



**Northcentral**  
TECHNICAL COLLEGE

---

## **Northcentral Technical College**

### **Equal Opportunity / Affirmative Action**

**Annual Report  
2005-2006**

## Equal Opportunity / Affirmative Action Goals

2005-2010

1. Balance individual occupational program enrollment percentages for students by race, gender and special population availability.
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/or other special population students and take steps to assure non-discrimination in referral and placement services.
3. Analyze and address employment of faculty and staff within each district in the Wisconsin Technical College System to match utilization/availability percentages for racial, gender and disabled categories.
  - \* Implement a plan for recruiting and hiring minorities, women and disabled faculty and staff in all employment categories where there is under representation.
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 each and every person by appreciating the uniqueness that they bring to the college district.
  - \* Implement faculty and staff in-service programs, professional development activities, mentoring and student orientation programs to promote multi-cultural, gender and special population awareness and sensitivity.
  - \* Integrate the history, culture, accomplishments and contributions of minorities, women and special populations into curricula at each WTCS district.
  - \* Insure that cultural competency is practiced at every campus.

## Section I: Policy Statement Updates or Revisions

### 2005-2006 Results:

Revisions were made to existing Northcentral Technical College policies during the 2005-2006 fiscal year to reflect new contact information for the Affirmative Action Officer and Designated Contact Persons at Regional Campuses. Copies are located in Appendix A.

## Section II: Affirmative Action / Equal Opportunity Action Dissemination Activities

### 2005 - 2006 Results:

The "Affirmative Action Five Year Compliance Plan 2005-2010 and other AA/EEO information was disseminated in the same manner as reported in the College's "Affirmative Action Five Year Compliance Plan 2005-2010."

## Section III: Employment Program Initiative Progress Report

A copy of the 2005-2006 Employment Results and Workforce Goals Analysis are attached in Appendix A.

Northcentral Technical College developed three employment program initiatives in its five-year plan. The following pages summarize fiscal year results.

### **Program 1: Increase minority Faculty**

**Program Initiative A:** Investigate the extension of recruitment and hiring areas for faculty category of employment and possibly develop joint statewide minority recruitment activities with other Technical Colleges and area Universities.

Activity/ Steps	Persons responsible for Implementation	Timetable
Evaluate current recruitment efforts for faculty positions; Investigate possible expansion or revisions; investigate possible cooperative efforts with area post secondary schools such as technical colleges, universities or two year university campuses.	Team Leader, Human Resources, Human Resource Staff, Equal Opportunity Officer	2006
Implement combined recruitment campaigns targeted at minority faculty.	Equal Opportunity Officer, Assistant Director of Human Resources, Human Resources Staff, Consortia Participants	2006-07
Implement a pre-screening of applicants to assure certification eligibility; establish an eligible for interview list of qualified candidates to be shared with consortia participants.	Equal Opportunity Officer, Assistant Director of Human Resources, Consortia Participants	2007-08

**Program Initiative B:** Expand within-district outreach and recruitment contacts with community based organizations, tribal affiliates and minority organizations.

Activity/ Steps	Persons Responsible for Implementation	Timetable
Develop a comprehensive listing of various community based organizations, minority clubs and organizations, and tribal organizations within the district.	Equal Opportunity Officer; Minority Recruitment Specialist, Human Resources Staff, Diversity Committee	2005-06
Design outreach materials and prepare a presentation on NTC faculty employment targeted at minorities in all employment categories	Equal Opportunity Officer, Minority Recruitment Specialist, Diversity Committee, Director of Marketing & Public Relations	2006-07
Contact all organizations and/or make presentations to elicit assistance in minority faculty recruitment for the college	Equal Opportunity Officer, Minority Recruitment Specialist, Diversity Committee	2007-08

**Program Initiative C:** Contact current minority adjunct faculty to investigate expansion of employment to over 50% time or appointment to full time vacancies as program needs warrant.

Activity/Steps	Persons Responsible for Implementation	Timetable
Identify minority adjunct faculty who may be interested in expansion of employment to over 50% time as program needs warrant.	Deans, Equal Opportunity Officer	2005-06
Develop list of pre-qualified minority faculty candidates for employment expansion or appointment to full time vacancies from current part time employees	Certification Officer; Equal Opportunity Officer; Human Resources	2006-2009

**Program Initiative D:** Develop and implement a faculty candidate mentoring program to assist candidates during interview and post interview situations.

Activity/Steps	Persons Responsible for Implementation	Timetable
Design a Host Program to host and assist faculty candidates while on campus for recruitment or interview situations.	Equal Opportunity Officer, Diversity Committee, V.P. for Learning, Deans,	2007-08
Establish budgetary support for payment of interview expenses for candidates	Equal Opportunity Officer; V.P. Operations; Vice President of Human Resources	2007-08

**Program 1: Methods of Evaluation:**

The number of minority faculty will be evaluated annually by the Equal Opportunity Officer. Increased minority faculty will be a general indicator of success. Each initiative involved in a specific recruitment will be reviewed during the post review of the recruitment conducted by the Equal Opportunity Officer, Deans and Human Resource Staff.

**Annual Progress: (Give a (cumulative) report by each year of the 5 year plan.)**

**2005-2006:**

**Initiative A:** NTC continues to work with the WTCS Recruitment Committee investigating possible cooperative efforts with other Technical Colleges. We jointly participate with the WTCS in Job Fairs across the state. This will be an ongoing initiative as our applicant pools grow smaller.

**Initiative B:** A survey was sent to approximately 200 community based organizations, minority clubs and organizations and tribal organizations within the District to help the District expand our recruitment contacts. This survey allowed us to gather new contact information and update current information utilized. This information is utilized as we send out job postings.

The L2K5 Group developed a Diversity Resource Guide (available to staff and students) which includes information on resources relating to diversity services and community based advocacy organizations available through NTC, our regional campuses, and the surrounding area. This information is utilized as we send out job postings.

