



# Affirmative Action/Equal Opportunity Five-Year Plan

For the Period July 1, 2024 – June 30, 2029

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## Introduction

In accordance with Wis. Stats 38.04(14), and TCS 6.06(7), Wisconsin Administrative Code, Wisconsin Technical College System (WTCS) districts are required to develop plans and programs to ensure equal opportunity, affirmative action, and non-discrimination for students and employees. These guidelines promote each district's efforts to establish programs and activities to address the needs of historically underrepresented populations. These guidelines are in alignment with the WTCS Strategic Directions 2021-2025, as System values emphasize:

- **Diversity:** We believe in individual and collective strength through diversity, and we commit to respecting and celebrating the traditions, heritage, and experiences of all.
- **Equity:** Our work is not complete until every person-attending or employed by a technical college, or by the System, has the opportunity, resources and support to be successful.
- **Inclusion:** We envision, create, and foster access to and success in work and learning spaces where every person has a sense of safety, belonging, value and purpose.

Districts must complete a new five-year Equal Opportunity/Affirmative Action (EO/AA) plan covering the period July 1, 2024, through June 30, 2029. Uniformity in planning and reporting is a key concern of both district and WTCS Office staff. District plans and reports must address each section listed in the guidelines. The WTCS Office will provide each district with the necessary demographic data to complete the required student and employee analyses.

WTCS Office staff will provide technical assistance to district staff on these guidelines and the development of the five-year plan. Districts must submit one copy of the five-year plan to the WTCS Office by March 29, 2024. WTCS Office staff will review each plan to ensure compliance with the planning guidelines. WTCS Office staff will also annually monitor each district's progress implementing the five-year plan.

## Wisconsin Technical College System (WTCS) Equal Opportunity/Affirmative Action Goals

For the period July 1, 2024 – June 30, 2029, the Equal Opportunity/Affirmative Action Goals will remain consistent with goals from prior plan years:

1. Balance individual occupational program enrollment percentages for students by race, sex and disability percentages in the general population.
2. Assure non-discrimination in career planning, counseling and placement services for students.
  - Analyze and report demographic, program enrollment and completion, and job referral and placement data for minorities, women and disabled students and take steps to assure nondiscrimination in referral and placement services.
3. Analyze and address employment of faculty and staff within each college in the Wisconsin Technical College System to match availability percentages for race, sex, and disability categories in the working population.
  - Implement a plan for recruiting and hiring minorities, women, and disabled faculty and staff in all employment categories where there is underrepresentation.
4. Create an educational and work environment that reflects, appreciates and celebrates the diverse society and community in which we live and one that creates a climate for the success of every person by appreciating the uniqueness that they bring to the technical college.
  - Implement faculty and staff in-service programs, professional development activities, mentoring, and student orientation programs to promote cultural, sex, and disability awareness and sensitivity.
  - Integrate the history, culture, accomplishments, and contributions of minorities, women, and the disabled into curricula at each WTCS college.
  - Ensure that cultural competency is practiced at every campus.

## Section I: Equal Opportunity/Affirmative Action Policy Statements

### ***Administrative/Operating Guideline***

Northcentral Technical College (NTC) seeks to reach and maintain employment and enrollment levels for employees and students which is at parity. To accomplish this goal, Affirmative Action is required for women, racial/ethnic groups, and persons with disabilities throughout NTC campuses in job categories and educational programs.

### ***Employment:***

Affirmative action will be implemented in all employment practices including, but not limited to: recruitment, hiring, transfers, promotions, training, layoffs, terminations, retention, certification, testing, and committee appointments.

### ***Education:***

NTC is committed to eliminating existing discrimination or the effects of past discrimination. No person shall be excluded from participation in, be denied the benefits of, or be subjected to, discrimination under any education program or activity.

### ***Vendors:***

NTC certifies that vendors and suppliers of services do not discriminate and that the policy will be to encourage purchase of services and/or products from women, minority, and disabled business owners.

### ***Responsibility:***

The President is responsible for developing and implementing the Affirmative Action Plan and monitoring compliance. Responsibilities include developing a written Affirmative Action Plan, monitoring internal and external communication procedures, collecting and analyzing employment and enrollment data, identifying problem areas, setting goals and timetables, developing and implementing programs to eliminate discriminatory practices, designing and implementing an internal monitoring system, and submitting compliance plans and reports to the Wisconsin Technical College System (WTCS) Affirmative Action Officer.

### ***Authority and Implementation:***

Authority to design and implement the Affirmative Action Program is delegated by NTC's President to the NTC Affirmative Action Officer. College Leadership and staff are responsible for the implementation of the Affirmative Action Program.

