



5 Year Affirmative Action Plan – Annual Update 2019-2020

Employment Program Affirmative Action Initiatives

Program Objective 1: Implement targeted recruitment plans based on race, sex, disability, and veteran status.

Activity/Steps	Progress
<p>Work with College employees and community experts to identify and use new minority recruitment strategies and resources.</p>	<p>Nicolet College has partnered with the Wisconsin Indian Education Association in a grant from the Lumina Foundation (Many Ways of Knowing) to create new opportunities for credit for prior learning by validating the existing knowledge of tribal students and improving educational pathways for tribal students.</p> <p>Tribal Outreach Coordinator provided contact info for Mole Lake and Lac du Flambeau newsletters; Veterans Liaison provided contacts for County Veteran Services Officers. Employee Relations forwards position openings to these new contacts to increase awareness of College position openings to tribal members and veterans.</p> <p>Continue to post positions through Job Center of Wisconsin (providing openings to Veterans first); expanded reach to national sources for hard to fill positions (Indeed, Zip Recruiter, Career Builder, NurseRecruiter.com, Health Faculty jobs).</p> <p>Extended videoconference options to candidates selected for interviews, serving needs during COVID-19 and time and cost concerns for candidates.</p> <p>Renewed an employee’s H1B 3-year extension and is submitting a Green Card PERM application.</p>
<p>Invite clients of community agencies serving minorities, individuals with disabilities, and veterans to attend community job fairs.</p>	<p>Due to COVID-19, our traditional job fair was replaced with a Drive Thru Job Fair in partnership with Northern Advantage.</p> <p>Nicolet College along with the WTCS has transitioned to a new Career Services Job Search Platform of Handshake. The new platform allows us to label job types as well as populations of students, like Veteran and NTO, to better share job postings. All NTO students were contacted from Career Services sharing a video of services as well as an invite for one-on-one career assistance.</p>



	All Nicolet students received invitations to the Drive Thru Job fair along with Handshake, which includes students with minority status, disabilities, and veterans.
Maintain and share information about community service organizations with employees to support diverse populations.	Veterans Liaison provided Employee Relations with local contact info for County Veterans Service Officers (CVSO).
Partner with community agencies such as Wisconsin Division of Vocational Rehabilitation, Vocational Rehabilitation for Native Americans, Workforce Development Agencies, and Veterans Services to do targeted recruiting.	In August of 2019, Employee Relations began and continues to send position openings to CVSO's to increase awareness by Veterans.


Program Objective 2: Engage all employees in professional development that creates an inclusive community.

Activity/Steps	Progress
Provide diversity, equity, and inclusion training as part of a supervisory leadership development program.	Leadership and Management modules include “Serving an Increasingly Diverse Population” reading and group exercise; and “Unconscious Bias” reading and group exercise.
Provide opportunities for employees to participate in study abroad experiences.	Study abroad was cancelled for 2020 due to COVID-19 pandemic.
Encourage engagement of employees in both self-directed and group learning activities to enhance diversity, equity, and inclusion.	<p>The Student Engagement and Diversity & Inclusion Committee sponsored and promoted a series of broadcasts by diverse speakers in the Fall/Spring.</p> <p>Study Circle Online Conversations were offered Fall/Spring to employees to focus on the American Indian student experience, including exploration of a selected book.</p> <p>February 2020 All-Staff Conference included a staff exercise on creating empathy maps for different student segments in order to design practices to become a “student-ready college.” Nicolet College provides an all-access pass to Franklin Covey professional development resources for all employees to engage in self-directed learning on a variety of topics, including those centered around diversity, equity, and inclusion. Supervisors are also provided with a subscription to Jhana for Managers, an online compendium</p>



	<p>of curated resources for managing people; and a subscription to “Communications Bulletin” – a management resource for effective staff communications.</p> <p>Employee Relations member attended awareness training to detect and reduce bias in ads, position openings, and during the interview process.</p>
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Program Objective 3: Be recognized in the community as a leader for diversity, equity, and inclusion.

Activity/Steps	Progress
Organize multicultural community-wide events and activities.	Tribal Outreach and Student Engagement sponsored Darren Thompson, a nationally renowned American Indian flute player and educator. He was invited to perform in recognition and celebration of Indigenous Peoples Day in the Nicolet College Theater.
<p>Create an awareness campaign to showcase Nicolet’s diversity, equity, and inclusion efforts.</p> 	<p>The Many Ways of Knowing grant project funded by the Lumina Foundation was featured by the Lumina Foundation in their blog distributed nationally.</p> <p>Nicolet College was selected as a 2020 Promising Places to Work award winner by two national organizations that support diversity efforts by community colleges across the country. The National Institute for Staff and Organizational Development (NISOD) partnered with Diverse: Issues in Higher Education to recognize Nicolet for its “best-in-class student and staff recruitment and retention practices, inclusive learning and working environments, and meaningful community service and engagement opportunities.” Nicolet was the only college in Wisconsin and one of 16 across the country to receive a 2020 Promising Places to Work in Community Colleges award. It was announced nationally, reported by local media, is highlighted on the College website, and a plaque is prominently displayed on campus.</p>



Student Program Affirmative Action Initiatives
Enrollment

Program Objective 1: Increase enrollment, retention, and completion rates for minority students.

