride in their work and strive for academic and professional excellence.
- **Learning:** Dakota College at Bottineau values innovation and quality as it serves the learning needs of its various constituencies.
- **Respect and Responsibility:** Dakota College at Bottineau 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 at Bottineau supports and embraces diversity, which enriches the quality of the learning experience.

Athletic Department Mission

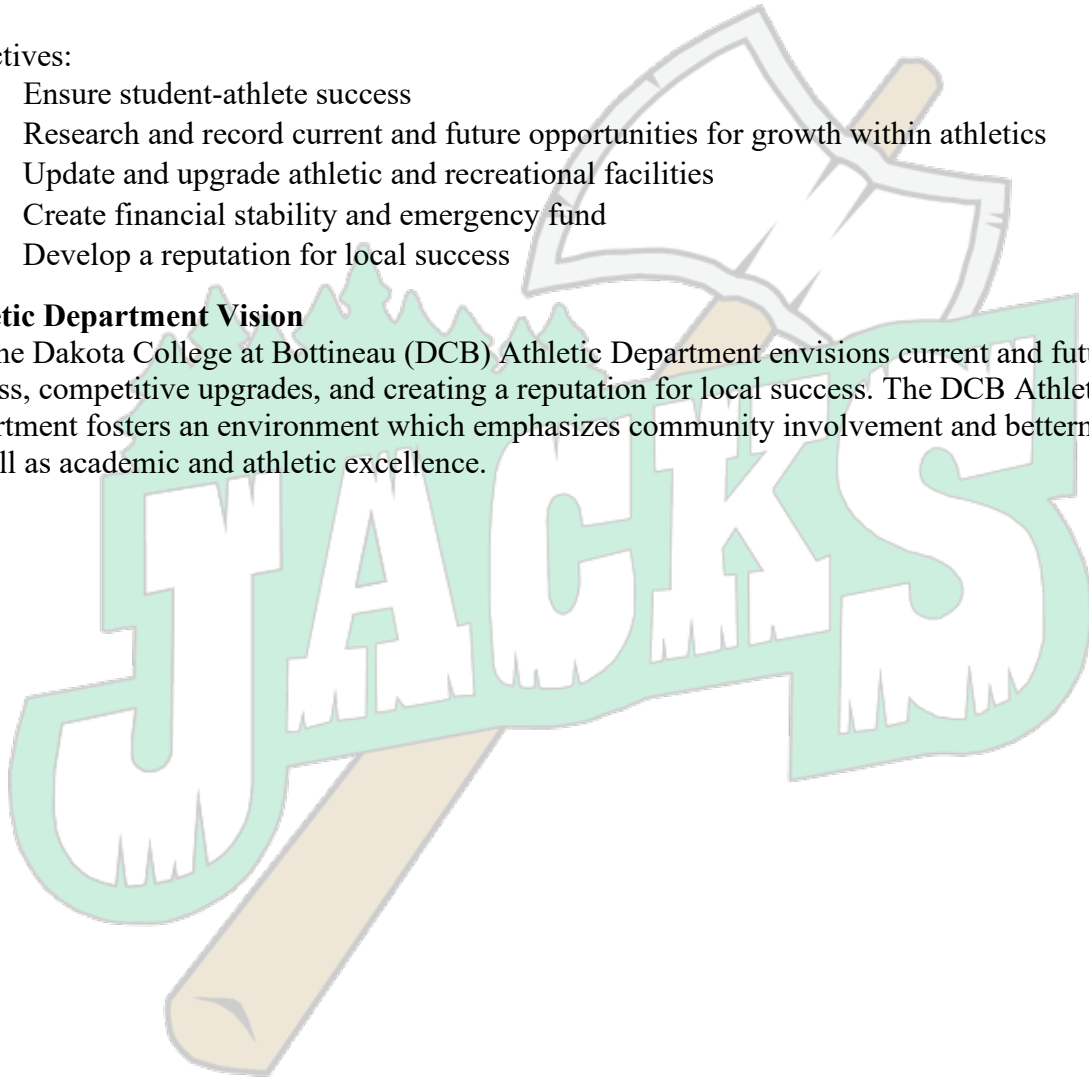
The Dakota College at Bottineau Athletic Department provides an opportunity for student-athletes to continue their athletic careers within the pursuit of higher education. The Athletic Department values each student-athlete's future while upholding the campus mission, vision, and core values.

Objectives:

- Ensure student-athlete success
- Research and record current and future opportunities for growth within athletics
- Update and upgrade athletic and recreational facilities
- Create financial stability and emergency fund
- Develop a reputation for local success

Athletic Department Vision

The Dakota College at Bottineau (DCB) Athletic Department envisions current and future success, competitive upgrades, and creating a reputation for local success. The DCB Athletic Department fosters an environment which emphasizes community involvement and betterment as well as academic and athletic excellence.



DCB Athletic Department Strategic Goal 1: Ensure DCB student-athlete success.				
Objective 1.1	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Achieve GPA-based athletic eligibility standards above standards set forth by the NJCAA.	Carolyn Rygg, Athletic Trainer DCB Head Coaches	Spring 2022 Ongoing	Each athletic team will maintain an average 2.5 GPA each academic semester. Each student-athlete on roster will have at minimum three grade checks per semester via Starfish survey, paper, or digital e-mail form.	In Progress
Objective 1.2	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Improve DCB student-athlete retention	Carolyn Rygg, Athletic Trainer DCB Head Coaches	Spring 2022 Ongoing	Cohort retention increased by 5% (from previous year) each year of plan.	In Progress
Objective 1.3	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Improve DCB student-athlete graduation rate	Carolyn Rygg, Athletic Trainer DCB Head Coaches	Spring 2023	Cohort graduation rate improved by 5% (from previous year) each year (including those who receive certificates and associates degrees).	Not Started
Objective 1.4	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Improve DCB student-athlete eligibility status in future semesters	Carolyn Rygg, Athletic Trainer DCB Head Coaches	Spring 2022 Ongoing	Record percentage of student-athletes who maintain their eligibility status to compete each year.	In Progress



DCB Athletic Department Strategic Goal 2: Research and record DCB athletics current and future opportunities.				
Objective 2.1	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Ensure DCB Title IX adherence by documenting the number of male and female athletes, and number of sporting opportunities	Carolyn Rygg, Athletic Trainer DCB Head Coaches	Spring 2022 Ongoing	The student-athletes for each athletic team will be documented after the 4 th week of fall semester. The opportunities available for male and female student athletes will be documented at the start of each academic year.	In Progress
Objective 2.2	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Yearly professional development for athletic coaches	Carolyn Rygg, Athletic Trainer DCB Head Coaches	Fall 2022 Ongoing	Athletic coaches will attend (and record attending) one professional development activity (at minimum) per year.	Not Started
Objective 2.3	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Research new athletic program opportunities	Corey Gorder , AD	Fall 2021 Ongoing	Survey students, faculty, and staff on new potential programs once every two years.*	In Progress with introduction of Clay Target
Objective 2.4	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Ensure adherence of athletic staff to DCB Athletic Dept. Strategic Plan	Carolyn Rygg, Athletic Trainer DCB Head Coaches Corey Gorder, AD	Fall 2023	End of the year reviews with coaching staff over their performance and the forms will be compiled for reporting the following Fall. (i.e. camps, fundraisers, professional development)	Not Started

*After initial baseline, then set goal of responses

DCB Athletic Department Strategic Goal 3: Update and upgrade athletic and recreational facilities.				
Objective 3.1	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Yearly review on cardio equipment with as needed update of at least two (2) machines	Carolyn Rygg, Athletic Trainer Corey Gorder, AD	Spring 2022 Ongoing	Documentation of prev. purchase dates and update oldest and/or broken. Track usage of cardio room through FOB swipes and send yearly satisfaction survey.	In Progress
Objective 3.2	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Yearly review on equipment in weight room with as needed update of at least one (1) set of equipment	Carolyn Rygg, Athletic Trainer Corey Gorder, AD	Spring 2022 Ongoing	Documentation of prev. purchase dates and update oldest and/or broken. Track usage of weight room through FOB swipes and send yearly satisfaction survey to student, staff, faculty, and community.	In Progress
Objective 3.3	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Identify any athletic facility needing maintenance (i.e. gym, baseball field, etc.)	Corey Gorder, AD Carolyn Rygg, Athletic Trainer DCB Head Coaches	Spring 2022 Ongoing	Survey from coaches on improvements needed for athletic facilities.*	In Progress
Objective 3.4	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Develop a strategic plan for a second sheet of ice in Bottineau and indoor practice facility	DCB Head Coaches Carolyn Rygg, Athletic Trainer Corey Gorder, AD Bottineau Parks and Rec	Fall 2024	Send out a survey to community for support, complete a cost analysis, and complete a feasibility study.	Not Started

*After initial baseline, then set goal of responses

Appendix G. DCB Athletic Department Strategic Plan 7

DCB Athletic Department Strategic Goal 4: Create financial stability and emergency fund				
Objective 4.1	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Track scholarship dollars awarded to student-athletes	Corey Gorder, AD Leslie Stevens Carolyn Rygg, Athletic Trainer	Spring 2022 Ongoing	Completed documentation of Logroller, Foundation, and NJCAA scholarships awarded per sport, sex, and amount.	In Progress
Objective 4.2	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Each team fundraises with documentation \$10,000 each year to help maintain their budget	DCB Head Coaches Corey Gorder, AD Carolyn Rygg, Athletic Trainer	Spring 2022 Ongoing	Documented fundraisers and how much funds were raised per fundraiser. If unsuccessful, a plan to complete fundraiser will be documented	In Progress

Appendix G. DCB Athletic Department Strategic Plan 8

DCB Athletic Department Strategic Goal 5: Develop a reputation for local success				
Objective 5.1	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Each team will consist of 10% regional student-athletes	Carolyn Rygg, Athletic Trainer DCB Head Coaches	Fall 2021 Ongoing	Basketball – 13 players, 1.3 players Hockey – 24 players, 2.4 players Volleyball – 13 players, 1.3 players Softball – 15 players, 1.5 players Baseball – 24 Players, 2.4 players	In Progress
Objective 5.2	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Each sport will volunteer and document two (2) activities in the community per academic year	Carolyn Rygg, Athletic Trainer DCB Head Coaches	Spring 2023	Documented volunteer, non-monetary activities within the Bottineau community.	Not Started
Objective 5.3	Goal Champion	Expected Completion Date	Measurable Outcome	Progress
Each sport will hold a sport related camp per academic year	Carolyn Rygg, Athletic Trainer DCB Head Coaches	Spring 2023	Evidence documented of how many campers, cost, and activities focused on.	Not Started

Dakota College at Bottineau Jacks Camp Form

Team: _____

Activities Completed During Camp:

