Strategic Plan FY21-23

Effective 1/27/2021

Background

NDSCS employed a developmental and inclusive process to review the mission and vision statements and to establish strategic plan for FY21-23 (ending June 30, 2023). The NDSCS Accreditation and Strategic Planning Team (ASPT, formerly the AQIP Strategy Team) led the process; during the four-phase development process there was a variety of avenues for students, employees, and other stakeholders to share feedback and insight on the formation of the strategic plan.

COVID-19: Due to the COVID-19 pandemic the ASPT paused the strategic planning process from May through September 2020. The impact of the COVID-19 pandemic was also deemed essential to consider in the development of the FY21-23 strategic plan, the ASPT examined the strengths, weaknesses, and opportunities of the pandemic on the College, which was incorporated into the data reviewed. This expanded timeframe also enabled the 2020 Student Satisfaction Inventory and the 2020 College Employee Satisfaction Survey to be collected, reviewed, and incorporated into the plan.

Process

The four-phase process was elongated due to the COVID-19 pandemic. The strategic planning process began Fall 2019 and concluded February 2021; the COVID-19 pause occurred and elongated Phase 2 allowing for additional data and perspectives to inform the plan.

- **Phase 1:** Data Collection and Review (October 2019 – March 2020)
- **Phase 2:** Data Review and Synthesis (March 2020 – December 2020; 'COVID-19 Pause' May – Sept 2020)
- **Phase 3:** Goal Identification and Feedback (December 2020 – January 2021)
- **Phase 4:** Adoption, Education & Promotion (January 2021 – ongoing)

Throughout the strategic plan development process (October 2019 – December 2020) the ASPT reviewed a variety of data and information[1]. ASPT members provided individual feedback on each data/information collection, then as a team themes were identified from the individual feedback. Salient themes were identified in two ways **immediate or strategic: Immediate** = can be addressed through minor modifications to process/policy, specific to a group, task related. **Strategic** = would need significant changes in organizational structure/process/policy; the focus, emphasis or change would impact more than one group. The themes were aligned/grouped together to create the goals, strategies, objectives, and key performance indicators of the FY21-23 Strategic Plan.

Assessment

The ASPT is responsible for an annual update and semi-annual review of this strategic plan. Semi-annual review will occur each December. Data collection/review will occur in July and August annually – with updates released to the College community in early September. Every department and area are expected to develop annual goals aimed at achieving the goals identified in this plan (due annually in September).

NDSCS Mission

The North Dakota State College of Science is a comprehensive, associate degree-granting college founded on a tradition of quality and integrity. We deliver learner-focused education through a unique and evolving collegiate experience. Using innovative delivery strategies, NDSCS anticipates and responds to statewide and regional needs by providing access to occupational/technical programs, transfer programs, and workforce training.

NDSCS Values

- **Learning:** Engage the campus community in a lifelong learning environment inside and outside the classroom.
- **Integrity:** Work with others and conduct ourselves in a respectful, ethical, honest, and trusting manner.
- **Flexibility:** Consider ideas from all sources and adapt to the needs of our patrons.
- **Excellence:** Deliver superior programs and services that distinguish the college from its peers.

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[1] Accreditation Feedback Documents; FY18-FY20 Strategic Plan; Best Practices (articles, white papers, chapters, etc.); Deb Shephard Discussion (retired LATI President); Alumni Survey; Employer Survey; Department, Team, Senate Feedback; 2021 Aspen Prize Application; NDSCS Visual Data; NDUS Strategic Plan; NDSCS Financial Indicators; 2012 NDSCS Climate Survey; Student Satisfaction Inventory (2018 & 2020); College Employee Satisfaction Survey (2018 & 2020); TrainND Overview; Retention Deep Dive, Enrollment Projections/Trends; COVID-19 Impact Analysis

FY21-FY23 NDSCS Strategic Plan Overview
Goals, Strategies & Comprehensive Key Performance Indicators

Goal 1. Improve the comprehensive learning experience.