**Initiative C:** Only 9 out of 430 adjuncts and 1 out of 9 part-time faculty are currently of a minority status. The Certification Officer has identified the areas these individuals are certified in. Upon posting part or full-time Faculty vacancies with the College, each minority adjunct/part-time faculty member will receive a special invitation to apply for the vacancy. Each year this list will be reviewed, updated and incorporated into our recruitment activities.

**Program 2: Increase Disabled Staff employment**

**Program Initiative A:** Expand within-district outreach and recruitment contacts with disabled advocate organizations.

Activity/ Steps	Persons Responsible for Implementation	Timetable
Develop a comprehensive listing of various community based advocacy organizations within the district.	Equal Opportunity Officer; Center for Students with Disabilities Staff, Human Resources Staff, Diversity Committee	2006-07
Design outreach materials and prepare a presentation on NTC employment targeted at disabled in all employment categories	Equal Opportunity Officer, Center for Students with Disabilities Staff, Diversity Committee, Director of Marketing & Public Relations	2007-08
Contact all organizations and/or make presentations to elicit assistance in recruitment of disabled staff	Equal Opportunity Officer, Center for Students with Disabilities Staff, Diversity Committee Member	2008-09

**Program Initiative B:** Develop and implement a candidate host program to assist candidates during interview and post interview situations.

Activity/Steps	Persons Responsible for Implementation	Timetable
Design a Host Program to host and assist candidates while on campus for recruitment or interview situations.	Equal Opportunity Officer, Diversity Committee, V.P. for Learning, Deans	2007-08

Establish specific budgetary support for special advertising to promote NTC as an employer of choice for disabled	Equal Opportunity Officer; V.P. of Human Resources	2008-09
---	--	---------

**Program 2: Methods of Evaluation:**

The number of disabled in the total NTC workforce will be evaluated annually by the Equal Opportunity Officer. Increased disabled staff will be a general indicator of success. Each initiative involved in a specific recruitment will be reviewed during the post review of the recruitment conducted by the Equal Opportunity Officer, Deans and Human Resource Staff.

**Annual Progress: (Give a (cumulative) report by each year of the 5 year plan.)**

**2005-2006:** The L2K5 (Leadership) Group developed a Diversity Resource Guide (available to staff and students) which includes information on resources relating to diversity services and community based advocacy organizations available through NTC, our regional campuses, and the surrounding area. This information is available to our staff and students. The Diversity Resource Guide also provides additional contact information for Human Resources to use as we send out job postings.

**Program 3:** Develop and implement faculty and staff in service and orientation programs to promote Special Population (Disabled) employment awareness and sensitivity.

Activity/Steps	Persons responsible for Implementation	Timetable
Review of current programs, training, and curriculum on Special Population employment for faculty and staff	Equal Opportunity Officer, Diversity Committee, Director Support Services, Professional Development Committee, Minority Specialist	2007-08
Development of new curriculum as necessary	Equal Opportunity Officer, Director Support Services, Minority Specialist	2007-2008
Conduct Orientation of all staff	Equal Opportunity Officer, Director Support Services, Minority Specialist, Professional Development Committee	2008-2009

**Program 3: Methods of Evaluation:**

The improvement in attitudes and support for Special Population (Disabled) employment in the organization will be measured by conduct of a survey at the initial training session on diversity and a follow up survey when review training is conducted. In addition, the Diversity Committee will be consulted on a regular basis to assess their feelings on the issue of diversity awareness, support and sensitivity to Special Populations.

**Annual Progress: (Give a (cumulative) report by each year of the 5 year plan.)**

**2005-2006: N/A**

**2006-2007:** During the month of October, our Center for Students with Disabilities sent out an email a day on different topics to make our staff aware of Disabilities Awareness Month. Topics included: Frequently asked questions, when you meet a working guide dog team, when you meet a person who is blind, student's rights as a college student, disability awareness quiz, what are support services, assistive listening devices, attention disorders and visual impairments etc.

## **Section IV: Student Progress Report**

### ***Enrollment—General***

Northcentral Technical College has conducted an analysis and is establishing the following goals/ initiatives for educational and service program areas, which are under-utilized for minorities, females or disabled students. The analysis was conducted using data from the client accounting system and the series of equal opportunity reports provided by the State Office of the Wisconsin Technical College System.

#### **Results:**

Report VE 215 660, Compliance Indicator I (Students by Program) shows two overall areas of probable concern when looking at "all programs":

First, disabled students are present in the eligible student population at a rate of 3.77 % within the district. Disabled students in college programs (or taking a majority of their courses in a program area) total 228 or 4.06 % of all students reported in a program area. Based on new procedures put into place with the Center for Students with Disabilities, we believe this is why we show a gain of +1.11% for disabled students in college programs (or taking a majority of their courses in a program area for the 2005-2006 year.

Second, although Compliance Indicator I –All Programs data shows relatively positive minority student statistics for many minority categories --service percentages compared to availability percentages—statistics for the American Indian student population are lagging. "All Program" data shows an availability of 3.77% in the eligible student population while American Indian students in programs (or taking a majority of their courses in a program area) is reported at 1.14%--a difference of -1.23%. Thus, the data indicates this looks like an area of concern, which should be addressed.

#### **Item 1: Disabled**

An on site compliance review conducted by the Wisconsin Technical College System Office in 2000 found and commended the college's commitment to providing accessibility in facilities. In addition, special services staff were also commended for their commitment and service provision to disabled students. That review noted that the college was the system leader for assistive technology and service to sensory impaired students. The review also expressed the concern that "the college may have been "under-reporting the number of disabled

students....served in occupational programs and services.”<sup>1</sup> This concern was apparently addressed by the College. However, it needs to be reviewed again as part of the 5-year plan initiative to assure that the reporting is generating the correct counts. If the counts are correct, other program initiatives may need to be undertaken to recruit and serve disabled students eligible for enrollment in programs provided by the college.