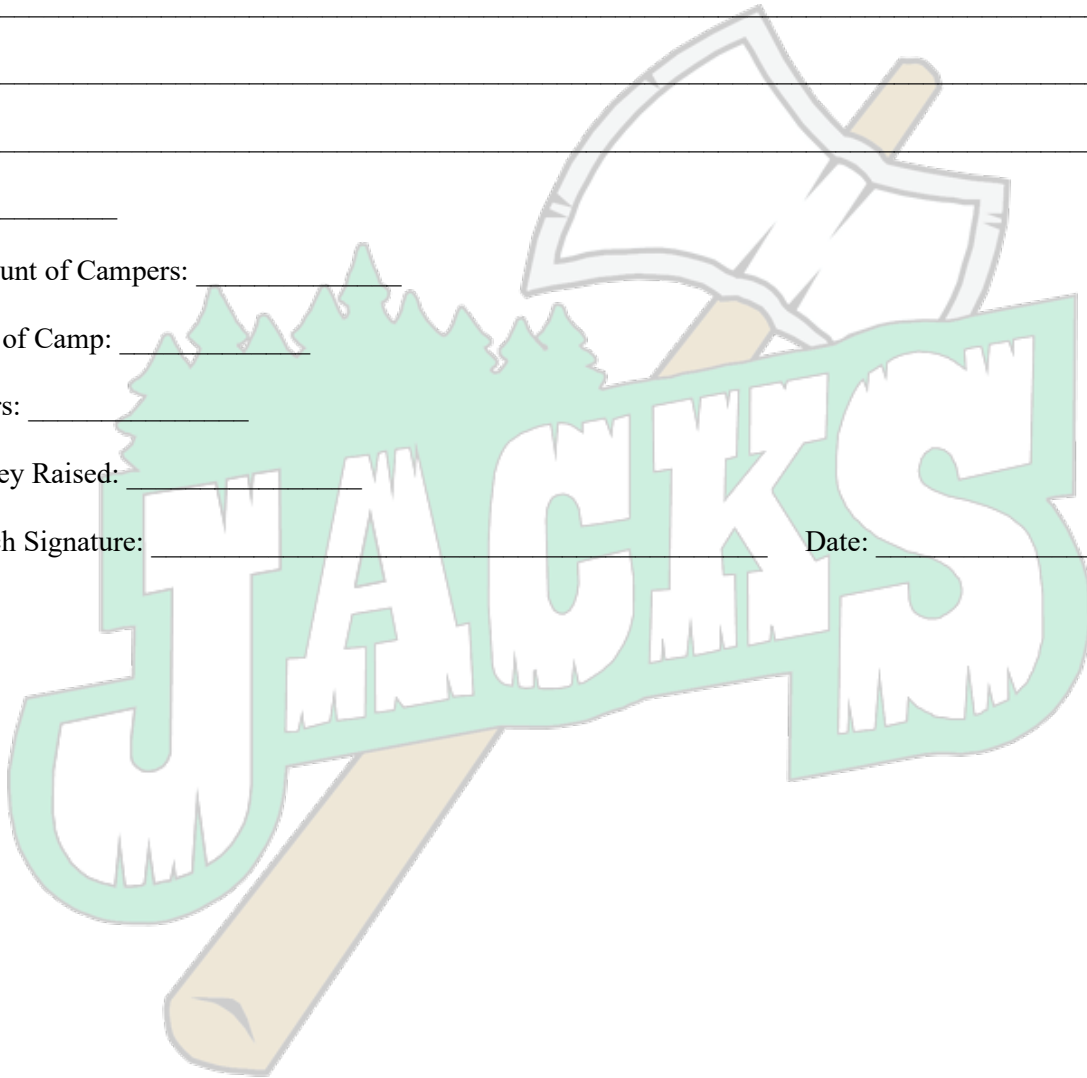
Amount of Campers: _____

Cost of Camp: _____

Hours: _____

Money Raised: _____

Coach Signature: _____ Date: _____



Dakota College at Bottineau Jacks Fundraiser Form

Team: _____

Monetary Goal: _____

Fundraiser Activity:

Hours: _____

Money Raised: _____

Coach Signature: _____

Date: _____

If monetary goal was not met, how will the team complete their goal?

Dakota College at Bottineau Jacks Community Service Form

Team: _____

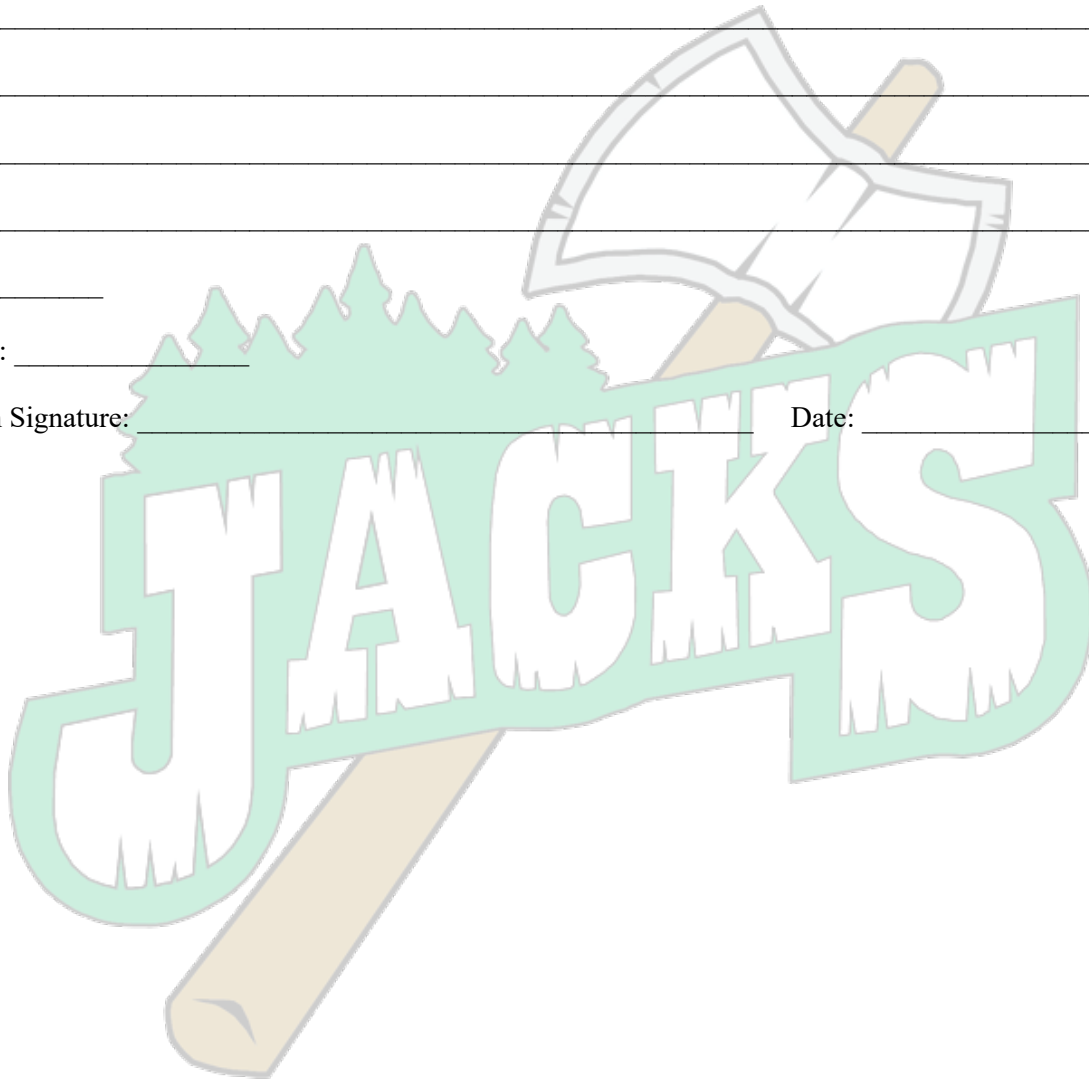
Community Organization: _____

Activity:

Hours: _____

Coach Signature: _____

Date: _____



Classroom/Grade Checks

Name: _____

Course 1:

Grade: _____ Attendance: Great Good Needs Improvement

Instructor Signature: _____

Course 2: _____

Grade: _____ Attendance: Great Good Needs Improvement

Instructor Signature: _____

Course 3: _____

Grade: _____ Attendance: Great Good Needs Improvement

Instructor Signature: _____

Course 4: _____

Grade: _____ Attendance: Great Good Needs Improvement

Instructor Signature: _____

Course 5: _____

Grade: _____ Attendance: Great Good Needs Improvement

Instructor Signature: _____

Course 6: _____

Grade: _____ Attendance: Great Good Needs Improvement

Instructor Signature: _____

Appendix H. December 2021 IEC Meeting Minutes

Dakota College at Bottineau Institutional Effectiveness Committee



Meeting Minutes

December 9, 2021

McMaster Conference Room 2:00pm

Present: Dr. Lexi Kvasnicka-Gates, April Abrahamson, JaLee Lynnes, Larry Brooks, Dr. Jerry Migler, Dr. Linda Burbidge, Kayla O'Toole

Absent: Mark LaCroix, Karl Sorby, Hattie Albertson, Lisa Mock

Guests: Laura Halvorson, Beth MacDonald, Carolyn Rygg

Topic	Discussion/Outcome
1. Reporting	Since this (December) meeting was scheduled as a refocusing meeting for the IEC, reports were not heard during the meeting. Lexi met with all four reporting groups (Advising, Retention, Athletics, and Audits) earlier in the week and updates on progress toward benchmarks can be found on the report forms.
2. Discussion regarding the role/function of the IEC.	<ul style="list-style-type: none">• The IEC has been meeting regularly (once per month) for a year. Discussion was held regarding the role of the IEC. Highlights of the discussion include:<ul style="list-style-type: none">○ IEC members expressed a desire for reporting groups to take ownership of their goals/benchmarks. Reporting for the sake of reporting does not facilitate ownership.○ Reporting groups expressed a desire to have more direction from the IEC as to what their goals should be.○ Discussion held on how to make meetings more effective. With only four groups reporting, meetings are many times lasting the full hour. Some groups expressed that monthly reporting was not efficient because activities/assessment/benchmarks were not occurring that frequently.
3. IEC Plan	Based off discussion, IEC meetings will continue to occur on a monthly basis (expect in July, which will be used to compose the year of the academic year report), but

Appendix H. December 2021 IEC Meeting Minutes

**Dakota College at Bottineau
Institutional Effectiveness Committee**



	<p>reporting groups will not physically present each month. Groups will update their own reporting forms by the end of the day on the first Thursday of each month. IEC members will look through the forms (in Teams) by the following Monday and alert the IEC Chairwoman if a physical presentation is needed during the monthly IEC meeting.</p> <p>Monthly meetings will take place the second Thursday of each month. The meetings will consist of 1-2 groups updating the IEC on progress toward goals or seeking input from the IEC. The second half of the monthly IEC meeting will (for the Spring 2022 semester) consist of the IEC members going through the previous DCB Strategic Plan and identifying groups that are likely to be included in the new DCB Strategic Plan, and then getting these groups starting with the Institutional Effectiveness planning and reporting process.</p>
4. Next meeting – January 13, 2022 at 1:00pm.	Reporting groups should have their forms updated by the end of the day on January 6, 2022.
5. Move to adjourn	Linda made a motion to adjourn. Motion seconded by Kayla. Motion unanimously passed. Meeting adjourned at 2:46pm.