### ***Compliance:***

Actions taken under this policy will comply with Titles VI and VII or the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act, The Americans with Disabilities Act of 1990, the Civil Rights Act of 1991, the Carl D. Perkins Vocational Education Act, the Civil Rights Restoration Act of 1987, other appropriate laws and executive orders and/or administrative directives and codes including the Office for Civil Rights Guidelines for Eliminating Discrimination and Denial of Services on the basis of Race, Color, National Origin, Sex, and Handicap in Vocational Programs (34 CFR, Part 100, Appendix B)

### ***Contact Person:***

Any questions concerning Affirmative Action should be directed to NTC Affirmative Action Officer, 1000 W. Campus Drive, Wausau, WI 54401; Telephone 715.803.1057. This person also serves as the NTC's Title IX, Sex Equity, Section 504, and Americans with Disabilities Act Coordinator. Copies of the NTC Policy and related procedures for resolving complaints may be obtained from the NTC's Affirmative Action Officer.

## Equal Opportunity Education and Employment Policy

### ***Administrative/Operating Guideline***

No person may be denied admission to, participation in, employment at, the benefits of, or be discriminated against in any service, program, course, or facility of the Northcentral Technical College (NTC) because of the person's political affiliation, age, race, creed, religion, color, handicap (disability), marital status, parental status, sex, national origin, ancestry, sexual orientation, pregnancy, arrest record, conviction record, service in the armed forces, genetic testing, or use or non-use of lawful products off the NTC premises during non-working or non-class hours.

All NTC services will be provided in a non-discriminatory manner and in a climate which is conducive to, and supportive of, cultural and ethnic diversity.

The President has established procedures which:

1. Encourage a complainant to file a complaint with the President (or his designee) as soon as possible, but no later than 300 days after the alleged violation.
2. Provide periods within which the complainant and the President must act for each procedural step leading to the issuance of a final decision and for appeal of the final decision to the NTC Board.
3. Provide criteria for determining whether discrimination has occurred.
4. Provide remedies and sanctions for violation of this policy.

### **Accommodations for Disabled:**

Reasonable accommodations and physical accessibility will be provided for students, employees, and visitors.

### **Religious Accommodations:**

In response to a student's or an employee's request, reasonable accommodations will be provided for religious observances and practices. Please refer to Policy 234 regarding religious accommodations for students.

### **Harassment:**

Employees, students, and visitors of NTC shall be allowed to function in an atmosphere that is free from harassment on the basis of political affiliation, age, race, creed, religion, color, handicap (disability), marital status, parental status, sex, national origin, ancestry, sexual orientation, pregnancy, arrest record, conviction record, service in the armed forces, genetic testing, or use or non-use of lawful products off the College premises during non-working or non-class hours.

Harassment, based upon the above-mentioned personal attributes, is an unlawful practice and is prohibited. In this context, harassment is defined as verbal and/or physical conduct which prevents or impairs an individual's fair and unbiased access to employment or educational opportunities and benefits. NTC will not tolerate the harassment, including sexual harassment, of any employee, student, or visitor by supervisory personnel, staff members, students, or visitors. Individuals who engage in harassment are subject to disciplinary action by NTC up to and including expulsion or termination of employment. Visitors who engage in harassment may be removed from the College.

Sexual Harassment:

Sexual harassment, discrimination on the basis of sex, is defined as unwelcome sexual advances, requests for sexual favors, and other verbal and/or physical conduct of a sexual nature and constitutes harassment when the following occurs:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or enrollment; or
2. Submission to or rejection of such conduct by an individual is used as a basis for employment or academic decisions affecting the individual; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile or offensive environment.

Retaliation

NTC prohibits and will not tolerate any harassment or retaliation against a person who files a report or against any person identified as a witness or otherwise involved in the report. NTC will take immediate disciplinary action against any person engaging in this behavior.

Compliance:

Actions taken under this policy will comply with Titles VI and VII of the Civil Rights Act of 1964 as amended, Title IX of the Educational Amendments Act of 1972, Section 504 of the Rehabilitation Act, the Americans with Disabilities Act of 1990, the Civil Rights Act of 1991, the Carl D. Perkins Vocational Education Act, the Equal Pay Act of 1973, the Age Discrimination Acts of 1967 and 1975, the Civil Rights Restoration Act of 1987, the Wisconsin Fair Employment law, and other appropriate laws and executive orders and/or administrative directives and codes including the Office of Civil Rights Guidelines for Eliminating Discrimination and Denial of Services on the Basis of Race, Color, National Origin, Sex, and Handicap in Vocational Programs (34 CFR, Part 100, Appendix B).

Reporting Violations:

Any person who believes that he/she has been discriminated against and/or harassed in violation of this policy, or has any questions concerning accommodations or discrimination is urged to contact:

Affirmative Action Officer  
Northcentral Technical College  
1000 W. Campus Drive  
Wausau, WI 54401  
Telephone: 715.803.1057

This person also serves as the NTC's Title IX, Sex Equity, Section 504, and Americans with Disabilities Act Coordinator. The Affirmative Action Officer reports to the College President, and/or NTC Board as appropriate, when dealing with discrimination and/or harassment complaints.

Copies of the NTC Policy and Administrative Procedure for filing/resolving complaints are posted on appropriate bulletin boards, and the internet, and may be obtained from the NTC's Affirmative Action Officer.