### Program Initiatives

Part A: Review and develop, as necessary, a proactive approach to the collection and reporting of accurate data on student disability status and services provided, especially for “program” students.

Part B: Review, revise and/or develop informational programs for instructors, counselors and assessment personnel on referrals of disabled students to special services; devise a recruitment program targeted at disabled students; review the need for involvement of special services staff in other program areas such as Learning Center.

Activity/ Steps	Persons Responsible for Implementation	Timetable
Review the collection and reporting of data on student disability status and services provided, especially for program students. Work with the state office disability specialist to resolve concerns related to under reporting of disabled students and services.	Team Leader, Student Success; Dean; Director Support Services	2005-2006
Develop disabled student informational programs for instructors, counselors and assessment personnel. Conduct appropriate briefings and follow up to insure appropriate referrals.	Team Leader, Student Success; Dean; Director Support Services	2006
Devise a college wide recruitment program targeted at disabled students.	Vice President Student Services; Dean; Director Support Services	2006-2007
Continue programs above and assess numbers of disabled students compared to availability. If numbers have increased to availability, continue to monitor. If numbers have not increased to availability, revise and implement new programs related to reporting, referrals and recruitment.	Vice President Student Services; Dean; Director Support Services	2007-2008
Same as above.	Vice President Student Services; Dean; Director Support Services	2008-2009

### Method of Evaluation

<sup>1</sup> See Chin, Edward, State Director, Wisconsin Technical College System Board; Letter of April 25, 2000 to Dr. Robert Ernst, President, Northcentral Technical College District, page 4.

Review progress of numbers of disabled students receiving services each year. If numbers have increased, conduct analysis as to where and how achieved. Revise long-range plan (above) accordingly.

**Annual Progress (Give a (cumulative) report by each year of the 5 year plan.)**

**2005-2006:**

Processes within the Center for Students with Disabilities have been implemented specific to the completion of Client Reporting before any student receives services. In addition, a system has been developed to track accommodations provided and the total number served on a quarterly basis. Based on implementing this, we believe this is why we show a gain of +1.11% in the enrollment of disabled students.

New informational materials and training have been developed and are presently being shared with the appropriate contacts. All forms specific to disability and accommodations provided are kept on file in the Center for Students with Disabilities Director’s office. The new informational materials developed are:

- Basic Tips for Faculty
- A Guide to Support Services & Assistive Technology
- Admissions Follow Up Letter
- Request for Test Accommodations
- Special Needs Accommodations Form
- New Faculty Orientation
- Syllabi

**Item 2: Native American minority recruitment and retention**

Statistics for the American Indian student population are below expectations based upon district availability figures from the 2000 census data. The report for “All Program” data shows an availability of 3.77% in the eligible student population while American Indian students actually in programs (or taking a majority of their courses in a program area) is reported at 1.14%--a difference of -2.63%.

**Program Initiative**

The college should review and perhaps increase its efforts to recruit and retain Native American students. It should also investigate and consider the provision of vocational and technical educational programs and services through, perhaps, distance education techniques or cooperative arrangements with educational institutions in locations near population centers for this specific minority group.

Activity/ Steps	Persons Responsible for Implementation	Timetable
An ad hoc Subcommittee on Native American recruitment and retention will be formed and charged with reviewing current and recent past efforts to recruit and retain Native American students; and it will also be charged with developing recommendations to resolve the less than expected	Team Leader, Student Success; Admissions Lead; Minority Admissions Specialist; NTO Specialist, Regional Director - Antigo	2005-2006

student population statistics for Native American students.		
Report and recommendations of Subcommittee due to the Executive Leadership Team.	Team Leader, Student Success; Admissions Lead; Minority Admissions Specialist; NTO Specialist	2005-2006
Implement appropriate recommendations of Task Force	Vice President Student Services; Director of Admissions; Minority Admissions Specialist; NTO Specialist	2006-2007
Implement appropriate recommendations of Task Force	Vice President Student Services; Director of Admissions; Minority Admissions Specialist; NTO Specialist	2007-2008
Monitor and adjust efforts to recruit and maintain a stable and representative population of Native American Students	Vice President Student Services; Director of Admissions; Minority Admissions Specialist; NTO Specialist	2006 through 2009

**Method of Evaluation**

The Equal Opportunity Officer together with the Vice President Student Services and the Diversity Committee will annually evaluate efforts to recruit and retain Native American students. In addition, careful attention will be paid to monitoring and documenting changes in data for the college as it relates to this special target population group. The progress of implementation of programs as well as data analysis will be reported in the annual update to the state office.

**Annual Progress (Give a (cumulative) report by each year of the 5 year plan.)**

**2005-2006:**

A Native American Indian Recruitment & Retention Committee was formed. This Committee consisted of staff, a Native American student, and representatives from tribal organizations within the District. Six objectives have been identified to be implemented within the five year plan and they are:

- NTC will develop a marketing strategy, which will promote NTC’s program services to the Native American Indian Communities that are served in the NTC District.
- NTC’s Executive Team will make site visits to reservations to establish personal connections with tribal leaders to discuss needs and services in the tribal communities.

- Provide additional training opportunities that are not currently in existence on reservations such as Certified Nursing Assistant, Emergency Medical Technician, Medical Assistant, and 1+1 programs to schools with Native American populations and/or on the reservation (Keshena and Stockbridge).
- NTC will develop strategies for recruiting Native American Indian applicants for Faculty & staff positions, particularly counselors/admissions staff.
- NTC will implement changes and additions to programming and NTC's culture to be more inclusive of Native American Indian students.
- NTC will develop training opportunities for students, staff, and community.

**Part A**  
***Enrollment—Programs***

Analysis of Students by Programs contained in Compliance Indicator I—Programs (Report VE 215660) reveals the need for action in four reported program areas: Health, Marketing, Industrial, and Technical and Television. Analysis was conducted using a one percent confidence interval in availability/participation as suggested by the state office. The following findings resulted:

-----

**Health:** Derived statistics show a participation rate of 13.66% for males as opposed to an availability rate of 49.95% in the district population. As health services is a traditionally female dominated occupation, efforts will be made to enlighten and recruit males into this occupational area. The health program is large with 1,932 students. As a result, a significant number of males will need to be recruited over some period of time to effectuate compliance at the minimal level of 25%. In addition, planning will be needed to assure that waiting lists will not deter male students from declaring this program area.