Activity/Steps	Progress
Increase recruitment related activities for racial minority students.	<p>Nicolet College’s partnership with the Wisconsin Indian Education Association through the Lumina Foundation Grant creates new opportunities for tribal students. Many Ways of Knowing involves validating existing knowledge for credit for prior learning, improving educational pathways for tribal students.</p> <p>Lac du Flambeau, Sokaogon Chippewa, and Forest County Potawatomi educational department staff are invited to School to Career Meetings, which typically meet 5-6 times per academic year.</p> <p>There is regular collaboration with job center to serve student with high school completion and post-secondary exploration. With the job center and other community partners, Nicolet’s Career Development Coach coordinates a community job fair.</p>
Increase internal education: obtain funding for events, speakers, and/or library series.	Through the Many Ways of Knowing grant a professional development series for faculty and staff has been established to improve Native American cultural competency. These opportunities will be extended to all staff in the near future.
Purposeful inclusion in internal and external media of Native American students, tribal partners, and outreach locations.	The College website provides information regarding our Tribal Outreach Coordinator’s collaboration with tribal education departments and committees, tribal governments and community agencies, state and national community and education development organizations. Affiliations include the Wisconsin Indian Education Association, National Indian Education Association, and Wisconsin Colleges Personnel Association, also listed on the website.
Promote a welcoming and inclusive environment with reflection of the racial and cultural heritage of our students.	Within the work of the Many Ways of Knowing grant and extending beyond that work, the liberal arts faculty are working to update courses to include Native American cultural competencies.
Include information in student orientations, advising, and portal about the resources for minority students.	Our new student orientation has recently been built as a Brightspace course and an entire module is dedicated to belonging to Nicolet College. Topics covered include



	<p>diversity and inclusion, disability support services, and important student policies.</p> <p>Information regarding the DEI Committee was added to the website to inform students, generate interest, and recruit a student representative to join the committee.</p>
Provide a broad overview of the cultural aspects of our district and students at New Employee Orientation.	New employees review our Employee Guide and a video about the History of the WTCS. Our history, culture, and role, as well as mission, vision, values, core abilities, and policies are highlighted.
Create Diversity, Equity and Inclusion committee to direct activities that promote continued learning.	A DEI charter was created in summer 2020, and a DEI Committee was created including two co-chairs. Employees were invited to participate for a 1 year term. There are currently 9 members and a student representative is being pursued. Meetings are scheduled and dates/times are posted on the college website to encourage participation.

Program Objective 2: Increase enrollment for students with disabilities.

Activity/Steps	Progress
Accommodation Specialists participate regularly in Care Team to promote and develop services for students with disabilities.	The Care Team meets biweekly and includes employees from coaching/advising, disability support, and career services/student engagement.
Help students in JumpStart transition to post-secondary enrollment.	Students with intellectual disabilities receive individualized assistance from Academic Success to set educational and career goals and develop college success skills.
Build connections with Special Education Directors at district schools to assist students when transitioning to college.	Nicolet’s Accommodations Specialist attends transition fairs at various high schools.
Develop marketing materials to promote services for students with disabilities. Include photos of diverse student population in college marketing materials.	Ongoing progress continues with including diverse students and students with disabilities in marketing efforts.
Partner with community agencies that serve students with disabilities.	Nicolet’s Accommodations Specialist regularly participates in County Communities on Transition (CCoT) meetings.
Include information about services for students with disabilities in New Employee Orientation	New Employees review Administrative and Board policies within their first month of employment, including Access for Students with Disabilities and Assistance for Employees with Disabilities policies.



Program Objective 3: Implement recruitment strategies for veterans and their families.

Activity/Steps	Progress
Increase internal education on serving veterans.	In development
Create marketing materials to attract veterans and military students. Increase visibility of veterans across campus.	In development
Hold awareness activities on campus on veteran holidays.	To celebrate Veteran’s Day last year the Veterans Liaison lead a care package collection, placed flags outside all Nicolet buildings, set up a Veteran honor board and display case, and did a live Facebook interview.
Build connections with CSOs and veterans organizations to increase awareness of Nicolet College.	Veterans Liaison provided a contact list of County Veteran Service Officers to Employee Relations. Employee Relations sends job openings to CSOs to increase awareness and encourage them to apply. Veterans Liaison regularly connects with Oneida and Forest CSO’s and is a member of two local Veteran organizations.



Student Program Affirmative Action Initiatives
Completion (Graduation) Rates

Program Objective 1: Increase course completion rates for Native Americans and other minorities.

