



Northwest Technical College

**Diversity & Inclusion Plan
June 1, 2016 – May 31, 2019**

Goal 1: Improve access for underrepresented students and students with varying levels of academic preparation

Objectives	Action Steps	Stewards	Completion Target
1.1 Develop and implement diversity recruitment plan	1.1.1 Develop and implement plan to visit and visit high schools in Beltrami, Cass, Clearwater counties and the Leech Lake and Red Lake to discuss programs available at NTC and methods by which to register	Admissions, Key faculty in select disciplines	Fall 2016 and ongoing
	1.1.2 Actively recruit Native American Students	Admissions	Spring 2016 and ongoing
	1.1.3 Survey at least 4 area high schools and tribal colleges to address barriers to matriculation and retention	Director of Admissions and AIRC, CDO, Tribal College Presidents	Beginning summer 2016
	1.1.4 Develop marketing materials for 3 academic programs for recruitment	Comm & Mark, NTC Dean, AIRC Dir, Faculty in select programs	Summer 2017
	1.1.5 Recruit at a minimum of 4 area high schools using developed marketing materials	Faculty	Fall 2017
	1.1.6 Ask all students who register how they heard about the programs	Admissions, One-stop	Beg. fall 2017 and ongoing
1.2 Explore feasibility of offering competency-based delivery of key academic courses and begin offering	1.2.1 Seek advice from MnSCU sister institutions for information/resources for transitioning to competency-based learning	NTC Dean, Division Chairs	Later summer or early fall 2016
	1.2.2 Identify and modify 1 course as a pilot for competency-based delivery	NTC Dean, Division Chairs, Select faculty	By early Fall 2017
	1.2.3 Market competency-based program in region	NTC Dean, Communication & Marketing, with faculty input	By late fall 2017 & ongoing
	1.2.4 Begin offering pilot course	Select faculty	By Fall 2018
	1.2.5 Evaluate competency-based outcomes in course for scalability	Faculty, Division Chair, NTC Dean	By Spring 2019
1.3 Implement Prior Learning Assessments	1.3.1 Create and implement a protocol for administering Prior Learning Assessments for students in support of an institution-wide credit-for-prior-learning program	BSU CEL, NTC Dean in coordination with leaders at Northland, Alex T & CC, & BSU	Beginning spring 2017
	1.3.2 Hire staff member who will assess credit for prior learning	NTC Dean, Admissions	Spring 2016
	1.3.3 Keep data on the credits granted for prior learning and share information quarterly with dean, institutional research and CDO	IR at each campus	Beg. spring 2017 & ongoing

Goal 1 cont'd: Improve access for underrepresented students and students with varying levels of academic preparation

Objectives	Action Steps	Stewards	Completion Target
1.4 Explore the development of scheduled public transportation stops at the campus if interest exists	1.4.1 Survey students to find out if interest exists for scheduled public transportation stops	VP Finance & Admin, NTC Dean, Sustainability Coord., Dean of Student Success, IR, Stud Senate	Fall 2016
	1.4.2 Report on results of student survey and identify next steps	VP Finance & Admin, NTC Dean, Sustainability Coord., Dean Stud. Success, IR, Student Senate	Spring 2017
	1.4.3 Engage in discussion with public transportation to provide scheduled stops to and from BSU campus and 3-4 points in the Bemidji community when classes are in session if sufficient interest exists	VP Fin & Admin, NTC Dean, Dean Stud. Success, Student Senate, Sustainability Coord.	Fall 2017
1.5 Identify and address the child care needs of students	1.5.1 Survey current student population for child care needs	NTC Dean, Institutional Research, Dean of Student Success, Early Childhood Education faculty	Spring 2017
	1.5.2 Talk with Red Lake and Leech Lake Tribal Colleges for information on developing and maintaining a child care center	NTC Dean, Dean of Student Success, Early Childhood Education faculty	Spring 2017
	1.5.3 Share child care needs assessment with stakeholder groups	NTC Dean, Dean of Student Success, Early Childhood Education faculty	Fall 2017
	1.5.4 Develop plan for addressing child care needs if data so indicate	NTC Dean, Dean of Student Success, Early Childhood Education faculty	Fall 2017
1.6 Seek to develop partnerships with area high schools	1.6.1 Evaluate Bemidji Career Academy Pilot	NTC Dean, District 31 Superintendent, Bemidji High School principal	Spring 2017
	1.6.2 Seek expansion of Career Academy programs and/or delivery locations	NTC Dean	Spring 2018
1.7 Explore feasibility of developing partnerships with tribal colleges	1.7.1 Hold discussions with each tribal college in northern Minnesota to identify the possibility for program and course delivery	Tribal College Presidents, key faculty, Dean NTC, CEL Director, AIRC Director	Spring 2018
	1.7.2 Develop one partnership with a tribal college if feasibility study so indicates	Tribal College Presidents, key faculty, Dean NTC, BSU CEL Director, AIRC Director	Spring 2019