Activity/Steps	Persons responsible for Implementation	Timetable
Develop new long term recruitment activities targeted at males	V.P. for Learning; Dean; Student Services; Admissions Lead, NTO Specialist, Instructors	2005-2006
Implement Recruitment Activities	Student Services; Dean and Instructors	2006-2007
Conduct Analysis of Enrollment in program	Institutional Research; Equal Opportunity Officer; V.P. for Learning	2007-2008 and Continuing
Continue, modify or discontinue targeted efforts to insure narrow tailoring.	V.P. for Learning, Dean, and Equal Opportunity Officer	2007-2008
Conduct Analysis of waiting List and possible use of Administrative Rule TCS 10.07 (5m)	V.P. for Learning, Dean, Equal Opportunity Officer, District Counsel and State Board Office staff	2008-2009

**Method of Evaluation:**

The statistical reports will be reviewed annually by the Equal Opportunity Officer in consultation with the V.P. for Learning, the Director of Continuous Improvement, Dean of the Health program, and the Director of Admissions. Appropriate involvement of Student Services staff and the instructional staff participating in recruitment activities will be assured. Where programs have had a positive effect on male enrollments they will be continued or modified as necessary. Where programs have been unsuccessful, they will be replaced with other types of efforts. If enrollments have come into minimal balance, programs will be evaluated for the need to continue on an on-going basis so as to institute narrow tailoring of the targeted activities.

**Annual Progress (Give a (cumulative) report by each year of the 5 year plan.)**

**2005-2006:**

NTC no longer has a position dedicated to NTO recruitment and retention under the non-traditional grant. However, the responsibilities for recruitment were given to the Admissions Specialist and Counselors. NTO information continued to be spoken to in the Pathways to Health Careers programs. The Admissions Specialists did all follow-up with male students seeking admissions to health programs. Male students were also offered the opportunity to speak to or shadow other male students in health programs. The Health counselor also provided support for male students considering enrollment or to those who were actually enrolled in programs.



**Marketing:** Statistics show the disabled and minority populations are present in the marketing program at numbers less than those reported as available in the district populations. The goal will be to recruit disabled and minority students into the program in proportion to the numbers available in the district population.

Activity/Steps	Persons responsible for Implementation	Timetable
Develop new recruitment activities targeted at disabled and minorities	V.P. of Learning; Dean; Student Services; Instructors; Team Leader-Marketing	2005-2006
Implement Recruitment Activities	Student Services; Dean and Instructors	2006-2007
Conduct Analysis of Enrollment in program	Institutional Research; Equal Opportunity Officer; V.P. for Learning, Admissions Lead	2007-2008 and Continuing
Continue, modify or discontinue targeted efforts to insure narrow tailoring.	V.P. for Learning, Dean, Admissions Lead, and Equal Opportunity Officer	2007-2008

**Method of Evaluation:**

The statistical reports will be reviewed annually by the Equal Opportunity Officer in consultation with the V.P. for Learning the Dean of the Marketing program and the Director of Admissions. Appropriate involvement of Student Services staff and the instructional staff participating in recruitment activities will be assured. Where programs have had a positive effect on disabled and minority enrollments they will be continued or modified as necessary. Where programs have been unsuccessful, they will be replaced with other types of efforts. If enrollments have

come into minimal balance, programs will be evaluated for the need to continue on an on-going basis so as to institute narrow tailoring of the targeted activities.

**Annual Progress (Give a (cumulative) report by each year of the 5 year plan.)**

**2005-2006:**

During FY 2005-2006, NTC re-invigorated efforts to recruit student with disabilities to enroll at NTC. A new Transition Specialist made contact with all area high schools, DVR and Job Services to let them know of NTC's Transition program that is focused on helping students with disabilities access post-secondary education. Students are assisted in making appropriate career decisions. All programs are represented equally by the Transitions Specialist, Admissions Specialists and counselors. Perhaps, because NTC is still in the process of rebuilding its Marketing Program with a new emphasis on marketing to businesses, students are still not fully aware of their potential to get a marketing degree from NTC.

The Minority Specialist also provides recruitment activities and support to minority students seeking to enter NTC. This same situation of rebuilding the marketing program's image and purpose may still be having negative impact on students' perceptions. However, efforts have been made by the Admissions Staff, who also served as high school recruiters, the school to work staff and counselors to help potential students with disabilities and minority students see the value of the Marketing to Business Program as a viable choice.



**Trade and Industry:**

Statistics show two program areas reported in Compliance Indicator I—Program Areas (Industrial and Technical & Television) which are under utilized for females. Both programs are located in the Trades and Industrial instructional area of the college. In the Industrial area, statistics show that females constitute 2.94 % of the enrollment compared to general availability in the population of 50.05%. Since the program is relatively large at 476 students, the number of females (21) is significantly below the 25 % minimal target rate suggested by the state office. The goal, therefore, is to meet the 25% goal over the period of this plan. In the Technical and Television area, females constitute a slightly higher percentage showing 13.39% of the enrollment compared to availability in the population of 50.05%. Again, the program is relatively large at 448 students. The number of females is below the 25% minimal target rate. The goal, therefore, is to meet the 25% goal over the period of this plan. As goals for both areas are similar and since the breakouts are combined at the college, one plan can be developed and administered for the state data breakouts.