Designated Contact Persons:

To make reporting complaints as accessible as possible, there are alternative people who are designated to handle discrimination and/or harassment complaints. In the event that the Affirmative Action Officer is not available, or that you may feel more comfortable speaking to another person, any of the following people may be contacted.

Location	Contact Person	Phone Number:
		715-675-3331
All Locations	Affirmative Action Officer	Ext. 1057
General Education & Alternative High School	Dean, Liberal Arts, Education, General Studies & Business	Ext. 1363
Health Related Clinical Sites	Dean of Health Sciences & Community Services	Ext. 1310
All Regional Campuses	VP, Student Services & Regional Campuses	Ext. 1070
Disability & Testing Services	Supervisor, Testing & Accommodations	Ext. 1195

Wisconsin Relay for Deaf and Hard of Hearing Persons: V/TRS 1-800-947-3529

## Procedure for Resolving Discrimination and Harassment Complaints

### ***Administrative/Operating Guideline***

Because discrimination and harassment, a form of discrimination, are illegal practices, and because these actions can cause serious harm to the productivity, efficiency, and stability of all activities taking place at, or sponsored by the College, NTC will take specific steps to investigate and eliminate discrimination and harassment.

*Discrimination* shall mean any difference in treatment in any service, program, course, or facility of NTC because of the person's political affiliation, age, race, creed, religion, color, handicap (disability), marital status, parental status, sex, national origin, ancestry, sexual orientation, pregnancy, arrest record, conviction record, services in the armed forces, genetic testing, or use or non-use of lawful products off the NTC premises during non-working or non-class hours.

### **Informal Procedure:**

1. ***Reporting Complaints:*** A person who believes he or she has been the victim of discrimination or harassment should feel free to discuss his or her concerns with the Affirmative Action Officer. The intent of the meeting is to provide a confidential way for the alleged victim to express his or her concerns and to discuss possible methods of resolving the conflict.
2. ***Who to Contact:*** A meeting may be scheduled with the Affirmative Action Officer by contacting:
  - Affirmative Action Officer
  - Northcentral Technical College
  - 1000 W. Campus Drive
  - Wausau, WI 54401
  - Phone: 715.803.1057

### **Formal Procedure:**

1. ***Reporting Complaints:*** Whenever a student, employee, or visitor (hereinafter referred to as the complainant) has reason to believe he or she has been subjected to a

discriminatory or harassing environment at NTC or at an NTC sponsored event, the complainant shall report such incidents by completing the following steps:

- A. Reports must be made in writing and include a factual description of the incident(s) during which the alleged discrimination/harassment occurred.
- B. Reports must be filed within 300 calendar days from the date of the incident; however, a more immediate reporting of the incident will facilitate a prompt and thorough investigation of the facts and circumstances involved.
- C. Reports are to be sent directly to the NTC Affirmative Action Officer at the following address:

Affirmative Action Officer  
Northcentral Technical College  
1000 W. Campus Drive  
Wausau, WI 54401  
Phone: 715.803.1057  
Email: hr@ntc.edu

The filing of a report with the NTC Affirmative Action Officer does not restrict a person's right to seek redress through avenues outside the NTC. NTC prohibits and will not tolerate any harassment or retaliation against a person who files a legitimate report or against any person identified as a witness or otherwise involved in the report. NTC will take immediate disciplinary action against any person engaging in this behavior.

Employees discriminating against students will be subject to discipline under appropriate NTC employment policies and, as applicable, NTC Employee Handbook. Students discriminating against another student will be subject to discipline under the applicable student code of conduct. NTC will take other necessary corrective action to remedy any instances where discrimination is determined to have occurred.

2. *Notification:* The Affirmative Action Officer shall notify the person(s) against whom a complaint has been filed (hereinafter referred to as respondent) and forward a copy of the complaint to such respondent(s).
3. *Appeal:* Within ten (10) working or school days following notification of the action taken by the College, either of the principal parties involved may file an appeal with the NTC Board. The appeal must be made in writing and include a brief statement of the reasons why the decision should be reviewed.

The appeal will be placed on the agenda of the next regularly scheduled Board meeting. The NTC Board shall render a decision within thirty (30) working or school days after hearing the appeal.

Notice of the action taken by the NTC Board will be sent to the principal parties involved, the President, the NTC Board, and the NTC Affirmative Action Officer. In the event disciplinary action is taken against an NTC employee or student, notice of such action shall be disclosed to the complaining party on a confidential basis. If the decision of the NTC Board does not resolve the complaint, the employee, student, or visitor may seek other avenues of redress outside the NTC.