- **Strategy 1.1** Grow the assessment of student learning in co-curricular areas.
- **Strategy 1.2** Strengthen connections and advising for specific student populations (e.g. Transfer, early-entry, Returning students, Incumbent worker, High-risk students).
- **Strategy 1.3** Effectively utilize technology to enhance students' learning experience.
- **Strategy 1.4** Develop and enhance guided pathways for all curriculums.
- **Strategy 1.5** Expand immersive and real-world learning opportunities (co-ops, internships, simulations, apprenticeships).
- **Strategy 1.6** Enhance the development of students' soft/essential skills.

Goal 1. Comprehensive Key Performance Indicators
1i.a. Overall, student satisfaction with their experience increases from 5.27 (2020) to 6.0. [1=Not at all satisfied, 2=not very satisfied, 3=somewhat dissatisfied, 4=neutral, 5=somewhat satisfied, 6=satisfied, 7=Very satisfied)]
1i.b. Student IPEDS graduation rates increase from 49% (2015 cohort) to 52%
1i.c. Student IPEDS retention rates increase from 67.41% (2019 cohort) to 80%. [2009 (all-time high): 80%]
1i.d. All programs meet or exceed national pass rates or average on national assessments, certifications, and licensure exams.

Goal 2. Strategically foster relationships with partners to fulfill the workforce needs of North Dakota and the region.

- **Strategy 2.1** Enhance current and future marketing and recruitment efforts to grow enrollment.
- **Strategy 2.2** Grow and align programs to meet workforce needs.
- **Strategy 2.3** Grow partnerships in all areas.

Goal 2. Comprehensive Key Performance Indicators
2i.a. Increase the number of employers/employees served by the Workforce Training division 8%. [FY19: 89 Businesses served; 1,203 duplicated participants]
2i.b. Increase the number of graduates entering the workforce in North Dakota by 8%. [2020: 437 graduates in CTE programs; 256 took jobs in ND]
2i.c. Percentage of students graduated or transferred to another institution within 6 years (SAM) increase from 81% (Fall 2013) to 85%.

Goal 3. Commitment to the continuous improvement of NDSCS and its employees.

- **Strategy 3.1** Maintain NDSCS's strong fiscal position.
- **Strategy 3.2** Enhance students' accessibility and affordability.
- **Strategy 3.3** Support professional development for all employees.
- **Strategy 3.4** Enhance communication and collaboration college wide.
- **Strategy 3.5** Review processes and policies to reduce barriers to students' success.

Goal 3. Comprehensive Key Performance Indicators
3i.a. Within each delivery mode (Wahpeton, Fargo, Online, Early-entry) increase annual enrollment by 2%.
3i.b. Maintain employee satisfaction at 4.0 [4.11 (2020)]. [Satisfaction: 1= 'Not satisfied at all' / 2= 'Not Very Satisfied'/ 3 = Somewhat Satisfied/ 4 = Satisfied/ 5 = 'Very Satisfied']
3i.c. Maintain Composite Financial Index in the 4.0 to 5.0 range ("Focus resources to compete in future state") [FY19: 5.62]
3i.d. Partnerships identified in all areas.
3i.e. NDSCS Alumni Foundation scholarship dollars awarded increase from $746,700 to $791,502 (6%)

Goal 1. Improve the comprehensive learning experience.

Strategy 1.1 Grow the assessment of student learning in co-curricular areas.[2]			
Objectives	**KPIs**	**Timeline**	**Lead(s)** (Individual, Department, Team)
1.1.a. Develop a co-curricular program review process.[3]	- Co-curricular program review process implemented.	Fall 2022	- Vice President for Student Affairs - Co-curricular Assessment Team

Strategy 1.2 Strengthen connections and advising for specific student populations (e.g. Transfer, early-entry, Returning students, Incumbent worker, High-risk students).			
Objectives	**KPIs**	**Timeline**	**Lead(s)** (Individual, Department, Team)
1.2.a. Fully implement the recommendations from the Advising and Registration Taskforce.	- Recommendations implemented and tracked annually.	Spring 2022	- Vice President for Academic Affairs - Vice President for Student Affairs - Advising and Registration Taskforce
1.2.b. Enhance the promotion and understanding of Tri-College opportunities.	- Establish a baseline of Tri-College participation by NDSCS students.	Fall 2021	- Vice President for Academic Affairs - Executive Director of College Relations and Marketing - Registrar