Activity/Steps	Persons responsible for Implementation	Timetable
Develop new long-term recruitment and retention activities targeted at females including team visits to schools to promote female participation in the trade and industry programs.	V.P. for Learning; Dean; Student Services; Instructors; Admissions Lead; NTO Specialist; Team Leader- Marketing	2005-2006
Implement Recruitment Activities	Student Services; Dean and Instructors; Director of Admissions; NTO Specialist	2006-2007
Conduct Analysis of Enrollment in program,	Institutional Research; Equal	2007-2008

conduct training of teachers to celebrate male/female diversity and to assure non discrimination based upon sex in class situations	Opportunity Officer; V.P. for Learning. Training by Equal Opportunity Officer	and Continuing
Continue, modify or discontinue targeted efforts to insure narrow tailoring.	V.P. for Learning, Dean, Director of Admissions; and Equal Opportunity Officer	2007-2008

**Annual Progress (Give a (cumulative) report by each year of the 5 year plan.)**

**2005-2006:**

NTO student are encouraged to be involved in open houses and as program ambassadors. The NOT Instructors have served as excellent role models of types of work women can do. This is showcase at open houses, within tours of program areas and within daily classroom activities. The school to career staff has completed a grant to do Manufacturing Apprenticeship workshops for high school students with an emphasis on also encouraging young women to see the potential of careers in these fields. These workshops will begin in Summer/Fall of 2007.

**Part B**  
**Completion Rates**

Completion rates have been used as a measure of student success. However, recent research on why students go to college raises questions on using such data for a measurement of success in technical education. A July 2004 study indicates that these “students have many different goals; that an individual student often has more than one; and that, especially if the college does its job right, the goals are likely to change over time” (Keeping America’s Promise, A Joint Project of Education Commission of the States and League for Innovation in the Community College, page 9). Often the educational goals of learners attending Northcentral Technical College are tied to achieving more education or re-training which will enable the individual to achieve a job in a certain field or qualify them for advancement within their current occupation. As a result, Northcentral Technical College is interested in focusing on “student goal achievement” as an attainment of “success.” As part of this 5-year plan, the District will investigate, develop, and analyze alternative measurements related to student declared goals as an attainment of “success” for the College’s program areas including minority student goals.

Activity/Steps	Persons responsible for Implementation	Timetable
Investigate and develop student declared goals by program area including minority student goals.	Institutional Research; Equal Opportunity Officer; V.P. for Learning, Dean, Student Services, and NTO Specialist/Admissions Lead.	2005-2006
Design and implement data collection system for student declared goals.	V.P. for Learning; Dean; Institutional Research, Senior Systems Analyst - DBA	2006-2007
Establish a consortium of different size WTCS colleges to also investigate, design, and pilot (with WTCS funding) alternative measurements using student declared goals as an attainment of “success.”	Institutional Research	2006-2007
Conduct analysis of student declared goals	Institutional Research; Equal	2007-

by program area including minority student goals to determine student goal achievement as an attainment of "success."	Opportunity Officer; V.P. for Learning, Dean, Student Services and Director of Admissions.	2009
Evaluate and identify gaps to design and put in place intervention strategies to assure completion of student declared goals as attainment of "success."	Institutional Research; Equal Opportunity Officer; V.P. for Learning, Dean, Student Services and Director of Admissions.	2007-2009
Continue, modify or discontinue programs to assure narrow tailoring.	V.P. for Learning, Dean, and Equal Opportunity Officer	2009-2010

**Annual Progress (Give a (cumulative) report by each year of the 5 year plan.)**

**2005-2006:**

NTC currently collects student goal information through a Student Opinion Survey. The survey question provides aggregate results for the following – My reason for attending NTC is to: Complete one course only, complete a series of course, attend two or more semesters, complete a program or certificate, other, and don't know. Since NTC is not interested in collecting student goal information for each and every student, the College is transitioning from this survey to collecting the same student goal information at registration.

Once the decision was made on the student goal information to be collected, the College investigated and developed the collection of student goal information with the NTC PeopleSoft Steering Team. The target goal is to collect student goal information from all students during registration and have the information housed within student administration of PeopleSoft. This allows the linkage of student goal information from all students (not just program students) with other demographics and student information. The college will be able to further segment the data into minority groups to further access student goals with student success at NTC.

As a result of the PeopleSoft Steering Team work, a field was found to locate the student goal information without additional costs. NTC piloted the collection of student goal information in 2005-2006. At first, NTC planned to align the collection of student information with the implementation of the Learner Academic Achievement Assessment Plan (Higher Learning Commission requirement) so as to not burden the registration process. Upon recommendation of the Student Services staff, NTC piloted the collection with all in-person or phoned-in registration. The pilot experience will assist in accomplishing next years goal of designing and implementing a data collection system for student declared goals.

-----

**Part C**  
***Student Counseling***

Northcentral Technical College provides counseling and placement services to all students based upon voluntary student participation. Student records are not kept which identify the protected status of students participating in or requesting services for either counseling or placement services. Northcentral Technical College does require employers to file a notice of non-discrimination in employment in order to be eligible for referrals of graduates to employment opportunities.

To assure non-discrimination in counseling and in placement services two initiatives will take place during the 5-year plan period. First, the district will develop a data reporting system, which will enable the generation of statistics on use of the system by students. The system will be tied in with the basic student records system currently at the college. Thus, reports using protected status breakouts will be able to be produced. Percentages of those utilizing services will be analyzed against percentages of students in those protected categories. Second, counseling and placement services will make a special educational effort to outreach to protected category students to make them aware of the services provided by the college and encouraging them to utilize them to their benefit.