4. *Restrictions:* No action relating to enrollment and/or employment can be taken for or against a person until the complaint of discrimination/harassment has been resolved, unless such action is deemed necessary to the well-being of the person(s) involved in the action or to the function of the NTC.
5. *Rights of the Individual:*
  - A. Any employee, student, or visitor has the right to file complaints due to an alleged discrimination or harassment which is in violation of the NTCs *Equal Opportunity Employment and Education Policy* or *Policy Prohibiting Harassment of NTC Employees, Students and Visitors*.
  - B. All complaints of discrimination shall be investigated and a report filed with the President by the Affirmative Action Officer.
  - C. Either party(ies) to a complaint shall have the right to call witnesses.
  - D. No rights or benefits of an employee or student shall be denied because of a filed complaint.
  - E. Nothing in these procedures shall preclude an employee's, student's, or visitor's rights to seek other avenues of redress outside of the NTC.

## Section II: Distribution of Equal Opportunity/Affirmative Action Information

Northcentral Technical College (NTC) is committed to equal employment and educational opportunity as well as affirmative action in its dealing with staff, applicants, students, and the public. Efforts are made to communicate this affirmative action and equal opportunity information as follows:

- Policy statements and/or complaint procedures are included in student/employee handbooks and NTC's website.
- Nondiscrimination public notice is published annually, at a minimum, in the official NTC newspaper.
- "NTC is an equal opportunity/access employer and educator" is included in employment advertisements and job postings.
- Continuous nondiscrimination notification statements are included on program or student application forms and/or materials.
- A copy of the Five-Year AAP will be provided to the Board.
- Annual updates to the Five-Year plan will be provided to the Board for their review.
- Electronic copies of the Five-Year Plan will be posted on the College intranet and the external website.
- All interested persons may request a copy of the Five-Year Plan and annual updates from Human Resources.
- The equal employment statement is published on NTC's recruitment page on our website in English, Spanish, and Hmong.

### **Section III: Workforce Demographics and Goals**

Northcentral Technical College's (NTC) compliance indicators for all staff meet or exceed the employable population for employing females, individuals with disabilities, and overall race/ethnic groups. NTC falls slightly below the recommended compliance indicator with the Hispanic population in the overall staff number category.

While NTC's regional area reaches eight different counties, the main Wausau campus, located in Marathon County, does not have a large concentration of Hispanic individuals. The main campus employs over 96% of the total employees. The concentration of the Hispanic population within the census reporting area is in Clark County, primarily in the cities of Curtiss and Abbotsford, which lies approximately 35-40 miles west of the main campus.

Annually NTC will focus on actionable goals and initiatives outlined in section IV and continue to analyze the availability of qualified applicants and assess how changes in employment (turnover, new positions, promotions, separations/terminations) at the College affect the compliance indicators. NTC will put forth efforts to continue creating a welcoming workplace with a sense of belonging for all individuals.

## IV: Employment Program Affirmative Action Initiatives

### Program 1: Create a robust branding and recruitment program to attract applicants from a diverse section of ethnicities and cultures.

Activity/ Steps	Person(s) Responsible	Timetable
Redesign the recruitment website with quality branding through videos and employee testimonials to showcase the diverse backgrounds of NTC's workforce to attract underrepresented individuals to apply for positions.	Human Resources, Marketing	2024-2025
Develop a brand narrative that highlights NTC's values and commitment to equity.	Human Resources, Marketing	2025-2026
Promote total rewards package through an annual review with NTC insurance broker to create appealing and/or new offerings to a diverse cross-section of employees to show the benefits of working at NTC and living in central Wisconsin.	Human Resources	2026-2029

#### Program 1: Method of Evaluation:

The number of minorities, both generally in the NTC workforce and specific categories of employment, will be evaluated annually by analyzing any changes in the Compliance Indicator reports. Increased minority (race and sex) staff will be a general indicator of success.

### Program 2: Provide College staff with resources to promote and foster a culture of belonging at work.

Activity/Steps	Person(s) Responsible	Timetable
Continue to seek and provide professional development opportunities for employees that focus on belonging for all in the workplace.	Human Resources	Annually 2024-2029
Highlight and share local cultural events with employees in support of underrepresented groups.	Human Resources	Annually 2024-2029

#### Program 2: Method of Evaluation

The program initiatives will be reviewed and evaluated each year through the College's AA/EEO Five-Year Plan Annual Updates.

### Program 3: Implement a new employee onboarding ambassador program to strengthen the retention of employees.

Activity/ Steps	Person(s) Responsible	Timetable
Create a new employee ambassador onboarding program for non-exempt employees resulting in effective retention of employees from a variety of diverse backgrounds. Eliminate biases or barriers in the inclusive program through a feedback-driven process.	Human Resources, Onboarding Ambassadors	2024-2025
Expand the ambassador onboarding program for exempt employees to continue engagement and successful retention efforts across all employee populations.	Human Resources, Onboarding Ambassadors	2025-2026

Combine efforts and initiatives across all onboarding for employee groups to preserve institutional knowledge while creating a culture of belonging for all.	Human Resources, Onboarding Ambassadors	Annually 2026-2029
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**Program 3: Method of Evaluation**

Assess program effectiveness through data-driven retention.