Respectfully submitted by Lexi Kvasnicka-Gates

Appendix I. Spring 2022 IEC Meeting Schedule

JANUARY 2022						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	31	1
2	3	4	5	6 IEC Reports Due to Lexi	7 Lexi sends all IEC Reporting Forms to IEC members	8
9	10 Review of reports by IEC members	11 Reporting groups notified if they need to be present for Thurs. meeting	12	13 IEC Meeting 1:00pm • Athletics	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

Appendix I. Spring 2022 IEC Meeting Schedule

FEBRUARY 2022						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	1	2	3 IEC Reports Due to Lexi	4 Lexi sends all IEC Reporting Forms to IEC members	5
6	7 Review of reports by IEC members	8 Reporting groups notified if they need to be present for Thurs. meeting	9	10 IEC Meeting 1:00pm • Audits • Retention	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	1	2	3	4	5

Appendix I. Spring 2022 IEC Meeting Schedule

MARCH 2022						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	1	2	3 IEC Reports Due to Lexi	4 Lexi sends all IEC Reporting Forms to IEC members	5
6	7 Review of reports by IEC members	8 Reporting groups notified if they need to be present for Thurs. meeting	9	10 IEC Meeting 1:00pm • Retention • Athletics	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

Appendix I. Spring 2022 IEC Meeting Schedule

APRIL 2022						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1	2
3	4	5	6	7 IEC Reports Due to Lexi	8 Lexi sends all IEC Reporting Forms to IEC members	9
10	11 Review of reports by IEC members	12 Reporting groups notified if they need to be present for Thurs. meeting	13	14 IEC Meeting 1:00pm ● Advising	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Appendix I. Spring 2022 IEC Meeting Schedule

MAY 2022						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5 IEC Reports Due to Lexi	6 Lexi sends all IEC Reporting Forms to IEC members	7
8	9 Review of reports by IEC members	10 Reporting groups notified if they need to be present for Thurs. meeting	11	12 IEC Meeting 1:00pm • Advising • Athletics	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

Appendix I. Spring 2022 IEC Meeting Schedule

JUNE 2022						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	31	1	2 Final 2021-2022 IEC Reports Due to Lexi	3 Lexi sends all IEC Reporting Forms to IEC members	4
5	6 Review of reports by IEC members	7 Reporting groups notified if they need to be present for Thurs. meeting	8	9 IEC Meeting 1:00pm • Retention • Audits	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2

Appendix I. Spring 2022 IEC Meeting Schedule

JULY 2022						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

Appendix J. January 2022 IEC Meeting Minutes

Dakota College at Bottineau Institutional Effectiveness Committee



Meeting Minutes

January 13, 2022

McMaster Conference Room 1:00pm

Present: Dr. Lexi Kvasnicka-Gates, April Abrahamson, JaLee Lynnes, Larry Brooks, Dr. Jerry Migler, Kayla O’Toole, Karl Sorby, Lisa Mock

Absent: Mark LaCroix, Hattie Albertson, Dr. Linda Burbidge, Tracy Chisholm

Guests: Carolyn Rygg

Topic	Discussion/Outcome
1. Reporting—Athletics	<p>All four reporting groups (Advising, Retention, Athletics, and Audits) updated their IE Reporting Forms in TEAMS prior to the Jan. 13 meeting.</p> <p>Athletics, represented by DCB Athletic Strategic Plan leader Carolyn Rygg, presented at the January 2022 meeting. The following are the highlights of Carolyn’s presentation:</p> <ul style="list-style-type: none">• The DCB Athletic Strategic Plan has 9 objectives.• One coach (volleyball) has submitted all required documents for Spring 2022.• Athletic Director, Corey Gorder, and Athletic Trainer, Carolyn Rygg, inventoried the cardio room. <p>After updates a discussion was held regarding grade checks. Athletic coaches are to perform grade checks at three times throughout the semester (6 weeks, midterms, and 11 weeks). Starfish reports will serve as grade checks at 6 and 11 weeks, and Campus Connection midterm grades will be used for the midterm grade check.</p> <ul style="list-style-type: none">• Starfish (and the entering of midterm grades into Campus Connection by faculty) is inconsistency used. This resulted in athletic coaches having players bring paper copies of grade check sheets to instructors to complete. Faculty expressed frustration to members of the IEC because they had “already entered grades” in Starfish or Campus Connection. Karl Sorby,

Appendix J. January 2022 IEC Meeting Minutes

**Dakota College at Bottineau
Institutional Effectiveness Committee**



	<p>Men’s Head Basketball coach, said that since not all grades were entered the paper sheets were the best way to ensure grades were reported.</p> <ul style="list-style-type: none"> • Discussion held regarding grades in Blackboard. Blackboard could be used to retrieve grades throughout the semester, but some instructors do not regularly update Blackboard or were (extremely) behind in grading assignments. • Carolyn mentioned that both faculty and coaches who do NOT use Starfish expressed not knowing how to use Starfish or were unaware that progress reports/grade checks were due. <ul style="list-style-type: none"> ○ Beth MacDonald and Carolyn Rygg will train faculty and staff who need training on Starfish. ○ Beth will send out an email to the DCB listserv alerting faculty of Starfish surveys. ○ If faculty are NOT using Starfish, Beth will reach out with a reminder. If it still is not being used, Department Chairs and the Associate Dean will step in. <p>Carolyn said she was “over the moon” with the new IEC meeting format.</p>
<p>2. Strategic Planning and Adding New Reporting Groups to the IEC Schedule</p>	<p>The NDUS Strategic Plan is not finalized. Several NDUS Strategic Goals have been approved. DCB will mirror our updated plan off the NDUS plan to ensure alignment of goals. Additionally, Faculty, Staff, and Student Senates will perform SWOT analysis to help identify strategic planning goals and priorities.</p> <p>NDUS Strategic Goal 3 (Prepare students for success) and 4 (Maximize the strengths of the unified system) have been approved. Thus, the IEC felt comfortable looking at the current goals that DCB has that are associated with these goals.</p> <p>DCB Objective 3.3 states: Explore alternative methods for delivering developmental education. Laura Halvorson (during the Dec. 2021 IEC meeting) reported that DCB student graduation and completion rates were very low when students started in developmental courses (and successfully progressing through the developmental series was extremely low). Addressing this issue is a goal of the Retention Committee. The IEC feels that (based off discussion) alternative models of developmental courses (perhaps a co-requisite model) needs to be an objective in the new DCB Strategic Plan. The following steps will take place:</p>

Appendix J. January 2022 IEC Meeting Minutes

Dakota College at Bottineau Institutional Effectiveness Committee



	<ul style="list-style-type: none">• Laura will share ASC completion numbers with ENGL faculty and MATH faculty. Larry (Associate Dean) will attend these meetings and discuss the need to include an alternative model in the new DCB Strategic Plan.• Lexi will then meet with ENGL and MATH faculty to discuss IE Planning Forms.• ENGL and MATH faculty will likely complete IE Planning Forms by the completion of the Spring 2022 semester and begin reporting Fall 2022. <p>DCB Strategic Goal 4 states: DCB will develop collaborative arrangements with other NDUS institutions. The current objective under this goal centers on academic programming. Discussion held on how DCB needs (through the IEC) needs to look at whether shared services (HR, payroll, mental health, Title IX, Dakota Nursing Program, Northern IT Consortium, Ag Consortium, institutional research, and Interactive Video Networking) are working as well as they can. Discussion held on how to go about this (survey, enrollment data, etc.). Lisa Mock will have discussions with employees of the Business Office and HR and payroll services offered through Minot State to identify strengths, weaknesses, and areas for improvement. Lisa will report back to the IEC during the February meeting.</p>
3. Next meeting – February 10, 2022 at 1:00pm.	Reporting groups should have their forms updated by the end of the day on February 3, 2022. Audits and Retention will present.
4. Move to adjourn	Meeting ended at 3:01pm.

Respectfully submitted by Lexi Kvasnicka-Gates

Appendix K. March 2022 IEC Meeting Minutes

Dakota College at Bottineau Institutional Effectiveness Committee



Meeting Minutes

March 10, 2022

Teams

Start time: 1:02 PM

Present: Dr. Lexi Kvasnicka-Gates, JaLee Lynnes, Kayla O'Toole, Hattie Albertson, Beth MacDonald, Tracy Chisholm, Lisa Mock, Larry Brooks, Dr. Linda Burbidge, April Abrahamson, Karl Sorby, Carolyn Rygg

Absent: Corey Gorder, Mark LaCroix

Guests: Laura Halvorson

Topic	Discussion/Outcome
1. Reporting—Athletics	<p>All four reporting groups (Advising, Retention, Athletics, and Audits) updated their IE Reporting Forms in TEAMS prior to the March 3.</p> <p>Athletics (Carolyn Rygg) and Advising (Beth MacDonald) presented at the March 2022 meeting. The following are the highlights from the Athletics presentation:</p> <ul style="list-style-type: none">• Athletics staff are actively reporting and monitoring data for GPA/grade checks, retention rates, eligibility, tracking of regional athletes and scholarship dollars.• More information is forthcoming with the end of the academic year including ongoing fundraising efforts, assessment of cardio room equipment, summer maintenance.• All data will be compiled in the end of year summary report. <p>The following are highlights from the Advising presentation:</p> <ul style="list-style-type: none">• Advising is hosting a campus Connection Event to be held in the Dining Center on April 4th from 11:00AM until 1:00PM.• Registration is just beginning, with expected numbers of registered students likely to rise after Spring Break.

Appendix K. March 2022 IEC Meeting Minutes

**Dakota College at Bottineau
Institutional Effectiveness Committee**



	<ul style="list-style-type: none"> • As of the week of March 7th-11th, 13 out of 22 advisors were entering contacts to get students registered. • Athletic teams are coming in as a group to increase efficiency. • The new model for ASC Math courses was approved by Faculty Senate and will go into effect with a pilot Fall 2022. • ASC English courses still need revision. • Beth MacDonald suggested adding DCB Tutoring to the IEC groups
<p>2. Strategic Planning and Adding New Reporting Groups to the IEC Schedule</p>	<p>The NDUS Strategic Plan is not yet finalized. Several NDUS Strategic Goals have been approved. DCB will mirror our updated plan off the NDUS plan to ensure alignment of goals. To aid in identifying strategic planning goals, Faculty, Staff, and Student Senates performed a SWOT analysis to help identify strategic planning goals and priorities. This occurred on February 28 and Dr. Migler is waiting on receiving a summary of the findings.</p>
<p>3. Institutional Effectiveness Webpage</p>	<p>A new page for Institutional Effectiveness was added to the DCB website. Reports, blank forms, and the calendar of report can be found here.</p>
<p>4. Next meeting – April 14, 2022 at 1:00pm.</p>	<p>Reporting groups should have their forms updated by the end of the day on April 14, 2022. Retention will present.</p>
<p>5. Move to adjourn – JaLee Lynnes Second: Tracey Chisholm</p>	<p>JaLee Lynnes made a motion to adjourn. Seconded by Tracy Chisholm. Motion unanimously passed. Meeting ended at 1:19 pm.</p>

Respectfully submitted by Hattie Albertson

Appendix L. June 2022 IEC Meeting Minutes

Dakota College at Bottineau Institutional Effectiveness Committee



Meeting Minutes

June 9, 2022
McMaster Conference Room
Start time: 1:01 PM

Attendance of IEC members: (P=present; A=absent):

Lexi Kvasnicka-Gates (P)	Kayla O'Toole (P)	April Abrahamson (P)	Bridget Gustafson (P)
Linda Burbidge (P)	Lisa Mock (P)	Tracy Chisholm (P)	Hattie Albertson (A)
Corey Gorder (A)	Larry Brooks (A)	JaLee Lynnes (P)	Dr. Jerry Migler (P)
Heidi Kippenhan (P)			

Guests: Carolyn Rygg, Beth MacDonald, Laura Halvorson, Carissa Pollman

Topic	Discussion/Outcome
1. Approval of Minutes	Motion made by Tracy seconded by JaLee to pass the May 5, 2022, IEC Meeting minutes. Motion Passes
2. Reporting—Advising and Athletics	<p>All six reporting groups (Advising, Athletics, Audits, ASC MATH, Retention, and Tutoring) updated their IE Reporting Forms in TEAMS prior to the June 9 meeting.</p> <p>Discussion held on looking through forms prior to the meeting. During the 2022-2023 academic year, Dr. Kvasnicka-Gates will provide a 1-2 sentence summary of each non-reporting group.</p> <p>Newly added groups did not provide reports as they will begin reporting Fall 2022. It was noted that these groups all need Reporting Forms in the TEAMS folder. The groups are:</p> <ul style="list-style-type: none"> • CTE Center (Physical Plant) • Diversity • Old Main (Physical Plant) • Student Center Completion (Physical Plant) • Student Kitchens (Physical Plant) • Student Life

Dakota College at Bottineau Institutional Effectiveness Committee



- Student Payment (needs to be a Word Document)

Retention (Laura Halvorson), Athletics (Carolyn Rygg), and Audits (Lisa Mock) presented at the June 2022 meeting. The following are the highlights from the

Retention presentation highlights:

- AIPs were not as successful in the spring compared to fall. Suggestion to look at other factors that may influence students failing/leaving.
- Retention committee is meeting twice a year. Fall meeting was regarding ASC data. Spring meeting centered on student survey. 67 students responded to the survey as of yesterday (May 8, 2022). The results will drive Retention Committee activities.
- Discussion held on the role of the Retention Committee.