**Records Initiative:**

Activity/Steps	Persons responsible for Implementation	Timetable
Design data collection system to document students using counseling or placement services. The basic design could use student number so that reports could be generated from the basic student records system	V.P. for Learning, VP. Operations, Team Leader, Student Services, Counseling and Placement Staff; ISIT Staff	2005-2006
Design reports showing usage of placement and counseling services by protected category students	Team Leader, Student Services, Counseling and Placement Staff, ISIT Staff, Equal Opportunity Officer	2006-2007
Conduct analysis of placement and counseling services to determine usage by protective category students comparable to availability in student body	Team Leader Student Success; Equal Opportunity Officer; V.P. for Learning.	2006-2007
Confirm appropriate usage or design informational program targeted to protected category students covering availability and suggested usage of placement and counseling services	Equal Opportunity Officer, Team Leader, Student Services	2007

**Annual Progress (Give a (cumulative) report by each year of the 5 year plan.)**

**2005-2006:**

NTC developed a PeopleSoft process for clearly documenting and tracking counseling and placement services provided to students in protected categories as part of our effort to better document service to special populations under the Perkins grant. Efforts are underway to expand the documentation process for all students who are receiving counseling and placement services. On-going efforts are in place to coordinate and monitor counseling and placement services to all students. This will allow the College to analyze the percentages of utilization by all students and those in protected categories. Counseling and placement services are already making a special effort to reach out to protected category students because of the early identification initiatives that have been put into place. These unified efforts by the Retention Team include: phone calls, email contact, the academic alert system, work with faculty who teach the students and personal appointments with students.

**Informational Initiative:**

Activity/Steps	Persons responsible for	Timetable
----------------	-------------------------	-----------

	Implementation	
Design informational program covering availability and suggested usage of placement and counseling services targeting protected category students. Design and produce brochures or other informational items in both English, Spanish and Hmong.	V.P. Operations, Team Leader Student Services, Counseling and Placement Staff, Recruitment Staff and Marketing Staff	2005- 2006
Confirm increased usage or re-design informational program targeted to protected category students.	Equal Opportunity Officer, Team Leader, Student Services	2007

**Annual Progress (Give a (cumulative) report by each year of the 5 year plan.)**

**2005-2006:**

A data system on NTC’s PeopleSoft System has been developed to track students served through counseling and placement services. This system will allow the district to generate statistics on use of these services by all categories of students. The system is being tied into the basic student records system currently used at NTC. A counselor brochure has been developed and will be translated into Spanish and Hmong by July 1, 2007. A placement brochure has been developed and will be translated into Spanish and Hmong by July 1, 2007. This information will also be available electronically in English, Hmong and Spanish and linked to NTC’s website. We will be requesting a translation link to our website. Included in the brochure is the statement regarding discrimination.

**Section V: Monitoring & Evaluation Activities**

**2005-2006 Results:**

The progress of the plan is reported in the 2005-2006 Affirmative Action Annual Report. Copies of the report are shared with the NTC District Board and the Wisconsin Technical College System Affirmative Action Consultant, as well as numerous other people and agencies.

Data collected is also incorporated into Northcentral Technical College’s Monitoring Reports that are tied to our Community Benefit Statements and shared with the NTC District Board.

The Assistant Director, Human Resources monitors and participates in recruitment, screening, and selection to ensure a non-discriminatory employment process for females, minorities, and persons with disabilities when position vacancies occur.

**Section VI: Awards, Merit Citations and Kudos**

**2005-2006 Results:**

Northcentral Technical College places a great emphasis on leadership development throughout our ranks; therefore, the creation of a Leadership Institution. During the week of (May 21 - 25, 2006), 20 staff members were selected to participate in the “*Fifth Annual Northcentral Technical College Leadership Institute.*”

Observed Martin Luther King, Jr. Holiday on January 16<sup>th</sup> – we played “I Have a Dream” speech on our radio station WNRB, along with a video presentation shown throughout the day.

International Study Tour to Thailand on January 16 – January 28, 2006. Hosted by two of our staff members.

NTC offered a Spring break tour to Europe: Germany and France led by one of our Faculty members.

Eleven staff members participated in a Web Conference on “Best Practices in Recruiting and Retaining Diverse Faculty.”

Visiting Fulbright Scholar and Business Profession, Dr. Triki, from Tunisia was at NTC March 19 – 25. Dr. Triki shared information on a variety of topics including Islam, gender roles in Muslim countries, doing business in the Muslim world, and the Muslim view of U.S. foreign policy.

The Early Childhood Education program send a team of 3 faculty members to Lithuania in June to establish a relationship with the Early Childhood Education baccalaureate program at Klaipeda University.

A presentation was given to our Middle Leader Forum entitled “What is Diversity at NTC?” This was given to help our staff gain an understanding of the diversity that exists at NTC; Identify how we, as individuals, impact NTCs diverse population; and to identify actions or resources to improve service to NTCs diverse populations.

Five hiring supervisors attended training provided by the Women in Science and Engineering Leadership Institute from UW-Madison regarding Searching for Excellence and Diversity: Implementing Training for Search committees. The College piloted a three bucket recruiting system in General Education to determine if it would help us expand our applicant pool.

Celebrated Women’s History Month – NTC welcomed four women graduates who explain the struggles and obstacles in achieving success in their lives.

NTC sponsored the 10<sup>th</sup> Annual Absence of Color Conference held at Blackhawk Technical College on April 6 & 7, 2006.

To provide an awareness of Sexual Assault Month, NTC partnered with the Women’s Community to bring the Clothesline Project to campus. This project is a visual display of shirts with graphic messages and illustrations that have been designed by survivors of violence, or by friends and/or family members of survivors.

NTC hosted 10 Russian professionals interested in civic activism. These “Community Connections” delegates are visiting many local organizations (Opportunity, Inc., United Way, Faith in Action, Children’s Service Society, etc) to learn more about how to engage their own communities for the sake of the community.

An International Study Tour to Kyiv and Crimea, was held May 6 – 30, 2006, hosted by one of our staff members.

Nancy Kirby of Lee Hecht Harrison did a presentation to the staff on Hiring for Diversity. Staff obtained a better understanding of the similarities, differences and unique gifts people or

different ages, races, gender, national origin, mental or physical ability and religious belief bring to the workplace.

## **Section VII: Changes in Five-Year Plan Goals & Initiatives**

### 2005 - 2006 Results:

There have been changes to Northcentral Technical College's Five-year Affirmative Action Plan since its submission to include updating titles of people responsible for various initiatives.