**Program 4: Provide continued training on efforts of belonging for all within the recruitment, selection, and hiring process.**

Activity/ Steps	Person(s) Responsible	Timetable
Ensure interview panels represent an accurate and diverse cross-section of the employee population at NTC.	Human Resources	Annually 2024-2029
Update the Recruitment & Hiring Manual to include appropriate required training for supervisors.	Human Resources	2024-2025
Provide additional training to supervisors and interview committee members on bias in the interviewing process.	Human Resources	2025-2026

**Program 4: Method of Evaluation**

College belonging is a focus in all supervisor training and is effectively practiced during the selection and interview process.

## Section V: Student Demographics and Initiatives

NTC is committed to equity and inclusion and will expand institution-wide efforts to strengthen diversity and inclusion and address equity gaps.

Definition: Equity is the process of ensuring that NTC's policies, programs, practices, and situations contribute to equality among student groups in educational performance, results, and student outcomes.

Equity in higher education refers to creating opportunities for equal access and success in higher education among historically underrepresented student populations. Within the NTC community, "equity" is further defined into three terms including (1) representational equity, which refers to the proportional participation of historically underrepresented student populations; (2) resource equity, which takes account of the educational resources that are directed at closing equity gaps; and (3) equity mindedness, which involves NTC's institutional leaders and staff demonstrating an awareness and a willingness to address equity issues.

In addition to compliance indicator reports, local Perkins data was gathered on several student categories including Race/Ethnicity, Students with Disabilities, Single Parents, Out-of-Workforce, students in Non-traditional Occupations (NTO), Economically Disadvantaged and students with Limited English Proficiency (LEP). Through data evaluation the college also determined the following performance gaps for special student populations at the College:

- Enrollment rates for our minority populations have increased to over 7% but the completion rates of minority groups are below the total Student enrollment count by over 4 percentage points.
- Students with Disabilities, Economically Disadvantaged, Single Parents, and NTO students achieved at lower rates than the overall cohort in their general education courses.
- All of the Special Population Groups achieved degree or credential attainment at lower rates than the overall cohort. There are significant opportunities for improvement in all groups, but especially in the Economically Disadvantaged group.

Activities in this plan will address areas where the College may not be compliant but will also focus on improving student performance gaps.

## Enrollment-General

### **Program 1: Maintain enrollment rates of minority students.**

Northcentral Technical College (NTC) has conducted an analysis and data from the 2023 CLI660B Compliance Indicator I report which shows the eligible minority student population in our NTC's region is 9.62% and the College enrollment is 17.01%. Our minority student population is within compliance for enrollments, but Data from the CLI660B indicates that the graduation comparison with minorities to the Student Program or Course Enrollment Count is at a 4.23% lower rate compared to the total enrollment graduation rate of their cohort.

NTC is committed to providing opportunities to access higher education and support for academic success to under-represented and culturally diverse populations. In addition, we strive to educate and promote diversity awareness to enrich the lives of students, staff, and faculty. NTC is committed to the goal of creating a culture of belonging, appreciation of differences throughout the NTC community. NTC will continue the activities listed in the table below to support continued enrollment and success of minority students.

<b>Activity/Steps</b>	<b>Person(s) Responsible</b>	<b>Timetable</b>
Focused recruitment of minority students and international students.	K-12 staff Career Coaches Access & Accommodations Program deans and faculty	Annually 2024-2029
Recruit and support the transition of diverse students from the Alternative high school and GED programs to NTC.	Career Coaches Supervisor, Advising Advisors College Prep Faculty/Staff Testing Center staff	Annually 2024-2029
Continue recruitment and student support efforts through NTC Promise programs.	K-12 Staff Career Coaches Promise Director Advisors Foundation staff	Annually 2024-2029
Provide extracurricular diversity and inclusion opportunities for all students to create a sense of belonging and community.	Access & Accommodations Student Life staff	Annually 2024-2029
Continue partnerships with translators to increase programs and support to second language learners.	K-12 staff College Prep Faculty Business and Industry	2024-2029
Build relationships with businesses and community groups to promote an awareness of diversity and to evaluate the needs of the community.	Access & Accommodations Student Success/Placement & Transfer Staff Business and Industry	Annually 2024-2029
Encourage community partners to participate in events at NTC that develop a culture of belonging.	Access & Accommodations Student Success/Career & Employment Services & Transfer Staff	Annually 2024-2029
Collaborate with other school partners, including WTCS colleges and local school NTCs,	Access & Accommodations Supervisor, Advising	Annually 2024-2029

on ways to incorporate best practices of meeting student needs.		
Have a presence at community events representing diversity, e.g. the Hmong New Year, tribal events – Pow Wow, etc.	Marketing Access & Accommodations Student Services	Annually 2024-2029
Provide opportunities for staff members to learn more about diversity and a culture of inclusion through “think tank” events or other training opportunities.	Access & Accommodations Curriculum staff Organizational Development staff	Annually 2024-2029

**Method of Evaluation:**

The Student Services Team and Executive Leadership Team will evaluate annual efforts to recruit and support the success of students from minority and LEP populations. An increase in the percentage of students in these populations enrolled at the College will indicate success. The progress of implementation of programs as well as data analysis will be reported in the annual update to the state office.