Athletics presentation highlights:

- Nine objectives for spring 2022. All except one objective was met (fundraising—met the total dollar amount, but each team did not fundraise \$10,000)
 - Objective 1.1: All teams met the NJCAA 2.5 standard. 3.18 average for all teams. Grade check process needs work. Starfish is used at weeks 6 and 11. Starfish does not ask for letter grades. Some faculty do not do Starfish. Starfish is an early alert system, it is not a grade check. Carolyn will talk with Corey about coaches getting grades from student Blackboard grade books during study tables.
 - Do need to look at how GPA was calculates
 - Objective 1.2:
 - Very high retention from fall to spring.
 - Objective 1.4:
 - Eligibility ranged from 83% to 100% eligibility for the athletic teams. 92% overall.
 - Objective 2.1—10% of athletes from region (150 mile radius around Bottineau)
 - Everyone hit at least 10%

Dakota College at Bottineau Institutional Effectiveness Committee



- Objective 3.1—review of equipment
 - Replaced a treadmill and added a ski-erg and lateral elliptical
- Objective 3.2—weight room
 - Replaced military press bench and pec deck and added double stack
- Objective 3.3—survey coaches on how to improve things
 - All coaches completed the survey. Looked at short term needs (less than \$1000), long term needs (greater than \$1000), and weight/cardio room needs.
- Objective 4.1—track scholarship money
 - Waivers for WBB, MBB, VB, and Baseball. WH, MH, Softball and Target do not have scholarships for athletics (they can for academics). Logrollers give \$20,000 to each basketball team and VB and Baseball get \$10,000.
- Objective 4.2—each team fundraise \$10,000
 - Men’s Basketball and Volleyball did not fundraise the funds (2,935 MBB and 1,044 for VB). VB had a new coach. MBB and VB both have plans for how to achieve the \$10,000 mark. Total of \$81,627 raised by department. The goal is NOT to fundraise \$10,000, but rather to raise \$10,000 MORE than what has been raised in the past—this does not seem to be understood and/or accepted by all. Part of this fundraising is to pay for the Dining Center (we did not raise fees for the Dining Center). Some of the teams have lots of students staying in the dorms and on a meal-plan; others do not.
- Objectives to add—improving grad rates, adherence to SP, and team volunteering and hosting a camp.

Advising presentation highlights:

- Connection events—only 31% attended. The event was in the Dining Center and students did not stay and faculty did not attend like in the past. Beth is planning on a roundtable at in-service to discuss.

Appendix L. June 2022 IEC Meeting Minutes

**Dakota College at Bottineau
Institutional Effectiveness Committee**



	<ul style="list-style-type: none"> • Worksheet completion—only 88% (wanted 90), but this is high because some were not completed with faculty, but rather an advisor. • 50% registered for fall by end of spring. 41%--spring to fall proves to be harder. Nursing does not do registration until summer. • 75% of advisors will have 2 recorded contacts for 90% of advisees. Only 57% recorded contacts in Starfish, and only 29% reported 2 or more contacts for 90% of advisees. Professional advisors are hitting the benchmarks. CTE faculty advisors are NOT. Beth will hold trainings during in-service. <ul style="list-style-type: none"> ○ Dr. Migler discussed how this is a hybrid model. It is unfair for transfer faculty to NOT advising and CTE having to advise and NOT being paid for it. <p>Audits presentation highlights:</p> <ul style="list-style-type: none"> • Inventory audit (Janeen was hired to facilitate this). New process is in place with new forms. Vonda and Lisa Mock cannot remove depreciating assets from inventory. This causes issues. Minot does our reports, so this process is difficult at times. • We had the NDUS internal auditor on campus (prior to state auditor). Waiting on his results. • New audit is starting (ending March 2023). Transfer audits will also start soon (this is System-wide). There are also CARES audits that are starting.
<p>3. Strategic Planning and Adding New Reporting Groups to the IEC Schedule</p>	<p>ND State Board approved the last goal. DCB planning will go to the new Campus Dean.</p>
<p>4. IEC Handbook</p>	<p>A motion was made by Linda to approve the 2022-2023 IEC Handbook. Seconded by Kayla. Motion</p>
<p>5. HLC Interim Reports</p>	<p>An interim report on institutional effectiveness is due to the HLC by September 1, 2022. It is possible that Dr. Kvasnicka-Gates will need to call additional IEC meetings throughout the summer to finalize these reports. Be watching your email for meeting invites.</p>
<p>6. Next meeting – during Faculty In-Service</p>	<p>The final (scheduled) IEC meeting for the 2021-2022 academic year is today. The forms reviewed today will be the basis for the 2021-2022 IEC Annual Report. The draft report will be sent out in July.</p>

Appendix L. June 2022 IEC Meeting Minutes

**Dakota College at Bottineau
Institutional Effectiveness Committee**



	The next meeting will take place during Faculty In-Service. At this meeting, the IEC will be asked to make a motion on the 2021-2022 Annual Report.
7. Move to adjourn	JaLee made a motion to adjourn. Seconded by Lisa. Motion unanimously passed. Meeting ended at 2:20pm.

Respectfully submitted by Lexi Kvasnicka-Gates

Appendix M. New Campus Dean Press Release

Dr. Carmen Simone named new Campus Dean for Dakota College at Bottineau

July 25, 2022

BOTTINEAU, N.D. – Dr. Steven Shirley, president of Minot State University (MSU) and Dakota College at Bottineau (DCB), announced Monday that Dr. Carmen Simone will serve as the new campus dean at DCB.

Simone has an extensive administrative background in higher education, and specifically with leadership experiences at two-year colleges. Most recently she served as president of Western Nebraska Community College in Scottsbluff, NE. Dr. Simone earned her undergraduate degree from the University of North Dakota and her doctorate from Colorado State University, both degrees in chemistry.

Simone replaces Dr. Jerry Migler, who retired this summer following seven years of distinguished service as DCB campus dean. In accordance with the operating agreement between the two campuses, DCB is an affiliate/branch campus of Minot State University and the DCB campus dean serves as CEO of the DCB campus, while reporting to the MSU/DCB president.

"I join the entire DCB campus in welcoming Dr. Simone as our new campus dean. We are excited to welcome her into Bottineau and the DCB community, and look forward to her leadership and vision in the years ahead," Shirley said. "Carmen has an extensive history of increasing administrative and leadership responsibilities in higher education, and specifically among two-year institutions. As she has North Dakota roots, it is exciting to officially welcome Dr. Simone back home to the Peace Garden State and the North Dakota University System!"

Dr. Simone is planning to begin her new duties at DCB on Monday, August 15, in time for the start of the 2022-23 academic year.

"I am deeply humbled and honored to have been chosen to join DCB as its next campus dean and I'd like to thank President Shirley for the trust he has placed in me. I'm looking forward to working with the entire DCB community as we move into the future together," said Simone.

Earlier in her career, Simone served as vice-president and dean of the University of South Dakota Community College for Sioux Falls (Sioux Falls, SD), president of Trinidad State Junior College (Trinidad and Alamosa, CO), provost and vice-president of academic affairs at Lewis-Clark State College (Lewiston, ID), and vice-president of academic affairs at Casper College (Casper, WY), where she also taught chemistry for more than ten years.

Appendix M. New Campus Dean Press Release 2

Simone currently resides in Colorado with her husband, Alan, and they have two grown sons, Anthony and Edward.

**Appendix N. 2021-2022 Institutional Effectiveness Committee Annual
Summary Report**

**Dakota College at Bottineau
Institutional Effectiveness Committee
Annual Summary Report
2021-2022**

July 2022

Committee Members: Dr. Lexi R. Kvasnicka-Gates (Chair), Dr. Jerry Migler, Dr. Linda Burbidge, Kayla O’Toole, Lisa Mock, Larry Brooks, April Abrahamson, Mark LaCroix, Hattie Albertson, Corey Gorder, Tracy Chisholm, JaLee Lynnes, Heidi Kippenhan, Bridget Gustafson

2021-2022 Reporting Groups: Advising, Athletics, Audits, Retention, ASC Math (added Spring 2022, and Tutoring (added Spring 2022)

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:

- Ensure the college's strategic plan is aligned with the college mission
- Support ongoing connections between strategic planning, budgeting, and assessment
- Monitor, evaluate, and document progress toward fulfillment of the college's strategic plan goals
- Monitor, evaluate, and document progress toward correcting audit findings
- Provide updates and recommendations to the Campus Dean

With DCB's reaffirmation of accreditation on the Open Pathway and the need for an interim report submitted by September 1, 2022, the DCB Campus Dean and HLC Accreditation Coordinator selected six groups to begin the Institutional Effectiveness planning and reporting process during the 2020-2021 academic year. The six groups were selected because of their connection to the DCB Strategic Plan or their connection to audit findings. Six, rather than 10, groups were selected for two reasons: 1) these groups would plan and report as pilot groups so that the process could be refined prior to full implementation, and 2) DCB's current strategic plan needed to be updated, but was delayed due to the North Dakota State Board of Higher Education (SBHE) delaying their own strategic plan due to the COVID-19 pandemic. The SBHE finalized their strategic plan Summer 2022.

2021-2022 Institutional Effectiveness Planning and Reporting

During the 2021-2022 academic year, a total of 13 groups had active Institutional Effectiveness Planning Forms on file. Of those 13, four (Advising, Athletics, Audits, and Retention) reported throughout the entire academic year and two (ASC Math and Tutoring) began reporting during Spring 2022.

The IEC added seven groups (CTE Center, Diversity Committee, Student Life, Old Main, Student Bill Payment Process, Student Center Completion, and Student Kitchens) at the end of

the Spring 2022 semester due to alignment with what are likely to be DCB Strategic Planning goals. These seven groups will begin reporting to the IEC during the 2022-2023 academic year.

2021-2022 Institutional Effectiveness Planning and Reporting Groups		
Name of Group	Date of Planning Form	Reporting During 21-22 Academic Year
Advising	March 2021	Yes
Athletics	February 2021	Yes
Audits	February 2021	Yes
CTE Center (Physical Plant)	May 2022	No
Diversity Committee	May 2022	No
Student Life	May 2022	No
ASC Math	April 2022	Yes
Old Main (Physical Plant)	May 2022	No
Retention	March 2021	Yes
Student Bill Payment Process	May 2022	No
Student Center Completion (Physical Plant)	May 2022	No
Student Kitchens (Physical Plant)	May 2022	No
Tutoring	April 2022	Yes

Purpose of the IEC Annual Summary Report

The IEC Annual Summary Report aims to identify the goal of each reporting group, summarize the monthly reports made by each reporting group, identify the progress made toward obtaining the goal, and make a recommendation as to if the group should continue to report to the IEC and if the goal should be modified. The report is provided to the Campus Dean, the Dean’s Council, and posted on the DCB website.

Summary of the Institutional Effectiveness Reporting Groups

Advising

Advising efforts, spearheaded by the Director of Advising and the Assistant Director of Advising, focused on the following objective:

- Continue implementing advising model for student enrollment in transfer programs.

Advising staff identified four benchmarks to show implementation of the advising model. Advising staff assessed the benchmarks during the completion of both the fall and spring semesters.