Strategy 1.3 Effectively utilize technology to enhance students' learning experience.			
Objectives	**KPIs**	**Timeline**	**Lead(s)** (Individual, Department, Team)
1.3.a. Enhance students' technology development.	- Identify a measurement of technology adoption and literacy for NDSCS Students. - Explore NC3 digital literacy certification for possible adoption.	Spring 2022	- Vice President for Academic Affairs - Academic Department Chairs - General Education Team - Chief Information Officer
1.3.b. Increase use of open educational resource utilization.[4]	- Develop tool to establish baseline and tracking of OERs. - OER Goal established. - Identify and implement OER professional development activities and support.	Fall 2022	- Vice President for Academic Affairs - Open Educational Resources Taskforce
1.3.c. Increase students' access to virtual and simulated learning experiences.	- Identify baseline of students' access to virtual and simulated learning experiences.[5] - Establish a taskforce to review virtual and simulation learning experiences.	Fall 2022	- Vice President for Academic Affairs - Academic Department Chairs

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[2] 1s5. From 2017-2020 NDSCS Strategic Plan
[3] 2s1. From 2017-2020 NDSCS Strategic Plan
[4] 1s4. From 2017-2020 NDSCS Strategic Plan (edited)
[5] 1s1. From 2017-2020 NDSCS Strategic Plan; 1i8

	- Plan established to increase access to virtual and simulated learning experiences in academic areas.		
1.3.d. College-wide adoption of the early-alert system (Starfish).[6]	- Increase faculty utilization of Starfish to 100%.	Spring 2022	- Vice President for Academic Affairs - Vice President for Student Affairs - Academic Department Chairs

Strategy 1.4 Develop and enhance guided pathways for all curriculums.

Objectives	KPIs	Timeline	Lead(s) (Individual, Department, Team)
1.4.a. Foster the development and use of articulation/transfer agreements.	- Identify a schedule and review process for articulation/transfer agreements. - Enhance the articulation agreement/transfer information on the NDSCS Website. - Evaluate student promotion/marketing related to articulation/transfer agreements.	Fall 2022	- Vice President for Academic Affairs - Dean of Arts, Science and Business - Executive Director of College Relations and Marketing
1.4.b. Fully implement the course scheduler technology to ease course registration.	- Course scheduler utilized in all programs. - Development of training/reference materials related to course scheduler.	Fall 2022	- Vice President for Academic Affairs - Vice President for Student Affairs - Registrar - Director of Academic and Career Counseling
1.4.c. Provide advisor training related to effective advising.	- Create and implement assessment tool(s) focused on improving advising effectiveness for faculty, staff, and students. - Enhance website and intranet advising resources to be more comprehensive and user friendly.[15]	Spring 2022	- Advising and Registration Taskforce - Vice President for Academic Affairs - Executive Director of College Relations and Marketing - Director of Academic and Career Counseling

Strategy 1.5 Expand immersive and real-world learning opportunities (co-ops, internships, simulations, apprenticeships).

Objectives	KPIs	Timeline	Lead(s) (Individual, Department, Team)
1.5.a. Review curriculums to identify additional programs that utilize co-ops, internships and other experiential learning activities.	- Incorporate assessment of experiential learning activities as a component of Program Review process	Fall 2022	- Vice President for Academic Affairs - Academic Department Chairs

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[6] 1s7. From 2017-2020 NDSCS Strategic Plan