**Program 2: Increase enrollment rates of Native American/Alaskan Native students.**

NTC should continue efforts to increase enrollment of Native American students. Statistics indicate that the eligible student population for Native American/Alaskan Natives is 1.40%, while 2023 NTC population is at 1.08%. NTC will continue the following activities and initiatives to address this need.

Activity/Steps	Person(s) Responsible	Timetable
Participate in Wisconsin Indian Education Association (WIEA) annual conferences and other education fairs.	Access & Accommodations Career Coaches Student Services	2024-2029
Extend special invitations to high schools with Native American student populations (Bowler, Wittenberg, White Lake, and Menominee Indian school NTC) for Campus Events/Visit Days.	Career Coaches/K-12 team Accommodations Team	2024-2029
Maintain and develop additional dual credit and contracted courses and in NTC high schools with Native American student populations	K-12 team	2024-2029
Provide additional awareness and resources for Youth Apprenticeship and Start College Now opportunities to our high schools with Native American Populations.	K-12 team Youth Apprenticeship	2024-2029
To create cultural competence and a positive campus environment for diverse student populations, provide resources and activities that faculty can incorporate into their curriculum to accompany campus or community events, including: <ul style="list-style-type: none"> <li>○ Student Life Activities</li> <li>○ Think Tanks</li> <li>○ Community Events</li> <li>○ Speaker Series</li> <li>○ Collaborate with other Campuses</li> </ul>	Access & Accommodations  Collaborate with Educational Support Services, Student Life, Deans, Faculty.	2024-2029

Collaborate with high school counselors and staff to promote NTC and assist Native American students through the admissions process. Develop relationships with high school teachers and staff, present in classrooms and meet individually with students.	Career Coaches	Annually; 2024-2029
Tell the NTC Story – The NTC Marketing and Public Relations department will highlight success stories of students from various backgrounds to support recruiting diverse populations.	Marketing and Public Relations NTC Staff and Faculty	2024-2029

**Method of Evaluation:**

The Student Services Team and the Executive Leadership Team will evaluate annually efforts to recruit students from Native American/Alaskan Native populations as well as students with disabilities. An increase in the percentage of students in these populations will indicate success. The progress of implementation of programs as well as data analysis will be reported in the annual update to the state office.

**Program 3: Increase enrollment of students with disabilities**

NTC has conducted an analysis and should focus efforts on increasing enrollment of students with disabilities. The eligible population of students with disabilities is 7.08%, while 2023 NTC population is at 4.3%. NTC has established the following activities and initiatives to address this need.

<b>Activity/Steps</b>	<b>Person(s) Responsible</b>	<b>Timetable</b>
NTC representation and participation in NTC Transition and the Community (TAC) Meetings.	Access & Accommodations staff	Annually 2024-2029
Attend school-to-career partnership meetings and high school transition fairs.	Access & Accommodations & Accommodations staff	Annually 2024-2029
Collaborate with high school counselors and staff to promote NTC and assist students with disabilities through the admissions process.	Career Coaches Access & Accommodations staff	Annually 2024-2029
Grow partnerships with community organizations serving individuals with disabilities (e.g. STEP, SOAR, DVR)	Manager of Student Recruitment, Senior Director of Enrollment Strategies, Director of Regional Campuses, Supervisor of Access & Accommodations, Learning Deans	Annually 2024-2029
Provide orientation for new students to Access & Accommodations and support transitioning students through the first year.	Access & Accommodations staff	Annually 2024-2029
Grow awareness of campus resources to encourage students with disabilities to self-disclose and access services.	Access & Accommodations Staff	2024-2029
Tell the NTC Story – The NTC Marketing and Public Relations department will highlight success stories of students from various backgrounds to support recruiting diverse populations.	Marketing and Public Relations NTC Staff and Faculty	2024-2029

**Method of Evaluation:**

The Student Services Team and Executive Leadership Team will evaluate annual efforts to recruit students with disabilities. An increase in the percentage of students in these populations will indicate success. The progress of implementation of programs as well as data analysis will be reported in the annual update to the state office.

**Enrollment-Programs****Program 1: Increase enrollment and completion of female students in Technical and Trades/Industrial Programs**

Data from the 2023 CLI660B Compliance Indicator I Report shows that females continue to be under-represented in NTC’s Technical and Trades and Industrial Program areas. Student Services collaborates with faculty, alumni, K-12 staff and employers to recruit and support the success of women in these fields. NTC has established the following activities and initiatives to address this need.

