



MEMBERS OF MINNESOTA STATE

DCTC & Inver Hills Strategic Plan 2021-2027

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.