Activity/Steps	Progress
<p>Assist Native American Students in understanding the Federal Financial Aid process at Nicolet (how it differs from the Tribal Aid Financial Aid process, and how to access benefits).</p> <p>Assist other racial minorities in understanding Federal Financial Aid requirements and process.</p>	<p>Prior to the pandemic, Financial Aid staff provided FAFSA support and individual financial aid consultations at enrollment events on the reservations in our district. Efforts during the pandemic remain under development.</p> <p>In development</p>
<p>Provide professional development and internal education opportunities on diversity and inclusion at In-Services/ Conference Day.</p> <p>Expand knowledge of services via In-service, New Employee Orientation, and Adjunct Summit.</p>	<p>Several enrollment team staff participated in WI DPI diversity trainings including Knowing Your Neighbors and Annual Wisconsin American Indian Studies Summer Institute</p> <p>New student orientation has recently been built as a Brightspace course and an entire module is dedicated to belonging to Nicolet College. Topics covered include diversity and inclusion, disability support services, and important student policies.</p>
<p>Access research to improve accuracy in identifying students at risk of non-persistence.</p>	<p>Equity research completed using the WTCS Equity Report template (March 2020)</p>

Program Objective 2: Increase retention for students with disabilities.

Activity/Steps	Progress
<p>Expand knowledge of services for students with disabilities via In-service, New Employee Orientation, Faculty conferences, and Adjunct Summits.</p>	<p>New student orientation has recently been built as a Brightspace course and an entire module is dedicated to belonging to Nicolet College. Topics covered include diversity and inclusion, disability support services, and important student policies.</p> <p>Accommodation Specialist provided information and resources to employees during the week of July 26, highlighting the 30th anniversary of the ADA.</p>



Locate Academic Success Instructors and resources where increased interaction with students is facilitated by establishing accessibility outside the classroom and embedded in classes.	In development
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Program Objective 3: Implement student veterans and current military student retention strategies.

Activity/Steps	Progress
Implement at least one new retention strategy to increase our Military Student and Student Veteran population.	In development
Recognize veterans at graduation ceremonies and annually on Veterans Day.	Veteran students receive a special red, white and blue cord for graduation. We recognized all Veterans through our displays and signage.
Attend Veterans Summits, conferences, or workshops to expand understanding of veterans’ needs and obtain resources for support and retention strategies.	Veterans Liaison regularly attend the WTCS Veteran Services meetings and VA webinars. Planned to attend WACRAO in June which was canceled.
Veterans Liaison will make personal one-on-one contact with every identified Student Veteran/Military Student.	Our Veterans Liaison made some contacts and assists those who are using their benefits.
Research and identify programs and activities that focus on persistence and retention for Student Veterans and Military Students.	In development



Diversity/Equity Activities for Culture

The 2020 Northwoods Pride Virtual Event was held in July this year successfully. They hosted a live webinar and had guest speakers to share reflections and insights on LGBTQ community, especially transgender community in the Northwoods. There were over 600 views in Facebook Live.

The Rainbow Hodags are in the process of establishing an LGBTQ Leadership Scholarship for LGBTQ student leaders at Nicolet College to increase enrollments and support LGBTQ students.

The College continues to offer Safe Zone training to employees and provides Safe Zones for LGBTQ students.

Policy Changes

All Employee Relations Administrative Policies were reviewed in March 2020 and updated as needed.

Evaluation and Monitoring

Monitoring and evaluation activities for the district consist of:

- Reviewing Affirmative Action Compliance Reports for increases in female, disabled, and racial/minority employees.
- Reviewing enrollment and completion rate numbers, looking for improvements in the number of disabled and racial/minority students enrolled and completing programs of study.

Alignments with WTCS Commitments to Progress

1. Sustained Conversations on Systemic Racism and Policy Reform

On June 3, 2020, President Nelson issued a statement to all employees focused on the need to uphold our #1 Nicolet College Value: “We believe in the worth and dignity of the individual, and we therefore commit to treating each person with kindness and respect.” Monthly updates from the Executive Leadership Team to all employees continue this conversation by suggesting ways that the Nicolet College community can realize our values.

2. Focus on Equity in Student Access and Success

Through the Nicolet College Equity Report published in March, 2020, the College Perkins Plan, and the Guided Pathways Scale of Adoption Assessment, Nicolet has made a commitment to the continuous review of data to improve access and success metrics for all student populations. Improvements are underway to improve the program review process and include more equity data, including with Program Advisory Committees.



3. Use Data to Close Equity Gaps

Through the development of its local equity report, Nicolet College identified gaps in student outcomes for racial and ethnic minorities, particularly American Indians/Alaska Natives; females; and students with disabilities. Nicolet is shifting its academic advising model to a student success coach model which encompasses more dimensions of the student experience in helping students navigate through enrollment, using a Guided Pathways approach. Early momentum is a key focus area of this shift.

4. Review Hiring and Retention Policies

Through continuous self-assessment and professional development, Nicolet will promote a culture of equity in hiring, training, decision-making, support services, and teaching and learning. Employee Relations is curating a library of online training resources for this purpose.

5. Increase Transparency

As a leader through the District, Nicolet College will continue to increase messages and activities toward promoting equity and inclusion in northern Wisconsin.