## APPENDIX A

- 2005 - 2006 Employment Results
- 2005 - 2006 Workforce Goals Analysis
- 2005 – 2006 Student Enrollment & Completion Data by Program Area
- Revised Policies
- WTCS Staff Accounting Report

## 2005-2006 EMPLOYMENT RESULTS

The table below depicts Northcentral Technical College's employee composition of females, minorities, and disabled persons in each EEO employment category. It uses 2000 census District labor force statistics for reference, and shows prior year 2004-2005 percentage utilization for each group and employment category as compared to 2005-2006 utilization's in the first year of the Five-Year Plan.

EEO CATEGORY	District Labor Force	2004-2005 Utilization	2005-2006 Utilization
<b>Executive/Admin/Managerial</b>			
Females	35.2%	59.38%	57.14%
Minorities	2.66%	12.5%	9.5%
Disabled	7.25%	5.13%	6.25%
<b>Faculty</b>			
Females	43.21%	51.91%	53.21%
Minorities	3.09%	2.89%	2.56%
Disabled	7.25%	1.73%	1.28%
<b>Professional Non-Faculty</b>			
Females	59.34%	69.84%	73.47%
Minorities	3.91%	7.94%	4.08%
Disabled	7.25%	0%	0%
<b>Secretarial/Clerical</b>			
Females	79.25%	94.44%	94.29%
Minorities	3.82%	3.33%	2.86%
Disabled	7.25%	0%	0%
<b>Technical/Para-Professionals</b>			
Females	64.14%	77.14%	64.29%
Minorities	2.43%	5.71%	7.14%
Disabled	7.25%	8.57%	7.14%
<b>Skilled Craft</b>			
Females	5.37%	0%	0%
Minorities	3.64%	0%	0%
Disabled	7.25%	0%	0%
<b>Service Maintenance</b>			
Females	53.63%	27.78%	23.53%
Minorities	7.69%	5.56%	5.88%
Disabled	7.25%	5.55%	5.88%

# Workforce Goals Analysis 2005-2006

## General Workforce Goals:

Total district employment of minorities is at 3.78 % (14 of 370 college full time staff). The availability percentage in the district is at 4.5 % (3779 of 84682). As a result, the college, overall, is underutilized, for minority employment. Therefore, the college has a specific goal to hire minority employees.

The college employs disabled staff at a rate of 1.89 % (7 of 370). Availability is at 9.87% in the district working age population. Therefore, the college has a goal to employ disabled staff to achieve a percentage of 9.87 % ( 36 of 370) matching the working age disabled availability percentage.

Females are employed at a rate of 62.43 % at the district. Availability is at 50.52 %. Therefore, the college is not under utilized for females when looking at the total district workforce. Therefore, the college has no general goal in this area.

## Specific Workforce Category Goals:

**Exec/Admin/Mgr.:** NTC currently employs four minorities with total employment of 42 in this category. Thus, current minority employment in this category is 9.5 %. The appropriate recruitment and employment availability has been determined to be *district wide* based upon recruitment and hiring practices. The availability percentage of minorities in the *district workforce* in this category is 2.66 %. Therefore, the college has no specific goal in this category.

**Faculty:** NTC currently employs 4 minority faculty members with total employment of 156 in this category. Thus, current minority employment in this category is 2.56 %. The appropriate recruitment and employment availability has been determined to be *district wide* based upon recruitment and hiring practices. The availability percentage of minorities in the *district wide workforce* in this category is 3.09 %. Therefore, the college has a specific goal to hire minority faculty to achieve a category minority percentage of 3.09 % (4.82 of 156).

**Secretarial/Clerical:** NTC currently employs 2 minority staff with total employment of 70 in this category. Thus, current minority employment in this category is 2.86 %. The appropriate recruitment and employment availability has been determined to be *district wide* based upon recruitment and hiring practices. District availability figures show a minority workforce availability of 3.82 %. Therefore, the college has a specific goal to hire minority secretarial/clerical staff to achieve a category minority percentage of 3.82% (2.67 of 70).

**Professional Non Faculty:** NTC employs 2 minority employees with total employment of 49 in this category. Thus, current minority employment in this category is 4.08 %. The appropriate recruitment and employment availability has been determined to be *district wide* based upon recruitment and hiring practices. District availability figures show a minority workforce availability of 3.91 %. Therefore, the college has no goal in this category.

**Technical/ Para-Professional:** NTC currently employs 2 minority staff with total employment of 28 in this category. Thus, current minority employment in this category is 7.14 %. The appropriate recruitment and employment availability has been determined to be *district wide* based upon recruitment and hiring practices. District availability figures show a minority workforce availability of 2.43 %. Thus, the college has no specific goal in this category.

**Skilled Craft:** NTC currently employs no minority staff with total employment of 8 in this category. The appropriate recruitment and employment availability has been determined to be *district wide* based upon recruitment and hiring practices. District availability figures show a minority workforce availability of 3.64 %. Thus, the college has a specific goal to hire minority skilled crafts staff to achieve a category minority percentage of 3.64 % in this category (0.29 of 8).

**Service Maintenance:** NTC employs one minority employee in this category with total employment of 17 in this category. Thus, current minority employment in this category is 5.88 %. The appropriate recruitment and employment availability has been determined to be *district wide* based upon recruitment and hiring practices. District availability figures show a minority workforce availability of 6.99 %. Thus, the college has a specific goal to hire minority service maintenance staff to achieve a category minority percentage of 6.99% (1.19 of 17).