<b>Activity/Steps</b>	<b>Person(s) Responsible</b>	<b>Timetable</b>
Plan and implement targeted recruitment event for prospective students.	Student Services Program Deans and Faculty K-12 staff Marketing	Annually 2024-2029
Plan and implement STEM conference in collaboration with Michigan Tech University.	Student Services Program Deans and Faculty K-12 staff Marketing	Bi-annually 2025, 2027, 2029
Plan and facilitate NTO current student events for females in Technical and Trades programs to provide feedback to NTC staff and faculty, opportunities to meet and learn from females employed in the field, and engage in fellowship.	Student Services Program Deans and Faculty	Annually 2024-2029
Provide individual meetings and class presentations, promoting NTC programs to NTO students in K-12 NTC high schools.	Career Coaches Program faculty	Annually 2024-2029

**Method of Evaluation:**

The Student Services Team and Executive Leadership Team will evaluate annually efforts to recruit female students into the various Technical and Trades/Industrial Programs. An increase in the percentage of female students enrolled in NTO programs and the percentage of female students graduating from the NTO programs at the college will indicate success. The progress of implementation of programs as well as data analysis will be reported in the annual update to the state office.

**Completion Rates**

Data from the CLI660A Compliance Indicator I report indicates that several minority populations (Black, Native Hawaiian/Pacific Islander, Multi-Race) graduate at a lower rate than the overall population. Data from the Compliance Indicator reports indicates students with disabilities graduate at a lower rate than the overall population. In addition, data gathered for the Perkins V Local Needs Assessment indicates all Special Populations Groups (non-white race/ethnicity, individuals with disabilities, economically disadvantaged) achieved lower degree or credential attainment rates than the overall cohort. Finally, NTC

evaluated student data and learned that a majority of students are part-time. Part-time students achieve lower course completion, retention, and program completion than their full-time student counterparts.

**Program 1: Increase retention and completion rates for Minority students, Students with Disabilities, and Economically Disadvantaged students.**

<b>Activity/Steps</b>	<b>Person(s) Responsible</b>	<b>Timetable</b>
Focused case management of minority students and students with disabilities through proactive communication and follow-up on early alert referrals from faculty.	Supervisor, Advising Advisors Access & Accommodations staff	2024-2029
Develop and implement a first-year experience for students to strengthen their sense of belonging through enhanced onboarding experiences.	Student Services, Deans, Faculty, Finance, Curriculum Development, IT	2024-2029
Continue improving Open Educational Resources and Cengage digital text options to reduce the financial burden for students.	Deans, Program Faculty, College Store	2024-2029
Offer student success, job-seeking, and social skill workshops, and provide additional resources to our diverse student population.	Student Success, Employment & Career Services, Transfer and Placement staff	2024-2029
Promise Programs provide Foundation financial support and wrap-around case management to students.	NTC Promise & Student Success Advisor; Foundation staff; Financial Aid staff	2024-2029
Continue Part-time student initiative: Mandatory onboarding advising for students in identified programs with high part-time student populations	Advising staff Faculty	2024-2029
Part-time students will have the opportunity to develop alternative plans based on their needs to successfully complete their program if students are unable to follow a full-time track.	Deans; Faculty; Student Services	Fall 2024 implementation with Workday
Programs continue to offer a variety of 8-week, or 16-week courses based on data that specific courses/programs have indicated higher completion based on timeframe.	Deans; Faculty; Student Services	2024-2029
Multiple modalities will continue to be offered to include: "Your way" Courses– the flexible course option (attend in person, Zoom, online), In-person, and online to support student success based on circumstances, access, and need.	Deans; Faculty; Student Services	2024-2029
Various online courses will shift from unstructured deadlines and open-start dates to structured deadlines and hard-start dates to support student completion.	Deans; Faculty; Student Services	Summer 2024 implementation, Continue Fall 2024-2029

Continue Faculty Mentoring to support student success in low-completion rate identified programs.	Program Faculty; Advising; Deans	2024-2029
Provide Enhanced General Education courses with concurrent ABE support for Written Communication and College Math post-secondary courses. This reduces time and financial burden, and data shows greatly enhances success for students who do not meet program admission requirements through multiple measures.	Dean of Liberal Arts, Education, General Studies & Business, College Prep Faculty, Student Services, Academic Transition Advisor	2024-2029
Gather feedback from diverse student populations through scheduled “Diversity Dialogues,” and through results of the student engagement or satisfaction surveys.	Supervisor, Advising Office of Institutional Research	Annually 2024-2029 The survey is conducted every two years.
Continue to Identify and proactively connect with students who have completed 75% of required program credits for advising and through Final Mile Orientation	Supervisor, Advising Advisors Office of Institutional Research	2024-2029
Focused case management of students with disabilities through proactive communication and follow-up on early alert referrals from faculty.	Center for Access & Accommodations case managers, Advisors	2024-2029
Individualized academic coaching and/or tutoring.	Academic Resource Center staff, Access & Accommodations Case Managers	2024-2029

**Method of Evaluation:**

The Student Services Team and the Executive Leadership Team will evaluate annual efforts to raise graduation rates in our special student populations. An increase in the percentage of graduates in these populations will indicate success. The progress of implementation of programs as well as data analysis will be reported in the annual update to the state office.