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Advising: 2021-2022 Benchmark Progress			
Benchmark	Progress	Final Notes	Met or Not Met
50% of transfer students on DCB's campus will attend the faculty connection event (Fall 2021)	Complete	31% (45 students) of students attended the event. This is an improvement from 37 students during Spring 2021	Not Met
50% of transfer students on DCB's campus will attend the faculty connection event (Spring 2022)	Complete	31% (33/106) of students attended the event.	Not Met
90% of students attending the connection event will complete a participation worksheet (Fall 2021)	Complete	87% (39/45) of students completed the worksheet	Not Met
90% of students attending the connection event will complete a participation worksheet (Fall 2021)	Complete	88% (29/33) of students completed the worksheet, however eight students worked with an advisor rather than faculty to complete the worksheet	Not Met
50% of freshmen students will be registered for Spring 2022 by the end of the Fall 2021 semester	Complete	65% of freshmen students were registered for Spring 2022 as of 12-7-21	Met
50% of freshmen students will be registered for Fall 2022 by the end of the Spring 2022 semester	Complete	41% (54 of 131) registered freshmen were registered for Fall 2022 as of 5-16-22.	Not Met
75% of advisors will have two recorded contacts for 90% of advisees by the completion of the Fall 2021 semester	Complete	76% of advisors recorded contacts in Starfish, but only 33% recorded two or more contacts for 90% of their advisees	Partially Met
75% of advisors will have two recorded contacts for 90% of advisees by the completion of the Spring 2022 semester	Complete	57% of advisors recorded contacts in Starfish, and only 29% recorded two or more contacts for 90% of their advisees	Not Met

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Advising staff provided additional information regarding advisor contacts using Starfish during the Spring 2022 semester as this benchmark is more DCB employee focused than the other benchmarks which are more reliant on students. During the 2020-2021 academic year, the benchmark was only for Professional Advisors to have the two recorded contacts, so the inclusion of other non-professional advisors is new this year.

Advisor	Advisees	Number of Advisees the Advisor Contacted	Percentage of Advisees the Advisor Contacted Through Starfish
██████████*	86	78	90.69767442**
██████████*	55	53	96.36363636**
██████████*	18	17	94.44444444**
██████████	29	0	0
██████████	2	0	0
██████████	2	0	0
██████████	24	1	4.166666667
██████████	12	7	58.33333333
██████████	76	70	92.10526316**
██████████	15	13	86.66666667
██████████	23	0	0
██████████	22	0	0
██████████	13	0	0
██████████	12	11	91.66666667**
██████████	14	7	50
██████████	5	0	0
██████████	26	0	0
██████████	4	0	0
██████████	1	0	0
██████████	3	3	100**
██████████	3	0	0

*Denotes a Professional Advisor on the DCB Bottineau Campus.

**Met the benchmark

IEC Recommendations

Advising staff continue implementing the advising model with varying degrees of success. In-service activities centered on advisor training is in the works for Fall 2022 In-Service.

Connection events will return to the Academic Atrium during the 2022-2023 academic year, as the Dining Center location was not as well received by students and faculty. In the 2020-2021 Institutional Effectiveness Annual Summary Report, it was noted that the IEC will look for continual improvement in the percentages, using Spring 2021 as baseline date.

Advising Benchmark Comparison		
	Spring 2021	Spring 2022
Connection event attendance	36%	31%
Connection event worksheet completion	89%	88%
Freshmen registered for Fall semester by completion of Spring semester	37%	41%
Professional advisor contacts	99%	100%
Advisors (professional and CTE faculty) making 2+ contacts	N/A	29%

The IEC recommends that Advising remain a group that reports to the IEC. The steps/benchmarks during the 2022-2023 academic year should remain the same (changing the semesters as necessary). The IEC will look for continual improvement in the percentages.

Athletics

The DCB 2015-2020 Strategic Plan identified the following objective:

- Develop and implement a strategic plan for the future of athletic programs at DCB.

The Athletic Director and Athletic Trainer identified seven benchmarks. Six of these benchmarks involved the drafting and getting approval for the DCB Athletic Strategic Plan. All six of these benchmarks were completed by the end of November 2021. The final benchmark centered on implementing the Athletic Strategic Plan and tracking various metrics identified in the Plan. Spring 2022 reporting involved this implementation and tracking. Nine objectives in the DCB Athletic Strategic Plan were identified as objectives for Spring 2022. The final Spring 2022 Athletic Department report to the IEC showed that 8 out of 9 objectives were successfully met.

Athletic: 2021-2022 DCB Athletic Strategic Plan Progress		
Objective	Notes	Met or Not Met
1.1: Achieve GPA-based athletic eligibility standards above standards set forth by the NJCAA	All teams met the NJCAA standard GPA of 2.5, with an overall GPA of 3.18. The lowest Spring 2022 team GPA was Women’s Softball with a 2.56 GPA. The highest Spring 2022 team GPA was Women’s Basketball with a 3.63 GPA. The grade check process needs work and	Met

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	will be a focus for the 2022-2023 academic year.	
1.2: Improve DCB student-athlete retention	DCB athletic teams averaged a fall-to-spring retention rate of nearly 95%. Softball gained three players in the spring and the lowest retention was for Men's Basketball at 85% retention.	Met
1.4: Improve DCB student-athlete eligibility status in future semesters	Eligibility ranged from 83% to 100%, with an overall 92% eligibility. The Athletic Department will continue to track eligibility and strive for continued improvement.	Met
2.1: Ten percent of each athletic team should consist of regional athletes.	All teams met this objective with Women's Softball having the lowest regional representation at 12.5% and Women's Basketball and Clay Target having the highest with 66.67% each.	Met
3.1: Yearly review on cardio equipment with as needed update of at least two machines	One treadmill was replaced and ski-erg and lateral elliptical were added.	Met
3.2: Yearly review on equipment in weight room with as needed update of at least one set/piece of equipment	Military press and pec deck were replaced. A double stack was added.	Met
3.3: Identify any athletic facility needing maintenance	A survey completed by all head coaches revealed several short term and long-term equipment needs and facility improvements. Several experience improvements including improved promotion of games/team support and the need for an end of the year banquet were identified by coaches.	Met
4.1: Track scholarship dollars awarded to student-athletes	The Athletic Department completed tracking for the	Met

	2021-2022 academic year. Hockey (Men’s and Women’s), Softball, and Clay Target do not receive waivers and/or Logrollers funding. Two women’s (basketball and volleyball) and two men’s (basketball and baseball) teams receive equal scholarship dollars.	
4.2: Each team fundraises with documentation \$10,000 each year to help maintain their budget	The seven athletic teams at DCB totaled \$81,627 in fundraised dollars. Men’s Hockey led fundraising with \$19,223 raised. Both Men’s Basketball (\$2,935) and Women’s Volleyball (\$1,044) fell short of the \$10,000 fundraising goal. Both teams have plans for improved fundraising.	Not Met

IEC Recommendations

The DCB Athletic Department Strategic Plan is still in its infancy with its first semester of implementation during Spring 2022. In addition to the objectives identified during the final report of the 2021-2022 academic year, the Athletic Department will also report on several new objectives: improving graduation rates, adherence to the DCB Athletic Department Strategic Plan, and team volunteering/hosting a camp.

The IEC recommends that Athletics remain a group that reports to the IEC. The DCB Athletic Department can use data collected during the 2021-2022 academic year as a baseline for many of its objectives. The IEC applauds the work that went into creating, implementing, and tracking progress on the DCB Athletic Department Strategic Plan.

Audits

Although not driven by strategic planning, the IEC is specifically charged with monitoring, evaluating and documenting progress toward correcting audit findings. During the 2021-2022 academic year, the DCB Business Manager helped to oversee five audits. Three of these audits (Procurement Nursing Department, Procurement Capital Projects, and Continuity of Operations Plans) were completed and closed. Based off findings by internal auditors, two previously closed audit findings were reopened and are awaiting a final status update.

Audits: 2021-2022 Summary of Audit Progress
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Audit	Status	Date of Completion (if applicable)	Notes
Procurement Nursing Department	Complete and Closed	9-13-21	State Board of Higher Education (SBHE) and State Auditor's Office (SAO) determined DCB did follow Nursing procurement
Procurement Capital Projects	Complete and Closed	9-13-21	SBHE and SAO determined DCB did follow procurement for capital projects
Continuity of Operations Plan (COOP)	Complete and Closed	7-15-21	All COOPs completed. Monthly Emergency Management meetings continue to occur
Over Insured Property	Reopened	Completed 09/2021; Reopened 1/6/22	<p>Internal audit reviewed DCB did not pass the audit. A member from the ND State Insurance Department was on campus to answer questions.</p> <p>On 5-24-22, DCB participated in a campus wide inventory with the North Dakota University System Auditor. At the time of this final IEC report, DCB is in the final stages of providing documentation to satisfy the audit.</p>
Lack of Asset Identification Number	Reopened	Completed 09/2021; Reopened 12/1/2021	Internal audit committee found DCB did not pass the audit.

			On 5-24-22, DCB participated in a campus wide inventory with the North Dakota University System Auditor. At the time of this final IEC report, DCB is in the final stages of providing documentation to satisfy the audit.
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IEC Recommendations

The IEC recommends that Audits remain a group that reports to the IEC. Although three audits were successfully completed and closed, two previously closed audits were reopened. The IEC will need final updates during the August or September meeting on the Lack of Asset Identification Number and the Over Insured Property audits. Additionally, new audit findings will need to be added to the audit reporting form when applicable.

Retention

The 2015-2020 DCB Strategic Plan included the objective (3.2): continue participation in the HLC Persistence and Completion Academy. The team members working on this Academy project reported to the HLC Spring 2021, so reporting to the IEC seemed unnecessarily redundant. That being said, DCB has the lowest retention rates within the NDUS. This prompted the IEC to encourage retention leadership to set goals to bring DCB closer to its fellow two-year schools within the NDUS. The objective driving IEC reporting is:

- Increase retention rates of degree seeking students.

As this is an objective that will take time and data, retention leaders focused on five benchmarks to address this objective during the 2021-2022 academic year.

Retention: 2021-2022 Benchmark Progress			
Benchmark	Progress	Final Notes	Met or Not Met
Establish the most current retention and/or persistence rates.	Complete	Retention hit an all-time high of 72%. One-hundred-fifty percent completion rate jumped to 32% (previously 25%).	Met
Establish retake/success rates for ASC math and	Complete	Fall 2018-ASC 87 (Writing Prep): out of 52 students, only 4	Met

<p>English courses and student success in MATH 103 College Algebra/ENGL 110 and 120 College Composition for students who started in ASC math/English courses.</p>		<p>went on to pass (1 failed) ENGL 120 by Fall 2021</p> <p>Fall 2018-ASC 91 (Algebra Prep I): out of 42, only 11 went on to MATH 103 with 8 out of 11 passing.</p> <p>ASC 91 is ONLY offered face-to-face the first 8-weeks in the fall, so a student who fails in the fall does not have the opportunity to retake (face-to-face) until the following fall.</p> <p>As of Dec. 8, 2021, of the 89 students currently registered for ASC 87, ASC 88, ENGL 110, and ENGL 120, only 36 are signed up with an on-campus instructor (53 registered for an online course). Of the 53 student enrolled in the online sections of these writing/English courses, 33 are on-campus students.</p>	
<p>Develop Academic Improvement Plan (AIP) and the process for students on academic probation and financial aid SAP.</p>	<p>Complete</p>	<p>AIPs are completed by advisor and the student. AIPs establish expectations of both advisor and student.</p> <p>A Retention Committee member serves on both the Academic Standards Committee and the SAP Committee.</p>	<p>Met</p>

<p>50% of students on the SAP (Satisfactory Academic Progress) and probation list will come off the AIP list.</p>	<p>Complete</p>	<p>During Spring 2022, 18 students were monitored. Seven of the 18 (39%) were not active participants on their AIP.</p> <p>Eleven of 18 (61%) were active participants on their AIP.</p> <p>Of these 11, two (18%) are on continued probation, five (45%) were suspended, and four (36%) entered good academic standing.</p>	<p>Not Met</p>
<p>Organize and maintain the Institutional Research website with updated reports</p>	<p>Continually in progress</p>	<p>New reports added as they are available.</p>	<p>Met</p>

Retention work during the 2021-2022 was generally successful. DCB saw its highest retention rate at 72% retention. DCB historically falls behind the other two-year colleges in the state, so this improvement is very encouraging, although will be difficult to maintain. Data analysis of ASC Math and English courses is the catalyst behind the addition of ASC Math to IEC reporting. This connection between assessment and planning is commendable and supports DCB’s commitment to continuous quality improvement.