1.5.b. Explore opportunities to award academic credit for student employment experiences through NDSCS.	- Student employment opportunities assessed for meeting learning outcomes of appropriate programs	Fall 2022	- Vice President for Academic Affairs - Vice President for Student Affairs - Executive Director for Human Resources
1.5.c. Expand career exploration opportunities for prospective students and influencers.	- Identify needs and interest based on assessment data from Career Awareness Seminar. - Creation of career exploration activities and events.	Fall 2021	- Executive Director of College Relations and Marketing - Vice President for Student Affairs - Vice President for Academic Affairs
1.5.d. Integrate simulation experiences into more programs to enable more immersive learning opportunities throughout programs.	- Definition established for simulation experiences. - Tool developed to collect baseline data on simulation experiences. - Baseline and goal of simulation use established.	Fall 2022	- Vice President for Academic Affairs - Academic Department Chairs

Strategy 1.6 Enhance the development of students' soft/essential skills.

Objectives	KPIs	Timeline	Lead(s) (Individual, Department, Team)
1.6.a. Identify a baseline of assessments that measure students' essential skills.	- Baseline assessments identified in communication and technology. - Assessment shared with academic and non-academic areas.	Fall 2022	- Vice President for Student Affairs - Vice President for Academic Affairs - General Education Team - Academic Assessment Team - Co-curricular Assessment Team
1.6.b. Support the enhancement of the General Education outcome review process.	- General Education outcome review process implemented. - General Education outcome review process tracked.	Spring 2022	- Vice President for Student Affairs - Vice President for Academic Affairs - General Education Team
1.6.c. Further standardize the FYE curriculum to focus on soft/essential skills.	- Standard FYE lesson plans developed. - Support provided for enhanced training and development of FYE instructors.	Fall 2022	- Vice President for Student Affairs

Goal 2. Strategically foster relationships with partners to fulfill the workforce needs of North Dakota and the region.

Strategy 2.1 Enhance current and future marketing and recruitment efforts to grow enrollment.			
Objectives	**KPIs**	**Timeline**	**Lead(s)** (Individual, Department, Team)
2.1.a. Assess current practices related to marketing and recruitment.	- Strategic enrollment plan developed. - Applicable recommendations from Stamats report implemented.	Fall 2022	- Vice President for Student Affairs - Executive Director of College Relations and Marketing - Director of Admission
2.1.b. Review marketing channels/tools (e.g. Social Media) to enhance outreach and awareness.	- Within each delivery mode (Wahpeton, Fargo, Online, Early-entry) increase annual enrollment by 1%.	Fall 2022	- Vice President for Student Affairs - Executive Director of College Relations and Marketing
2.1.c. Increase awareness of high-demand academic programs focusing on those with low enrollment.	- Enrollment in high-demand, low-enrollment, academic programs increase 1% per year.	Spring 2023	- Vice President for Student Affairs - Vice President for Academic Affairs - Executive Director of College Relations and Marketing
2.1.d. Define and promote the living and learning experience available to NDSCS students.	- Increase the number of students living on campus by 3% each year. - Within each delivery mode (Wahpeton, Fargo, Online, Early-entry) increase annual enrollment by 1%.	Spring 2023	- Vice President for Student Affairs - Executive Director of College Relations and Marketing - Executive Director for Residential and Student Life - Student Senate Leaderships
2.1.e. Enhance liberal arts recruitment/growth.	- Liberal arts enrollment grows 1% annually.	Spring 2023	- Vice President for Student Affairs - Vice President for Academic Affairs - Executive Director of College Relations and Marketing - Dean of Arts, Science, and Business
Strategy 2.2 Grow and align programs to meet workforce needs.			
Objectives	**KPIs**	**Timeline**	**Lead(s)** (Individual, Department, Team)
2.2.a. Expand early-entry course offerings and enrollment.[7]	- Establish baseline and history of early-entry course offerings (number of classes, credits, enrollments). - Increase number of offerings by 5%. - Increase enrollments by 5%.	Spring 2023	- Vice President for Academic Affairs - Distance Education Director
2.2.b. Develop new academic programs aligned with workforce needs.	- New programs developed (tracked) and implemented.	Spring 2023	- Vice President for Academic Affairs - Distance Education Director

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[7] 2s5 From 2017-2020 NDSCS Strategic Plan