Goal 2: Improve the retention and completion of underrepresented students and students with varying levels of academic preparation

Objectives	Action Steps	Stewards	Completion Target
2.1 Expand capacity to provide advising for students	2.2.1 Provide EARS training to faculty for course-based advising	Advising Success Director	Fall 2016
	2.2.2 Collect information from students on satisfaction with services and from institution on student retention and completion	Student Success Coordinator, Advising Success Director	Beginning Fall 2016 and ongoing
	2.2.3 Make necessary modification based on student input	Advising Success Director, Student Success Coordinator	Fall 2017 & ongoing
2.2 Explore and/or implement high impact retention strategies	2.2.1 Review strengths and weaknesses of BEST 1100 Introduction & Career Skills in HVAC/Plumbing	General Education Chair, NTC Dean	Spring 2017
	2.2.2 Make the Integrated Basic Education and Skills training (I-BEST) model a permanent addition to one academic program	General Education Chair, NTC Dean, faculty in selected academic program	Spring 2018
	2.2.3 Refer to Adult Basic Education (ABE) for students who need remedial education	Student Success Coordinator	Fall 2016 and ongoing
2.3 Explore ways to make the cost of college affordable and make changes where possible	2.3.1 2 faculty members receive training on course construction using open education resources	NTC Dean, select faculty	Summer 2016
	2.3.2 Trained faculty construct one or more courses using open education resources	NTC Dean, select faculty	Spring 2017
	2.3.3 Constructed course is offered	NTC Dean, select faculty	Spring 2018
	2.3.4 Feedback is obtained from students and professor on use of open education resources in courses and shared with NTC Dean and relevant stakeholders	NTC Dean, select faculty, IR,	Spring 2018
	2.3.5 Identify one or more additional faculty interested in constructing courses using open education resources and provide training	NTC Dean, select faculty	Spring & Summer 2018

Goal 3: Increase recruitment and retention of underrepresented faculty and staff

Objectives	Action Steps	Stewards	Completion Target
3.1 Improve efforts to recruit employees from diverse backgrounds	3.1.1 Review recruitment processes for and identify additional locations to advertise positions to attract diverse applicants	AAO, CHRO, HR staff, Employees within the office or department advertising the position	Fall 2016 & Ongoing
	3.1.2 Work with departments & supervisors to review and improve vacancy notices	AAO, CHRO, HR staff, Affected supervisors	Beginning Fall 2016
	3.1.3 Review evaluation instruments used in searches for best practice in hiring diverse applicants	AAO, CHRO	Summer 2016
	3.1.4 Develop an information packet to share with all candidates with information about the campus and the community	AAO, CHRO, HR staff	Early fall 2016
3.2 Improve search advisory committee trainings	3.2.1 Develop an information packet with relevant information for chairs of search advisory committees	AAO, CHRO, HR staff	Early fall 2016
	3.2.2 Develop and offer trainings for search advisory committee members during semester start-up events	AAO, CHRO, HR staff	Summer 2016
	3.2.3 Include modules in each SAC training addressing discrimination and unconscious bias and how to minimize their influence in the search process	AAO and/or CHRO, HR staff	Summer 2016
	3.2.4 Meet with all members of search advisory committee prior to release of applicants for refresher training	AAO and/or CHRO	Beginning fall 2016 & ongoing
3.3 Engage in conscious retention efforts of new employees	3.3.1 Promote strategies to retain underrepresented employees including a cultural transition component as part of onboard mentoring program for new employees	CDO, CHRO, HR staff, Supervisors	Spring 2017
	3.3.2 Develop a new employee mentoring program	HR, NTC Dean, Supervisors and interested employees	Summer 2017
	3.3.3 Implement the new employee mentoring program	HR, NTC Dean, Supervisors and interested employees	Fall 2017 & ongoing