IEC Recommendation

The IEC recommends that Retention remain a group that reports to the IEC. Although the identified benchmarks were met, the objective is still a work in progress. New 2022-2023 benchmarks need to be identified. Now that the focus groups were identified, numbers need to be associated with these groups (e.g., improve Liberal Arts student fall-to-spring retention by 2% compared to the previous year). The IEC also recommends that retention-related strategic planning items continue to be in the DCB Strategic Plan. Additionally, the IEC recommends that one benchmark for the 2022-2023 academic year be specific to the Retention Committee. Utilization of the committee to support retention-related efforts has been hit-and-miss in the past. Giving the Retention Committee a specific benchmark/objective will focus and drive their efforts toward improved retention, persistence, and completion.

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:

ASC Math Sequences	
Current Developmental Math Sequence	New Developmental Math Sequence
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
ASC 93 Algebra Prep III (8 weeks)	103 College Algebra)

ASC 94 Beginning Algebra and ASC 98 Math Lab were both approved by the Curriculum Committee and Faculty Senate during Spring 2022. Developing these courses was the only benchmark applicable during Spring 2022. Beginning Fall 2022, on-campus students will enroll in these courses and serve as a pilot group. Math faculty will assess the effectiveness of this new sequence beginning at the end of the Fall 2022 semester, continuing into Spring 2023. A recommendation to permanently change the developmental math sequence could come at the end of Spring 2023.

IEC Recommendation

The IEC recommends that ASC Math remain a group that reports to the IEC. Now that the new developmental sequence is in place, the IEC looks forward to reports on success of the sequence.

Tutoring

As part of DCB Strategic Planning preparation, a SWOT analysis was done with DCB faculty, staff, and students at the end of February 2022. One opportunity for improvement identified by students was to improve tutoring services at DCB. This opportunity was brought forth during the March 10, 2022, IEC meeting. The IEC Chair discussed this addition with the Campus Dean who agreed that this addition fit within the score of the IEC.

The following tutoring-related objectives will guide IE reporting:

1. Develop and launch a DCB tutor training.
2. Maintain tutor training and contact each semester.
3. Hire tutors for all prefixes taught at DCB.
4. Host events throughout the semester to increase student engagement/awareness of tutoring on campus.

5. Track engagement of Starfish (early alert monitoring system) tutoring referrals

Although Tutoring was only added to IE reporting during March 2022, many of the benchmarks identified to fulfill the objectives are already in progress.

Tutoring: 2021-2022 Benchmark Progress			
Benchmark	Progress	Notes	Met or Not Met
Design a comprehensive DCB Tutoring Training Program	In Progress	As of June 2022, tutoring staff are editing and putting together tutoring protocols	Not Met
Train all DCB tutors prior to beginning work as a tutor	Not Started	Will occur at the beginning of the Fall 2022 academic term	Not Met
Academic Support Coordinator should meet with all tutors four times each semester	Not Started		Not Met
Outline all prefixes taught at DCB (to ensure a tutor is available for all prefixes)	In Progress		Not Met
Identify tutors in each prefix	In Progress	Waiting to hear back from one instructor for tutoring recommendations	Not Met
Host three tutoring events each semester	Not Started	Preparing/brainstorming ideas. Reaching out to other North Dakota University System institutions for ideas.	Not Met
25% of Starfish identified tutoring referrals will result in actual tutoring sessions	Not Started		Not Met

IEC Recommendation

The IEC recommends that Tutoring remain a group that reports to the IEC. Now that the plans are in place, the IEC looks forward to reports on tutor training and tutoring usage.

Summary and Future Directions

Overall, the planning and reporting process continued to work well. At the completion of the Fall 2021 semester and the Spring 2022 semester, the IEC spent time discussing strengths and opportunities for improvement regarding institutional effectiveness at DCB. The IEC approved updates to the Institutional Effectiveness Committee Handbook at the June 2022 meeting. This handbook outlines the role of the IEC, as well as the process that the IEC uses to assess institutional effectiveness of all functional areas at DCB. Some key changes to the IEC are identified below.

Changes to Reporting

At the completion of the Fall 2021 semester, the IEC decided to only have specified groups report during the monthly meeting. All reporting groups continued to update their reporting forms in the Institutional Effectiveness Teams folder, but only 1-2 groups provided a verbal report at meetings. This change allowed the reporting groups to have a true discussion with the IEC rather than be rushed through a very brief update on progress. Additionally, as more groups are reporting, it is not feasible to hear verbal reports from each group once per month given that the IEC meetings are one hour in length.

IEC members were charged with reading through the updated IE Reporting Forms each month prior to the IEC meeting. During the June IEC meeting, Committee members admitted that this was rarely done. The IEC Chair will now begin each meeting with a 1-2 sentence update on each group, allowing all IEC members to hear an update, but not tying up too much time in the process.

Future Directions

Although the IEC anticipated a new DCB Strategic Plan would be in place by the completion of the 2021-2022 academic year, this is not the case. With the approval of the North Dakota State Board of Education (SBHE) strategic plan, DCB can begin moving forward with its own strategic plan. With the resignation of DCB's Campus Dean and the position yet to be filled (as of July 2022), the IEC does anticipate that the DCB Strategic Plan will likely not be finalized until the end of the 2022-2023 academic year.

Currently, the IEC has 13 groups who will begin reporting to the IEC at the start of the Fall 2022 semester (see page 3 of this report). IEC members and reporting groups have been instrumental in establishing an effective and efficient process to ensure institutional effectiveness is addressed at DCB. From the initial planning forms during Spring 2021 to the first full semester of reporting Fall 2021, the Committee feels that it is now able to work with a larger number of groups. Although several of the 13 groups are easily offboarded from IEC reporting (i.e., facility improvements), the IEC needs to begin the discussion of offboarding or rotating groups as institutional effectiveness becomes engrained in the culture of the group. For example, Advising, Athletics, and Retention have reported to the IEC since its inception and are regularly tracking metrics toward their identified benchmarks. This offboarding will be part of IEC discussion during the 2022-2023 academic year.

Appendix O. 2022-2023 IEC Schedule

DCB Institutional Effectiveness Committee						
August 2022	Important Information					
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25 First IEC Meeting— IEC members only— no reports	26	27
28	29	30	31			

Appendix O. 2022-2023 IEC Schedule

DCB Institutional Effectiveness Committee						
September 2022		<p>Ensure all groups have 2022-2023 reporting forms on file Athletics, ASC Math, and Physical Plant (CTE Center, Old Main, Student Center, and Student Kitchens) present at the monthly meeting</p>				
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1 All IEC Reporting Groups update reports in Teams	2	3
4	5 Review of reports by IEC members	6 Reporting groups notified if they need to present at Thurs meeting	7	8 IEC Meeting-1:00pm Athletics/ASC Math/Physical Plant	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Appendix O. 2022-2023 IEC Schedule

DCB Institutional Effectiveness Committee						
October 2022	Advising, Audits, and Tutoring present at the monthly meeting					
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6 <small>All IEC Reporting Groups update reports in Teams</small>	7	8
9	10 <small>Review of reports by IEC members</small>	11 <small>Reporting groups notified if they need to present at Thurs meeting</small>	12	13 <small>IEC Meeting-1:00pm Advising/Audits/Tuto ring</small>	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31 <small>Halloween</small>					

Appendix O. 2022-2023 IEC Schedule

DCB Institutional Effectiveness Committee						
November 2022	Retention, Diversity, and Student Life present at the monthly meeting					
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3 <small>All IEC Reporting Groups update reports in Teams</small>	4	5
6	7 <small>Review of reports by IEC members</small>	8 <small>Reporting groups notified if they need to present at Thurs meeting</small>	9	10 <small>IEC Meeting-1:00pm Retention/Diversity/S tudent Life</small>	11 <small>Veterans Day</small>	12
13	14	15	16	17	18	19
20	21	22	23	24 <small>Thanksgiving Day</small>	25	26
27	28	29	30			

Appendix O. 2022-2023 IEC Schedule

DCB Institutional Effectiveness Committee						
December 2022		Student Bill Payment Process, Athletics, and ASC Math present at the monthly meeting Discuss the IE reporting process Discuss offboarding				
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1 All IEC Reporting Groups update reports in Teams	2	3
4	5 Review of reports by IEC members	6 Reporting groups notified if they need to present at Thurs meeting	7	8 IEC Meeting-1:00pm Student Bill Pay/Athletics/Math	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25 Christmas	26	27	28	29	30	31

Appendix O. 2022-2023 IEC Schedule

DCB Institutional Effectiveness Committee						
January 2023	Advising, Audits, Tutoring, and Physical Plant (Old Main and CTE Center) present at the monthly meeting					
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1 New Year's Day	2 New Year's Day Holiday	3	4	5 All IEC Reporting Groups update reports in Teams	6	7
8	9 Review of reports by IEC members	10 Reporting groups notified if they need to present at Thurs meeting	11	12 IEC Meeting-1:00pm Advising/Audits/Tuto ring/Physical Plant	13	14
15	16 M L King Day	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Appendix O. 2022-2023 IEC Schedule

DCB Institutional Effectiveness Committee						
February 2023	Retention, Diversity, Student Life present at the monthly meeting					
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2 All IEC Reporting Groups update reports in Teams	3	4
5	6 Review of reports by IEC members	7 Reporting groups notified if they need to present at Thurs meeting	8	9 IEC Meeting-1:00pm Retention/Diversity/S tudent Life	10	11
12	13	14 Valentine's Day	15	16	17	18
19	20 Presidents' Day	21	22	23	24	25
26	27	28				

Appendix O. 2022-2023 IEC Schedule

DCB Institutional Effectiveness Committee						
March 2023	Student Bill Payment Process, Athletics, and ASC Math present at the monthly meeting					
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2 <small>All IEC Reporting Groups update reports in Teams</small>	3	4
5	6 <small>Review of reports by IEC members</small>	7 <small>Reporting groups notified if they need to present at Thurs meeting</small>	8	9 <small>IEC Meeting-1:00pm Student Bill Pay/Athletics/Math</small>	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Appendix O. 2022-2023 IEC Schedule

DCB Institutional Effectiveness Committee						
April 2023	Advising, Audits, Tutoring, and Physical Plant (Old Main and CTE Center) present at the monthly meeting					
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6 <small>All IEC Reporting Groups update reports in Teams</small>	7 <small>Good Friday</small>	8
9 <small>Easter Sunday</small>	10 <small>Review of reports by IEC members</small>	11 <small>Reporting groups notified if they need to present at Thurs meeting</small>	12	13 <small>IEC Meeting-1:00pm Advising/Audits/Tutoring/Physical Plant</small>	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Appendix O. 2022-2023 IEC Schedule

DCB Institutional Effectiveness Committee						
May 2023	Retention, Diversity, and Student Life present at the monthly meeting IEC should discuss which groups will report in June Discuss offboarding					
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4 All IEC Reporting Groups update reports in Teams	5	6
7	8 Review of reports by IEC members	9 Reporting groups notified if they need to present at Thurs meeting	10	11 IEC Meeting-1:00pm Retention/Diversity/S tudent Life	12	13
14 Mother's Day	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29 Memorial Day	30	31			

Appendix O. 2022-2023 IEC Schedule

DCB Institutional Effectiveness Committee						
June 2023	Final IEC meeting of the year Hear reports from groups identified by IEC Finalize groups to report during the 2023-2024 academic year Offboard groups who met goals and/or have established a solid foundation of tracking progress toward goals					
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2 All IEC Reporting Groups update reports in Teams	3
4	5 Review of reports by IEC members	6 Reporting groups notified if they need to present at Thurs meeting	7	8 IEC Meeting-1:00pm Groups TBD by IEC	9	10
11	12	13	14	15	16	17
18 Father's Day	19	20	21	22	23	24
25	26	27	28	29	30	

Appendix O. 2022-2023 IEC Schedule

DCB Institutional Effectiveness Committee						
July 2023	2022-2023 Annual Report—write, review, approve, and upload to DCB website					
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4 Independence Day	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Appendix P. 2022-2023 Institutional Effectiveness Planning Forms

2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Laura Halvorson and Beth MacDonald
Department: Student Services (Advising)
Start Date of IE Planning: (Original Planning January 22, 2021) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal 3: Equip Students for Success				
Objective 3.1	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Implement new advising model for students enrolled in transfer programs	Laura Halvorson, Director of Retention Beth MacDonald, Director of Advising	End of Spring 2022	Prepare one connection event per academic year between advisees and appropriate faculty members. Complete two student contacts with individual advisees per semester.	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.