	- Enrollment in new programs at 50% capacity after first year.		- Academic Leadership Team
2.2.c. Focused recruitment/retention efforts for underrepresented populations.	- Job descriptions of recruitment staff reviewed to ensure focus on recruiting diverse perspectives.[8] - Ensure recruitment staff have access to resources and training to work with diverse perspectives[8] - Support the development of a multicultural resources and organizations.[8]	Fall 2021	- Vice President for Student Affairs - Diversity and Equity Team - Executive Director for Human Resources
2.2.d. Increase retention of current students (including early-entry).	- Student IPEDS retention rates increase from 67.41% (2016) to 80%. [2009 (all-time high): 80%] - Increase capture rate of early-entry students from 8% to 10%	Spring 2023	- President - College employees - Distance Education - Vice President for Student Affairs - Vice President for Academic Affairs - Director of Admission
2.2.e. Explore academic program access and delivery options.	- Establish baseline of delivery methods utilized. - Incorporate an assessment of program access and delivery options as a component of the Academic Program Review process.	Fall 2022	- Vice President for Academic Affairs - Chief Information Officer - Dean of Art, Science, and Business
2.2.f. Further develop transfer and articulation initiatives.[9]	- Incorporate an assessment of program transfer and articulation initiatives as a component of the Academic Program Review process.	Fall 2022	- Vice President for Academic Affairs
2.2.g. Increase utilization of technology (e.g. Hobsons, texting, Qualtrics) to engage prospective and incoming students[10]	- Establish baseline of technology utilization. - Increase utilization of technology 1% annually.	Spring 2023	- Vice President for Student Affairs - Director of Admission - Executive Director of College Relations and Marketing - Chief Information Officer
2.2.h. Evaluate and establish academic program alignment with K-12 and the workforce needs.	- Establish curriculum pathways for all cluster areas identified as a part of the Career Workforce Academy.	Fall 2022	- Vice President for Academic Affairs - Academic Department Chairs
2.2.i. Actively engage prospective students in career awareness activities.	- Define and track attendance at career awareness activities.	Fall 2022	- Vice President for Student Affairs

[8] FY21-FY23 Diversity and Equity Team Strategic Plan
[9] 2s3 From 2017-2020 NDSCS Strategic Plan (edited)
[10] 4s2 From 2017-2020 NDSCS Strategic Plan

Objectives	KPIs	Timeline	Lead(s) (Individual, Department, Team)
	- Increase attendance at special event days by 5%.		- Executive Director of College Relations and Marketing - Executive Director of Student and Residential Life - Director of Admission
2.2.j. Explore alternative resources and schedules to assist TrainND with evolving instructional needs[11]	- Increase the number of employers/employees served by Workforce Training 8%. [FY20: 89 Businesses Served; FY20: 1,203 trained (duplicated)]	Spring 2023	- Vice President for Workforce Affairs
2.2.k. Develop a Career Workforce Academy[12]	- Career Workforce Academy is operational.	Fall 2022	- President - All College Employees

Strategy 2.3 Grow partnerships in all areas.

Objectives	KPIs	Timeline	Lead(s) (Individual, Department, Team)
2.3.a. Establish a baseline of partnerships.	- Official partner list identified. - Sponsored student baseline established. - List of industry-recognized certifications/credentials (as part of the academic curriculum) developed. [13]	Fall 2022	- Vice President for Academic Affairs - Vice President for Student Affairs - Partnering for Success Taskforce
2.3.b. Develop a tracking tool for partnerships.[14]	-Tracking tool developed	Spring 2022	- Vice President for Student Affairs - Partnering for Success Taskforce
2.3.c. Explore opportunities to grow partnerships in all areas.	- Increase business and industry partnership contributions by 3% (FY21: $6.5M). - Establish baseline measurements for grant funding, including: number of proposals submitted, number awarded, amount awarded, number of submissions.	Fall 2021	- President - Vice President for Academic Affairs - Vice President for Student Affairs - Vice President for Administrative Affairs - Vice President for Workforce Affairs
2.3.d. Provide training and assistance for partnership development.	- Training developed for partnership development. - 50% of all supervisors complete training. - Partnerships established in every area by FY22.	Fall 2021	- Executive Director of Human Resources - Partnering for Success Taskforce - Academic Department Chairs - Student Affairs Leadership Team - All Supervisors