Goal 4: Foster a supportive campus environment/climate for people from diverse backgrounds and perspectives

Objectives	Action Steps	Stewards	Completion Target
4.1 Improve students' and employees' sense of belonging	4.1.1 Improve calendaring to take note of events and holidays from around the world and from nondominant racial/ethnic groups	Event Management Coordinator	Spring 2018
	4.1.2 Identify and put in place individual to take lead in advising the Native American Student Organization	AIRC Director	Fall 2016
	4.1.3 Seek input from students and staff on incorporating Native American cultural practices more intensively throughout the academic year	AIRC Director, NTC Dean, CDO	Spring 2017
	4.1.4 Seek input from staff on ideas to promote a sense of belonging and community	AAO/CDO, Dean, Institutional Research	Fall 2016
	4.1.5 Identify space and requirements for a meditation & reflection center that meets best practice for a public college	CDO, NTC Dean, VP Finance & Admin, Student Senate	Fall 2016
4.2 Monitor and Improve facilities and technologies for ADA and OCR compliance	4.2.1 Develop timeline to retrofit buildings to contain family and unisex bathrooms as well as mother's lounges	VP Finance & Admin, HR, AAO, Director of Disability Services	Spring 2017
	4.2.2 Review and replace as necessary, signage for visually impaired individuals and for individuals with physical disabilities	VP Finance & Admin, HR, AAO, Director of Disability	Spring 2017
	4.2.3 Develop schedule for addressing issues that arise and begin implementation	VP Finance & Admin, HR, CIO, Communication & Marketing	Fall 2016 & ongoing
	4.2.4 Provide document identifying the accessibility available for various rooms and spaces and instructions for how guests can access	VP Finance & Admin	Fall 2016
4.3 Improve the campus climate	4.3.1 Identify and promote existing student and employee feedback channels and address areas for improvement	CHRO, AAO/CDO, Dean	Spring 2017
	4.3.2 Monitor campus climate for students, and employees on a two-year rotational basis for progress and propose changes as necessary	CDO, Institutional Research, HR	Spring 2017 and ongoing
	4.3.3 Review campus physical spaces for how welcoming they are to all groups and make plans for modification if necessary	CDO/AAO, VP Finance & Admin,	Summer and fall 2016
	4.3.4 Review campus technology spaces for how welcoming they are to all groups and make plans for modification if necessary	CDO/AAO, VP Finance & Admin, IT, Communication & Marketing, Director of Disability Services	Summer and fall 2016
	4.3.5 Provide toolkit/ideas/training for how to manage conflict in departments and offices	CHRO, CDO/AAO	Spring 2017
	4.3.6 Review procedures for providing information on discrimination, harassment, and civility policies and procedures and modify if necessary	CDO/AAO, CHRO	Summer & fall 2016, ongoing

Goal 4 cont'd: Foster a supportive campus environment/climate for people from diverse backgrounds and perspectives