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain.

No

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
50% of transfer students on DCB's campus will attend the faculty connection event	Professional Advisors	Spring 2023
90% of students attending the event will complete participation worksheet	Professional Advisors	Spring 2023
50% of freshmen students will be registered for the following semester (spring or fall) by the	Beth MacDonald, Laura Halvorson, all advisors	Spring 2023



Appendix P. 2022-2023 Institutional Effectiveness Planning Forms

end of the current semester (spring or fall)		
75% of advisors will have two recorded contacts for 90% of advisees by the completion of each semester	Professional Advisors	Spring 2023

2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Corey Gorder and Carolyn Rygg
Department: Athletics
Start Date of IE Planning: (Original Planning December 14, 2020) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal 5: Prepare DCB for the future by maximizing institutional efficiency and effectiveness through the implementation of strategic planning initiatives				
Objective 5.1	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Develop and implement a strategic plan for the future of athletic programs at DCB	Corey Gorder, 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

Does the Strategic Goal and/or Objective need to be updated, changed, or deleted? Please explain.

- The Strategic Goal and Objective remain the same. The progress noted on 5-1-19 reflects a strategic plan developed under the previous athletic director. This plan is no longer relevant. The current athletic director will work with constituents of DCB Athletics to develop a new athletic strategic plan.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Plan implemented. Metrics have begun to be tracked for Objectives 1.1, 1.2, 1.4, 2.1, 3.1, 3.2, 3.3, 4.1, 4.2 in academic year 21-22. Objectives 1.3, 5.2, 5.3 will begin to be tracked in Fall 22 through academic year.	Corey Gorder, Athletic Director, Carolyn Rygg, Athletic Trainer, and coaching staff	Fall 2022 Ongoing



2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Lisa Mock
Department: Audits
Start Date of IE Planning: (Original Planning January 22, 2021) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal				
Objective	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress

Does the Strategic Goal and/or Objective need to update, changed, or deleted? Please explain.

Audits:

List all outstanding audit findings:

Issue ID	Issue Name	Region	Auditor	Audit Name	Audit Date	Type of Finding	Priority	Aging at 9/30/2020	Last Comment/Resolution to Issue	Closed?
0120-0003	Sensitive or vulnerable to loss assets	DCB	NDUS Internal	Asset Inventory	8-2-22	Moderate	Med	17	DCB has been asked to write policy/procedure(s) to address sensitive or vulnerable loss of assets. This policy will be department specific as each department will have a distinct set of guidelines. We have written policy/procedures, but they must pass through the appropriate committees for approval. Anticipated completion 10/31/2022.	No



Appendix P. 2022-2023 Institutional Effectiveness Planning Forms

IEC-Driven Goal and/or Objective:

- Goal: Ensure DCB addresses outstanding audit findings.
- Objective:
 - Establish process for monitoring audit findings
 - Establish a timeframe for each audit finding
 - Maintain progress to address outstanding audit findings

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
0120-0003 Sensitive or vulnerable to loss assets	Lisa Mock/Janeen Pollman	10-31-22 Anticipated implementation



2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Christopher Nero
Department: Physical Plant
Start Date of IE Planning: (Original Planning April 26, 2022) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal X				
Objective 2	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Open up CTE Center in Minot 120 Building	Christopher Nero	Sept 2023		Preliminary planning 2022 Hired Ackerman Architect

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain. Yes.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Agree on architectural plans for building within budget	DCB/Ackerman	Summer 2022
Hire General Contractor and project manager	DCB/Akerman	Fall 2022
Begin Construction	TBD-ROER	Winter 2022
Open up CTE center for students		Fall 2023

2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Dr. Zahra M. Moss
Department: Liberal Arts and Social Sciences/ Diversity Initiatives
Start Date of IE Planning: (Original Planning Spring 2022) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal 3: Improve persistence and completion rates of DCB students				
Objective 3.4	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Introduce strategies to promote educational diversity.	Dr. Zahra M. Moss	Ongoing beginning Fall 2022	Host one diversity related event per month during the academic year	08/17/22: Fall Staff and Faculty Inservice on Anti-Bias Pedagogical practices 08/20/22: Hosted 4 hour long sessions for incoming freshmen on Diversity in Higher Education 08/21/22: Movie Night, sponsored by DCB Diversity
Create a student survey to assess interest in diversity centered co-curricular activities	Dr. Zahra M. Moss	Spring 2023	Student survey completion	

DCB Strategic Goal 5: Prepare DCB for the future by maximizing IEE through the implementation of SPI's.				
Objective 5.3	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Serve on the strategic planning committee with the objective of identifying diversity-related	Dr. Zahra M. Moss	Spring 2023	A diversity-related strategic planning goal(s).	



Appendix P. 2022-2023 Institutional Effectiveness Planning Forms

strategic planning goal(s).			
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Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain. Yes.

The existing DCB Strategic Plan (approved in May 2019) indicates in the institutional mission and core values that programs at the college “provide a greater understanding of human diversity.” (DCB Strategic Plan, Pg. 1) There are no established programs or measurable goals in the Strategic Plan, which demonstrate that this is priority at DCB. Further, the core values list “Dakota College supports and embraces diversity, which enriches the quality of the learning experience.” (DCB Strategic Plan, Pg. 2) The new DCB Strategic Plan should aim to include a diversity-related goal.

A report published in 2016 by the U.S. Department of Education on best practices for Diversity and Inclusion in Higher Education, identified the following as key measurable outcomes for institutions:

1. Promoting the admission of underrepresented students in higher education
2. Close the gap between enrollment and completion to help students achieve social mobility and economic advancement.
3. Provide financial education and alternative resources (loans, work-study programs, on campus employment) to students actively seeking degrees, since financial burden is a key factor or disparity, which influences educational outcomes by race and ethnicity.
4. Evaluate via survey faculty curricular offerings and pedagogy as well as individual interactions with students to examine if this fosters inclusive climates. Research shows that greater representation of minority groups among faculty could increase students’ academic validation.

These practices can help guide strategic planning initiatives.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Offer Diversity competency training/educational sessions 1x a month during the Academic year.	Dr. Zahra M. Moss	Spring 2023
Student Survey	Dr. Zahra M. Moss	Spring 2023
Membership on the Strategic Planning Committee	Dr. Zahra M. Moss	Spring 2023
Development of a diversity-related strategic planning goal	Dr. Zahra M. Moss	Spring 2023

2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Bridget Gustafson
Department: Student Life
Start Date of IE Planning: (Original Planning 05/01/2022) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal X				
Objective X.X	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
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.	Bridget Gustafson Director of Student Life	05/15/2023	Increase housing retention	Planning has begun for the 2022-2023 academic year for events and activities, as well as redesign projects

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Hold Two Student Socials each semester: hire DJ, photo booth, provide food, drinks and decorations	Bridget Gustafson Reed Loucks Student Resident Assistants	End of Fall 2022 End of Spring 2023
Hold One Off Campus Event each Semester	Bridget Gustafson Reed Loucks Student Resident Assistants	End of Fall 2022 End of Spring 2023
Redesign spaces in Mead and Milligan Halls to accommodate a kitchen for student residents to utilize	Bridget Gustafson Chris Nero	September 2022
Open Jacks Pizzeria late night pizza delivery and pick up service for DCB students	Bridget Gustafson Mark LaCroix	September 2022

Appendix P. 2022-2023 Institutional Effectiveness Planning Forms

Redesign a recreational space in Milligan Hall and Mead Hall for students who reside there	Bridget Gustafson Mark La Croix Karl Sorby	05/01/2023 (ongoing as funds allow)
Co-op with Diversity on two events each Semester	Bridget Gustafson Reed Loucks Zahra Moss	End of Fall 2022 End of Spring 2023
Create two to three campus activities/events monthly hosted by Resident Assistants to improve inclusivity	Bridget Gustafson Reed Loucks Student Resident Assistants	Ongoing - monthly
Murals on Campus – encourage an artistic outlet for students to paint murals in the residence halls	Bridget Gustafson	Ongoing Three murals started in Spring 2022
Food Panels – meetings with students and Sodexo to discuss concerns, menu items and increase communication.	Bridget Gustafson Jim Falk - Sodexo	Monthly Meetings - Ongoing
Co-op with Athletics to offer theme nights for students attending home games	Reed Loucks	One monthly
Create a survey for students, to help improve residence hall retention.	Bridget Gustafson Mark LaCroix	09/01/2022
Co-op with Intramurals to develop a robust, diverse program to include students, staff and faculty.	Bridget Gustafson Reed Loucks Larry Roberts	05/01/2023
Intentional Interactions: have Head Residents and Student Resident Assistant have interactions with all residents in their respective halls (use a ‘get to know you’ questionnaire format).	Bridget Gustafson Reed Loucks Karl Sorby Mark LaCroix Student Resident Assistants	12/02/2022 05/01/2023

2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Tracy Chisholm and Scott Johnson
Department: Mathematics
Start Date of IE Planning: (Original Planning April 12, 2022) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal X				
Objective 3.3	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Explore alternative methods for delivering developmental education	Tracy Chisholm and Scott Johnson	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.

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain. Yes.

With the termination of the football program, it was decided to postpone the move to a co-requisite model for developmental math. This is due to the fact that there would be less students taking the developmental math courses. We wanted to be able to collect more data to see if the success rate improved without these student-athletes or if it stayed about the same. Data collected through Fall 2021 and compared to previous data showed that the success rate in developmental math courses remained about the same. The decision was made to move forward with a pilot of the co-requisite model on the DCB campus during Fall 2022.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Design new developmental math sequence.	Tracy Chisholm and Scott Johnson	Spring 2022
Pilot new developmental math sequence.	Tracy Chisholm and Scott Johnson	Spring 2023???
Assess success of developmental math sequence compared to previous model.	Tracy Chisholm and Scott Johnson	Spring 2023???



Appendix P. 2022-2023 Institutional Effectiveness Planning Forms

Make recommendations for changes to developmental math sequence.	Tracy Chisholm and Scott Johnson	Spring 2023
Implement new developmental math sequence.	Tracy Chisholm and Scott Johnson	Fall 2023
Re-assess success of developmental math sequence.	Tracy Chisholm and Scott Johnson	Spring 2024??



2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Christopher Nero
Department: Physical Plant
Start Date of IE Planning: (Original Planning April 26, 2022) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal X				
Objective X.X	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Remodel Old Main For Nursing Program	Christopher Nero	Fall 2024?		2018? – Big Al installed new roof to slow down issues inside the building 2019 – cleaned up the basement after flooding episode. 2022 – secure a plan to fix structural issues.

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain. Yes.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Pour new footings and install block wall to support building. Level all floors	Construction Engineers	Spring 2022
Agree on architectural design of building	EAPC	Fall 2022
Secure a General Contractor and Project Manager	EAPC/DCB	Summer 2022
Begin Construction		
Open up building for Nursing Program		

2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Laura Halvorson and Beth MacDonald
Department: Student Success
Start Date of IE Planning: (Original Planning January 2021) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal 3: Equip Students for Success				
Objective **Currently not an objective in the 2015 DCB Strategic Plan.	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Increase retention rates of degree seeking students.	Laura Halvorson, Director of Retention Beth MacDonald, Director of Advising	Fall 2021 Fall 2022 Fall 2023	2.5% increase in fall-to-fall retention each year for a 3-year period for degree seeking students beginning with the fall of 2020.	