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[11] 2s6 From 2017-2020 NDSCS Strategic Plan
[12] 4s5 From 2017-2020 NDSCS Strategic Plan
[13] 2s2 From 2017-2020 NDSCS Strategic Plan
[14] 4s6 From 2017-2020 NDSCS Strategic Plan

Goal 3. Commitment to the continuous improvement of NDSCS and its employees.

Strategy 3.1 Maintain NDSCS's strong fiscal position.

Objectives	KPIs	Timeline	Lead(s) (Individual, Department, Team)
3.1.a. Monitor and align revenues with expenditures.	- Composite Financial Index is maintained in the 4-5.0 range. [FY19: 5.62] - Within each delivery mode (Wahpeton, Fargo, Online, Early-entry) increase annual enrollment by 1%.	Fall 2021	- Vice President for Academic Affairs - Vice President for Student Affairs - Vice President for Administrative Affairs - Vice President for Workforce Affairs
3.1.b. Identify a College-wide plan to review and upgrade technology as required.	- Technology upgrade plan developed and adopted.	Fall 2022	- President - Chief Information Officer - Vice President for Administrative Affairs
3.1.c. Prioritize funding for deferred maintenance and technology upgrades.	- Deferred maintenance priority list established. - Technology upgrade plan developed and adopted.	Fall 2022	- Vice President for Administrative Affairs - Executive Director of Facilities Management - Chief Information Officer
3.1.d. Develop a space utilization plan to ensure efficiency.	- Space utilization plan developed.	Fall 2022	- Vice President for Administrative Affairs - Executive Director of Facilities Management

Strategy 3.2 Enhance students' accessibility and affordability.

Objectives	KPIs	Timeline	Lead(s) (Individual, Department, Team)
3.2.a. Increase awareness among students of the financial investment of higher education.	- Increase students attending tuition-free from 69% to 75%. - 95% of new students received Full Educational Cost Overview.	Fall 2022	- Executive Director of NDSCS Alumni Foundation - Vice President for Student Affairs - Financial Aid Director
3.2.b. Assist students with identifying funding options and opportunities for higher education.	- Increase students attending tuition-free from 69% to 75%.	Fall 2022	- Vice President for Student Affairs - Financial Aid Director - Executive Director of College Relations and Marketing - Director of Admission
3.2.c. Identify and develop scholarships and sponsorships.	- NDSCS Alumni Foundation scholarship dollars awarded increase from $746,700 to $791,502 (6%). - Increase students attending tuition-free from 69% to 75%.	Spring 2023	- President - Executive Director of NDSCS Alumni Foundation

Strategy 3.3 Support professional development for all employees.

Objectives	KPIs	Timeline	Lead(s) (Individual, Department, Team)
3.3.a. Develop a teaching and learning center.	- Develop teaching and learning center. - Increase students' satisfaction with instructional effectiveness from 5.68 to 6.0.[15]	Spring 2023	- President - Vice President for Academic Affairs - Vice President for Student Affairs - Chief Information Officer
3.3.b. Clarify and define professional development	- Increase employees' satisfaction with adequate opportunities for professional development from 3.8 to 4.0.[16]	Spring 2023	- President - Rewards and Recognition Team - Faculty Professional Development Team - Executive Director of Human Resources - Vice President for Academic Affairs
3.3.c. Enhance advisor training.	- Establishment of an academic advising team. - Development of comprehensive advisor training and mentor program. - Create teaching and learning center.	Fall 2022	- Vice President for Academic Affairs - Vice President for Student Affairs - Chief Information Officer - Advising and Registration Taskforce
3.3.d. Develop employee mentor training.	- Develop employee mentor training program.	Summer 2022	- Executive Director of Human Resources
3.3.e. Provide education opportunities related to team building, communication, and/or emotional intelligence.[16]	- Improve employee satisfaction regarding effective lines of communication between departments from 3.06 to 4.0.[17]	Fall 2022	- President - Vice President for Academic Affairs - Vice President for Student Affairs - Vice President for Administrative Affairs - Vice President for Workforce Affairs - Executive Director of Human Resources
3.3.f. Provide training to supervisors related to strategic goal development and tracking.	- Train all supervisors in goal development. - Incorporate training for goal development training into supervisor training (new employees).	Summer 2022	- Vice President for Student Affairs - Accreditation and Strategic Planning Team - Executive Director of Human Resources