**Student Counseling and Placement**

NTC employs advisors and student services staff who are representative of our diverse NTC population. NTC provides advising/counseling and career services to all students based on voluntary student participation. To assure non-discrimination in advising/counseling, the College will analyze reports showing usage and satisfaction of services by protected category students and will address needs as identified. NTC requires that employers file a notice of non-discrimination in employment in order to be eligible for referrals of graduates to employment opportunities. Student Success and Placement staff will provide special outreach to protected category students to make them aware of services and to encourage utilizing them to their benefit.

**Method of Evaluation:**

The Student Services Team and Executive Leadership Team will analyze usage reports for services provided to protected category students, as well as satisfaction data gathered through surveys and informal feedback methods to ensure needs are being addressed.

**Title IX**

**Program 1: Implement Title IX requirements.**

**Program Initiative A:** Identify where the current policy/process needs adjustment due to Title IX.

<b>Activity/ Steps</b>	<b>Person(s) Responsible</b>	<b>Timetable</b>
Develop new Title IX training for students, faculty and staff in conjunction with various other College policies (Title VII, Student Code of Conduct, etc.)	Title IX Coordinator, Director of Student Retention & Engagement, Director of Security	2024-2029
Continue Title IX procedures utilizing Maxient.	Title IX Coordinator, Director of Student Retention & Engagement, Director of Security	2024-2029
Offer Title IX training to students and staff in various modes and at various times.	Counseling staff, Title IX Coordinator, Director of Student Retention & Engagement, Director of Security	2024-2029

**Methods of Evaluation:**

Training will be documented as being offered for both students and staff via multiple means. Process for handling of Title IX cases is in place.

## ***Appendix A: EEOC Report Categories***

- 1 = ADMINISTRATIVE. Include persons whose assignments require primary (and major) responsibility for management of the institution, or a customarily recognized department or subdivision thereof. Assignments require the performance of work directly related to management policies or general business operations of the institution, department or subdivision, etc. It is assumed that assignments in this category customarily and regularly require the incumbent to exercise discretion and independent judgment, and to direct the work of others. Report in this category all officers holding such titles as Director or Administrator or the equivalent. Report in this category Deans, Directors, or the equivalents, as well as Associate Deans, Assistant Deans, and executive officers of academic departments (chairpersons, heads or equivalents) if their principal activity is administrative. Also include supervisors of professional employees.
- 2 = FACULTY. Include all persons whose specific assignments customarily are made for the purpose of conducting instruction, research, or public service as a principal activity (or activities), and now hold academic rank titles of professor, associate professor, assistant professor, instructor, lecturer, or the equivalent of any one of these academic ranks. Report in this category Deans, Directors, or the equivalents, as well as Associate Deans, Assistant Deans, and executive officers of academic departments (chairpersons, heads, or the equivalent) if their principal activity is instructional. Do not include student teaching or research assistants.
- 3 = PROFESSIONAL NON-FACULTY. Include persons whose assignments would require either college graduation or experience of such kind and amount as to provide a comparable background. Included would be all staff members with assignments requiring specialized professional training who should not be reported under Executive (1) and who should not be classified under any of the four "nonprofessional" categories of activities.
- 4 = CLERICAL / SECRETARIAL. Include persons whose assignments typically are associated with clerical activities, or are specifically of a secretarial nature. Include personnel who are responsible for internal and external communications, recording and retrieval of data (other than computer programmers) and/or information and other paperwork required in an office, such as bookkeepers, stenographers, clerk typists, office machine operators, statistical clerks, payroll clerks, etc. Also include sales clerks such as those employed full-time in the bookstore, and library clerks who are not recognized as librarians.
- 5 = TECHNICAL / PARAPROFESSIONAL. Include persons whose assignments require specialized knowledge or skills which may be acquired through experience or academic work such as is offered in many two-year technical institutes, junior colleges or through equivalent on-the-job training. Include computer programmers and operators, drafters, engineering aides, junior engineers, mathematical aides, licensed practical or vocational nurses, dietitians, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical sciences), and similar occupations not properly classifiable in other occupational-activity categories but which are institutionally defined as technical assignments. Include persons who perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.
- 6 = SKILLED CRAFTS. Include persons whose assignments typically require special manual skills and a thorough and comprehensive knowledge of the processes involved in the work, acquired through

on-the-job training and experience or through apprenticeship or other formal training programs. Include mechanics and repairers, electricians, stationary engineers, skilled machinists, carpenters, compositors and typesetters.

7 = SERVICE / MAINTENANCE. Include persons whose assignments require limited degrees of previously acquired skills and knowledge, and in which workers perform duties which result in or contribute to the comfort, convenience and hygiene of personnel and the student body or which contribute to the upkeep and care of buildings, facilities or grounds of the institutional property. Include chauffeurs, laundry and dry cleaning operatives, cafeteria and restaurant workers, truck drivers, bus drivers, garage laborers, custodial personnel, gardeners and groundskeepers, refuse collectors, construction laborers, and security personnel