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain.

Yes. There is no current strategic planning objective specific to retention goals. In the 2020-2021 academic year, TRIO funding was not renewed in the 2020 grant competition. This created a focus of two new positions targeting retention and academic advising. During DCB's most recent comprehensive evaluation from the HLC, there was a considerable amount of time and focus spent on DCB's current retention and completion rates.

The proposed objective will adhere with HLC Criteria for Accreditation 4.C. DCB is much lower than the NDUS average regarding retention and completion rates. This new objective has an outcome goal of increasing retention rates by an objective, measurable, and realistic percentage. This objective aims at narrowing the gap between DCB and the NDUS average. Ideas and goals for accomplishing the objective have been broad as of January 2021. Conversations have included working with co-curriculars (another focus area highlighted during the HLC comprehensive evaluation), program break downs, and student-centered activities around campus.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.



Appendix P. 2022-2023 Institutional Effectiveness Planning Forms

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
To maintain and improve where needed Academic Improvement Plans	Laura Halvorson, advisors, SAP committee, and academic standards committee	Spring 2023
Meet with retention committee to identify focus areas based on data collection. Designate retention data completed by committee members as it relates to their focus area.	Laura Halvorson and retention committee	Spring 2023
Work with the IEC to determine retention standards/goals for the identified focus areas.	Laura Halvorson and Beth MacDonald	Spring 2023

2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Lisa Anderson
Department: Business Office
Start Date of IE Planning: (Original Planning June 1, 2022) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal X				
Objective X.X	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Develop and implement a cohesive student billing procedure	Lisa Anderson	Fall 2022	Initial writing of procedure to be completed by July 31, 2022	

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain. Yes.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Write the procedure	Lisa Anderson	June 30, 2022
Implementation	Lisa Anderson	July 31, 2022
Revisions if needed	Lisa Anderson	August 10, 2022
Final billing procedure activated	Lisa Anderson	August 23, 2022
Past Due Student Accounts	Lisa Anderson, Jalee Lynnes, Athletic Coaches, Financial Aid, Housing, Dean of Student Affairs, Dean	September 10, 2022
Action plan of past due accounts	Lisa Anderson, Jalee Lynnes, Athletic Coaches, Financial Aid, Housing, Dean of Student Affairs, Dean	September 10, 2022
Stage 2 past due accounts – cut meal plans	Lisa Anderson, Jalee Lynnes, Athletic Coaches, Financial Aid, Housing, Dean of Student Affairs, Dean	September 17, 2022



2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Christopher Nero
Department: Physical Plant
Start Date of IE Planning: (Original Planning April 26, 2022) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal X				
Objective 2	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Finish all updates to Student Center	Christopher Nero	August 2022	New Patio Area poured for dining area, Replace all old doors in Student Center.	Bids are locked in on concrete patio and work is scheduled.

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain. Yes.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Finalize Bids and schedule concrete work	Christopher Nero	Scheduled June 2022
Reroute water main that is under the new patio area.		Bottineau plumbing has looked at the site and is coming up with a plan. Needs to be complete before Concrete is poured
Order picnic tables for new patio area.		Ordered and should arrive May 2022
Secure Bids and award for 7qty new doors in Student Center		Fargo Paint and Glass has measured and will send bid soon.



2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Christopher Nero
Department: Physical Plant
Start Date of IE Planning: (Original Planning April 26, 2022) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal X				
Objective 2	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Install Kitchens for student use in all three dorms	Christopher Nero	8/15/22		5/2/2022 have looked at all 3 dorms with Bridget and have determined where the kitchens will be installed

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain. Yes.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Determine locations for kitchens	Christopher Nero, Bridget Gustofson	5/2/2022
Wall off old kitchen in Mead hall and install kitchenette	Christopher Nero	June 2022
Install kitchenette in storage room north of laundry room in Milligan Hall	Christopher Nero	Fall 2022

2022-2023 Institutional Effectiveness (IE) Planning Form

IE Leader Name: Valerie Rivera
Department: Academic Support Services
Start Date of IE Planning: (Original Planning March 11, 2022) 2022-2023 Planning August 2022

DCB Strategic Plan Goal Information (if applicable)

DCB Strategic Goal 1: Ensure DCB Student Success				
Objective 1.1	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Develop and launch a DCB tutor training	Valerie Rivera Erika Hamilton	Fall 2022	100% of designated DCB tutors must complete this training before tutoring any student.	In progress with developing the training modules.
Objective 1.2	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Maintain tutor training and contact each semester.	Valerie Rivera Erika Hamilton	Completion of each semester	Meet with all tutors four times (4X) each semester.	Not Started
Objective 2.1	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Hire tutors for all prefixes taught at DCB.	Valerie Rivera Erika Hamilton	Completion of each semester	Outline all prefixes and identify student tutors for each discipline. When multiple instructors teach within the prefix, identify tutor by instructor when/if possible.	Not Started
Objective 2.2	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Host events throughout the semester to increase	Valerie Rivera Erika Hamilton	Completion of each semester	<ul style="list-style-type: none"> 3 events per semester 	Not Started

student engagement/awareness of tutoring on campus.			each year in the library. • Track attendance	
Objective 2.3	Goal Champion(s)	Expected Completion Date	Measurable Outcome	Progress
Track Engagement of Starfish Tutoring Referrals	Valerie Rivera Erika Hamilton	Completion of each semester	Achieve a 25% goal of contacts made from tutoring referrals on Starfish. (i.e. getting students to receive tutoring from their referral)	

Does the Strategic Goal and/or Objective need to updated, changed, or deleted? Please explain.

- Yes. This is a new objective identified at the March 2022 IEC meeting. Tutoring was identified as an opportunity for improvement through the strategic planning preparation process.

Please identify measurable steps/benchmarks (with timeline) to ensure achievement of the identified objective.

Step/Benchmark	Responsible Party	Anticipated Semester of Completion
Design a comprehensive DCB Tutor Training program.	Valerie Rivera Erika Hamilton	Fall 2022
Train all DCB tutors prior to beginning work as a tutor.	Valerie Rivera Erika Hamilton	September 2022 February 2023
Meet with all tutors four times each semester.	Valerie Rivera Erika Hamilton	Completion of each semester.
Outline all prefixes at DCB.	Valerie Rivera Erika Hamilton	Completion of each semester.
Identify tutors in each prefix (and by instructor when/if possible).	Valerie Rivera Erika Hamilton	September 2022 February 2023
Administer survey to students regarding tutoring services	Valerie Rivera Erika Hamilton	October 2022
Administer survey to faculty regarding tutoring services	Valerie Rivera Erika Hamilton	Fall 2022
Host three tutoring events each semester.	Valerie Rivera Erika Hamilton	Completion of each semester.



Appendix P. 2022-2023 Institutional Effectiveness Planning Forms

25% of Starfish identified tutoring referrals will result in actual tutoring sessions.	Valerie Rivera Erika Hamilton	Completion of each semester.
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Appendix Q. August 2022 IEC Meeting Minutes

Dakota College at Bottineau Institutional Effectiveness Committee Meeting Minutes



August 25, 2022
McMaster Conference Room
Start time: 1:00 PM

Attendance of IEC members: (P=present; A=absent):

Lexi Kvasnicka-Gates (P)	Kayla O'Toole (P)	April Abrahamson (P)	Bridget Gustafson (P)
Linda Burbidge (P)	Lisa Mock (P)	Tracy Chisholm (P)	Erika Hamilton (P)
Corey Gorder (P)	Janelle Green (P)	Carissa Pollman (P)	Dr. Carmen Simone (P)
Heidi Kippenhan (P)			

AGENDA

Topic	Responsible Party	Discussion/Outcome
1. Approval of June 2022 Minutes	Kvasnicka-Gates	Motion by April, seconded by Carissa to approve the June 9, 2022 IEC meeting minutes. Motion passes.
2. Background information regarding IEC <ul style="list-style-type: none"> - HLC expectations • <i>Therefore, the interim report should address the following areas, noted above, related to Criteria 5:</i> • <i>Establish a body, representative of faculty, staff and administration, to engage in monthly review of the institutional effectiveness of its operations</i> • <i>Define a minimum of 10 key operations for which performance metrics will be identified, historical performance documented, and performance targets set.</i> - Purpose of the committee 	Kvasnicka-Gates	Lexi provided background information about the formation of the IEC, how often we meet, what groups report, etc.

Appendix Q. August 2022 IEC Meeting Minutes

**Dakota College at Bottineau
Institutional Effectiveness Committee**



<ul style="list-style-type: none"> • <i>To assess effectiveness across the entire institution, DCB should develop policies and procedures that codify a system to evaluate all functional areas of the institution by September 1, 2022.</i> 		
<p>3. Membership</p> <ul style="list-style-type: none"> • <i>Director of Accreditation</i> • <i>Co-Directors of Assessment</i> • <i>Library Director</i> • <i>Athletic Director</i> • <i>Interim Dean for Academic Affairs</i> • <i>Staff Senate President</i> • <i>Faculty Senate President</i> • <i>Student Senate President</i> • <i>Housing Director</i> • <i>Business Office Manager</i> • <i>Director of Distance Education</i> • <i>Financial Aid Director</i> • <i>Interim Dean for Student Affairs</i> 	<p>Kvasnicka-Gates</p>	<p>The IEC is comprised of the Administrative Council, plus the Directors of Accreditation and Assessment.</p>
<p>4. Duties</p> <ul style="list-style-type: none"> • <i>Ensure the college's strategic plan is aligned with the college mission</i> • <i>Support ongoing connections between strategic planning, budgeting, and assessment</i> 	<p>Kvasnicka-Gates</p>	

Appendix Q. August 2022 IEC Meeting Minutes

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Institutional Effectiveness Committee**



<ul style="list-style-type: none"> • Monitor, evaluate, and document progress toward fulfillment of the college’s strategic plan goals • Monitor, evaluate, and document progress toward correcting audit findings • Provide updates and recommendations to the Campus Dean • Link to Strategic Plan https://www.dakotacollege.edu/flipbooks/strategic-plan/ 		
<p>5. Review 2022-2023 Planning Forms</p>		<ul style="list-style-type: none"> • Advising – no changes • Athletics – no changes • Audits – remove the closed audits from planning form • CTE Center – fix typo • Diversity – update objective 3.4 to “Introduce strategies to promote educational diversity.” Remove objective 5.3 and talk to Dr. Moss about this being a topic to bring to faculty senate as a way to support the new strategic plan. Dr. Moss serving on the strategic planning committee is an added objective. • Student Life – update the date for Mead/Milligan kitchens and Jacks Pizzeria to September 2022, replace Romaro Rogers with Larry Roberts on Co-op with Intramurals • ASC Math – no changes • Old Main – no changes • Retention – no changes • Student Bill Pay – no changes • Student Center Completion – no changes • Student Kitchens – no changes

Appendix Q. August 2022 IEC Meeting Minutes

**Dakota College at Bottineau
Institutional Effectiveness Committee**



		<ul style="list-style-type: none"> Tutoring – suggest both faculty and student surveys about tutoring process/services, update anticipated semester of completion for step/benchmarks <p>Discussion regarding adding ALO/HLC Accreditation processes as another reporting group. A planning form would need to be filled out and submitted.</p>
6. Next Meeting September 8, 2022 at 1:00pm	Kvasnicka-Gates	Sandy Hageness, Administrative Assistant to the Campus Dean, set up a schedule for regular monthly meetings. All meetings will occur in person, but will also have a Teams link. Please try to attend in person if possible.
7. Adjourn		Motion by Corey to adjourn. Seconded by Jess. Motion unanimously passed. Meeting adjourned at 2:00pm.

Respectfully submitted by Tracy Chisholm