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[15] Satisfaction: 1= 'Not satisfied at all' / 2= 'Not Very Satisfied'/ 3 = 'Somewhat Satisfied' / 4 = 'Neutral' / 5 = 'Somewhat Satisfied' / 6 = 'Satisfied' / 7 = 'Very Satisfied'

[16] 3s2 From 2017-2020 NDSCS Strategic Plan

[17] Satisfaction: 1= 'Not satisfied at all' / 2= 'Not Very Satisfied'/ 3 = Somewhat Satisfied/ 4 = Satisfied/ 5 = 'Very Satisfied'

Objectives	KPIs	Timeline	Lead(s) (Individual, Department, Team)
3.3.g. Grow opportunities for diversity, equity, and inclusion (DEI) understanding and training.	- Provide leadership-specific trainings/opportunities related to DEI initiatives.[8] - Review new employee onboarding for diversity and equity components; recommending modifications as needed.[8]	Spring 2022	- Vice President for Student Affairs - Executive Director of Human Resources - Diversity and Equity Team

Strategy 3.4 Enhance communication and collaboration college wide.			
Objectives	**KPIs**	**Timeline**	**Lead(s)** (Individual, Department, Team)
3.4.a. Support inclusive working and learning environment initiatives.	- Complete the FY21-23 Diversity and Equity Team Strategic Plan. - Decrease observed or experienced harassment among employees from 18.8% to 10%. - Decrease observed or experienced harassment among students from 21.43% to 12%.	Fall 2022	- Vice President for Student Affairs - Executive Director of Human Resources - Diversity and Equity Team - All College Employees
3.4.b. Enhancement of employee on-boarding.	- Review new employee onboarding for diversity and equity components; recommending modifications as needed.[8]	Fall 2021	- Executive Director of Human Resources - Diversity and Equity Team
3.4.c. Intentionally recognize and celebrate successes.	- Evaluate criteria for awards/recognition of employees (including student employees) to ensure alignment with mission and priorities.	Fall 2021	- Executive Director of Human Resources - Rewards and Recognition Team
3.4.d. Review NDSCS foundational documents and statements to ensure inclusivity.	- Review and update (as needed) Employee Quality Standards, values, mission by a cross-functional team.	Spring 2023	- President - Accreditation and Strategic Planning Team
3.4.e. Review staffing levels and workloads to align with institutional needs, priorities, and resources.	- Increase employees' satisfaction with department has the staff it needs to do its job well from 3.07 to 4.0.[16]	Fall 2022	- Vice President for Academic Affairs - Vice President for Student Affairs - Vice President for Administrative Affairs - Vice President for Workforce Affairs - Executive Director of Human Resources - All Supervisors

Strategy 3.5 Review processes and policies to reduce barriers to students' success.			
Objectives	**KPIs**	**Timeline**	**Lead(s)** (Individual, Department, Team)
3.5.a. Review developmental course pathway to reduce barriers.	- Review development course sequence by cross-discipline taskforce. - Review and implement taskforce recommendations.	Spring 2023	- Vice President for Academic Affairs
3.5.b. Review and grow career development initiatives and tools for all students.	- Evaluate current career development/counseling tools. - Determine opportunities to expand career development tools to prospective students.	Spring 2023	- Vice President for Academic Affairs - Vice President for Student Affairs - Director of Academic and Career Counseling