Goal One: Close the Colleges’ Educational Equity Gaps.

- Close the gaps in our fall-to-fall persistence and completion rates by 2027.

1.1 Improve campus climate by evaluating college policies, procedures, key processes and facilities.
   1.1.A. Complete a full cycle of college policy and procedure review using the colleges’ equity-minded policy review framework.
   1.1.B. Evaluate and redesign key college processes that contribute to inequities in educational outcomes for low-income and historically underrepresented students.
   1.1.C. Enhance accessibility and recognize historically underrepresented communities in our physical environment.

1.2 Attract, hire, and retain a diverse workforce.
   1.2.A. Increase the number of protected class applicants and meet affirmative action goals.
   1.2.B. Increase opportunities to diversify employees by engaging supervisors.
   1.2.C. Expand supportive practices for protected class groups at the colleges.
   1.2.D. Provide ongoing inclusive and culturally adaptive professional development.

1.3 Reduce inequities in education and the regional workforce by strengthening partnerships with educational institutions, business and industry, community-based organizations (CBOs), and philanthropic partners.
   1.3.A. Increase the number of women- and minority-owned businesses among our vendors.
   1.3.B. Enhance access, especially for historically underserved students, by expanding post-secondary pathways with educational institutions, CBOs, and workforce partners.
   1.3.C. Support industry partners in becoming inclusive, equity-committed employers.
   1.3.D. Support equity and student success work by securing additional resources through philanthropic relationships.

1.4. Develop an institutional effectiveness infrastructure that enhances transparency and accountability for advancing campus equity and inclusion.
   1.4.A. Bring together equity and inclusion measures to provide more comprehensive and actionable information on campus climate, equity, and inclusion.
   1.4.B. Enhance our ability to use evidence to guide planning and continuous improvement.
   1.4.C. Improve communication around institutional performance, so all stakeholders can see the progress being made on student success and equity and inclusion.

Goal Two: Improve Student Success (Effective Teaching + Access + Persistence and Completion)

- Increase enrollment at Inver Hills to 2586 FYE by 2027 (5% increase over FY22).
- Increase enrollment at DCTC to 2041 FYE by 2027 (12% increase over FY22).

2.1. Develop equity-minded and culturally responsive practitioners across the colleges.
   2.1.A. Expand the use of inclusive, equity-informed, and culturally responsive teaching and support practices and resources.
   2.1.B. Utilize the Equity by Design methodology to identify and address equity gaps in academic programs.
   2.1.C. Identify and address curriculum contributing to inequities in educational outcomes and redesign.
   2.1.D. Provide ongoing professional development opportunities.

2.2. Enhance access to higher education through early college credit and K-12 partnerships.
   2.2.A. Increase early college course offerings in K12 districts.
   2.2.B. Increase the matriculation rate of early college credit students to our colleges.
   2.2.C. Develop pathway programs supporting the participation of historically marginalized high school and middle school students in post-secondary education.

2.3. Reduce financial barriers for students.
   2.3.A. Increase awareness and availability of scholarships and grants.
   2.3.B. Increase collaboration with CBOs and other service agencies to address students’ ongoing basic needs.
   2.3.C. Align and improve communication around the student financial aid and payment processes to increase financial literacy.

2.4. Enhance academic program pathways for students by identifying opportunities to partner across the colleges.
   2.4.A. Align academic programs across the colleges within a common guided learning pathways framework.
   2.4.B. Increase our capacity to advise students on academic programs across the two colleges.
   2.4.C. Enhance program pathways by increasing credit and non-credit program collaborations and leveraging industry and advisory board expertise.

2.5. Enhance a culture of student belonging and integrated support.
   2.5.A. Increase participation in successful academic support programs.
   2.5.B. Continue to identify student support needs and develop programs that meet those needs.