Objectives	Action Steps	Stewards	Completion Target
4.4 Improve materials, processes, and programs for sensitivity to diverse groups	4.4.1 Provide information to faculty and staff so that materials provided to students adhere to universal design	Director Disability Services	Summer and fall 2016
	4.4.2 Review print and digital materials for ADA and OCR compliance and modify as necessary	Communic. & Marketing, Director Disability Services, CHRO, AAO	Summer 2016 and ongoing
	4.4.3 Require offices and programs to develop and report on diversity goals	NTC Dean, Division Chairs and faculty, Student Services offices, Admissions	Fall 2016 and ongoing
4.5 Improve the cultural competence of employees and programs	4.5.1 Create a college-wide Diversity and Inclusion Committee and a charge for that committee	CDO, NTC Dean, Students Senate, Faculty, Staff	Spring 2016
	4.5.2 Provide two or more cultural competence training and dialogue opportunities for employees each year	CDO, CHRO, Dean, Faculty, Staff, D & I Committee	Ongoing
	4.5.3 Invite two or more diversity speakers to campus each year	CDO, CHRO, AIRC Dir, NTC Dean, Commun. & Market.	Ongoing
	4.5.4 Seek input on ideas for cultural competency workshops from employees	CDO, CHRO, Dean, AIRC Dir, IR, D & I Committee	Fall 2016
	4.5.5 Develop & implement a cultural competency passport program for employees	CDO, NTC Dean, AIRC Dir, CHRO, D & I Committee	Beg. Fall '17 + ongoing
	4.5.6 Actively recruit and expand advisory board memberships to help ensure they are diverse	Academic Programs, NTC Dean	Spring 2018
4.6 Improve the cultural competence of NTC students	4.6.1 Obtain agreement among faculty to incorporate culturally relevant materials in courses and/or programs and deadline by which the task will be accomplished	NTC Dean, CDO, Faculty	Spring 2017
	4.6.2 Seek financial resources to facilitate course and program modification to incorporate culturally relevant materials	NTC Dean, CDO, AIRC Director,	Spring 2017
	4.6.3 Assess students on cultural competence gains	NTC Dean, Assessment Coordinator, Faculty, CDO	Spring 2019
	4.6.4 Provide at least one diversity and inclusion training opportunity for students each year	CDO, Dean, Faculty Senate, Student Senate	Beg spr '17 + ongoing

ADMINISTRATIVE IMPERATIVES

#1 ASSESSMENT AND ACCOUNTABILITY: Improve assessment and accountability for diversity and inclusion at every level of the college

#	Action Steps	Primary Stewards	Partners	Completion Target
1	AI 1.1 Conduct annual campus assessments on issues of inclusion and diversity	CDO, Institutional Research, Dean NTC, HR,		Annually in the fall
2	AI 1.2 Review policies and practices to identify any that hinder access and inclusivity for underrepresented students and employees and make necessary changes	CDO, Diversity & Inclusion Committee	HR	Ongoing each spring
3	AI 1.3 Develop intercultural competency measures for faculty to use to assess courses	CDO, Division Chairs, Faculty Senate, Assessment Coordinator	Faculty	August 2017

#2 INFRASTRUCTURE IMPERATIVE: Create and sustain an institutional infrastructure that effectively supports diversity & inclusion

#	Action Steps	Primary Stewards	Partners	Completion Target
1	AI 2.1 Create a line item in the budget for diversity and inclusion efforts	CDO/AAO, President, VP Finance and Admin, Dean NTC		Spring 2017
2	AI 2.2 Set and hold monthly meetings of leadership team and as a part of the meetings discuss NTC diversity and inclusion efforts	NTC Dean, CDO		Fall 2016 and ongoing
3	AI 2.3 Coordinate diversity-related efforts and programs through the development of an integrated clearinghouse for all diversity-related initiatives and programming	CDO, IT, NTC Dean	Student Senate, Faculty, Staff	Spring 2017
4	AI 2.4 Create and update web presence for diversity-related activities and promotion of diversity activities	CDO, Communication & Marketing, IT - web		Spring 2018
5	AI 2.5 Develop and prioritize a set of fundraising case statements to garner donations for key diversity and inclusion initiatives	President, CDO, NTC Dean, NTC BSU Foundation Director	Diversity & Inclusion Committee	Fall 2017