## Section IV

### Self Analysis of Work Force and Goals Establishment

DISTRICT NAME: Northcentral Technical College													
ORGANIZATIONAL LEVEL: College-wide													
2005-2006 DISTRICT WORK FORCE ANALYSIS													
CATEGORY	TOTAL	FEMALES		RACIAL / ETHNIC GROUPS								PERSONS WITH DISABILITIES	
				Black		Hispanic		Am. Indian		Other			
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
<b>Exec./Adm./Mgr.<sup>2</sup></b>													
WTCS District Employees	42	24	57.14	2	4.76	0	0	1	2.38	2	4.70	2	6.25
District Labor Force	13155	4631	35.2	15	0.11	61	0.46	192	1.46	82	0.62		
% Difference (+ or -)			+21.94		+4.65		-0.46		+0.92		+4.08		
Underutilizations (yes/no)			No		No		Yes		No		No		
<b>Faculty<sup>3</sup></b>													
WTCS District Employees	156	83	53.21	0	0	0	0	1	.64	3	1.92	2	1.28
District Labor Force	486	210	43.21	0	0	1	0.21	5	1.03	9	1.85		
% Difference (+ or -)			+10				-0.21		-0.39		+0.07		
Underutilizations (yes/no)			No		No		Yes		Yes		No		

<sup>2</sup> Includes supervisors of professional and non professional employees and Deans, Directors, Associate Deans, Assistant Deans, and Executive Officers of academic departments if their principal activity is administrative.

<sup>3</sup> Includes Deans, Directors, Associate Deans and Executive Officer of academic departments if their principal activity is instructional.

DISTRICT NAME: Northcentral Technical College

ORGANIZATIONAL LEVEL: College-wide

**2005-2006 DISTRICT WORK FORCE ANALYSIS**

CATEGORY	TOTAL	FEMALES		RACIAL / ETHNIC GROUPS								PERSONS WITH DISABILITIES	
				Black		Hispanic		Am. Indian		Other			
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
<b>Secretarial/Clerical</b>													
NTC District Employees	70	66	94.29	0	0	1	1.43	0	0	1	1.43	0	0
District Labor Force	17862	14155	79.25	41	0.23	75	0.42	403	2.26	163	0.91		
% Difference (+ or -)			+15.04		-0.23		+1.01		-2.26		+52		
Underutilizations (yes/no)			No		Yes		No		Yes		No		
<b>Professional Non Faculty</b>													
NTC District Employees	49	36	73.47	0	0	0	0	0	0	2	4.08	0	0
District Labor Force	15281	9067	59.34	33	0.22	65	0.43	283	1.85	216	1.41		
% Difference (+ or -)			+14.13		-.22		-0.43		-1.85		+2.67		
Underutilizations (yes/no)			No		Yes		Yes		Yes		No		
<b>Technical/Para-Professional</b>													
NTC District Employees	28	18	64.29	0	0	0	0	0	0	0	0	2	7.14
District Labor Force	2387	1531	64.14	1	0.04	18	0.75	39	1.63	0	0		
% Difference (+ or -)			+15		-0.04		-0.75		-1.63				
Underutilizations (yes/no)			No		Yes		Yes		No				

DISTRICT NAME: Northcentral Technical College

ORGANIZATIONAL LEVEL: College-wide

**2005-2006 DISTRICT WORK FORCE ANALYSIS**

CATEGORY	TOTAL	FEMALES		RACIAL / ETHNIC GROUPS								PERSONS WITH DISABILITIES	
				Black		Hispanic		Am. Indian		Other			
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
<b>Skilled Craft</b>													
NTC District Employees	8	0	0	0	0	0	0	0	0	0	0	0	0
District Labor Force	12135	652	5.37	29	0.24	49	0.4	286	2.36	78	0.64		
% Difference (+ or -)			-5.37		-0.24		-0.4		-2.36		-0.64		
Underutilizations (yes/no)			Yes		Yes		Yes		Yes		Yes		
<b>Service/Maintenance</b>													
NTC District Employees	17	4	23.53	0	0	1	5.88	0	0	0	0	1	5.88
District Labor Force	23376	12537	53.63	73	0.31	311	1.33	907	3.88	344	1.47		
% Difference (+ or -)			-30.10		-0.31		+4.55		-3.88		-1.47		
Underutilizations (yes/no)			Yes		Yes		No		Yes		Yes		
<b>District Totals</b>													
NTC District Employees	370	231	62.43	2	.54	2	.54	2	.54	8	2.16	7	1.91
District Labor Force	84682	42783	50.52	192	0.23	580	0.68	2115	2.5	892	1.05		
% Difference (+ or -)			+11.91		+0.31		-0.14		-1.96		+1.11		
Underutilizations (yes/no)			No		No		Yes		Yes		No		

**STUDENT ENROLLMENT & COMPLETION DATA BY PROGRAM AREA**

2005-2006 Results

	Year	% Female Enrolled	% Female Graduated	% Disabled Enrolled	% Disabled Graduated	% Minority Enrolled	% Minority Graduated
Agribusiness	05-06	100	0.00	0.00	0.00	0.00	0.00
	06-07						
	07-08						
	08-09						
	09-10						
Business	05-06	66.78	71.82	5.97	8.18	5.05	3.64
	06-07						
	07-08						
	08-09						
	09-10						
Marketing	05-06	37.02	48.28	3.22	0.00	2.82	3.45
	06-07						
	07-08						
	08-09						
	09-10						
Graphics	05-06	53.47	62.50	9.90	8.33	2.97	0.00
	06-07						
	07-08						
	08-09						
	09-10						
Home Economics	05-06	91.13	100.00	6.45	5.26	7.26	0.00
	06-07						
	07-08						
	08-09						
	09-10						
Industrial	05-06	2.94	6.41	4.41	14.10	3.36	1.28
	06-07						
	07-08						
	08-09						
	09-10						
Health	05-06	86.34	84.30	2.23	1.72	5.12	4.48
	06-07						
	07-08						
	08-09						

	Year	% Female Enrolled	% Female Graduated	% Disabled Enrolled	% Disabled Graduated	% Minority Enrolled	% Minority Graduated
	09-10						
Service	05-06	56.03	52.24	7.47	2.99	3.74	4.48
	06-07						
	07-08						
	08-09						
	09-10						
Technical	05-06	13.39	14.75	5.13	11.48	4.02	3.28
	06-07						
	07-08						
	08-09						
	09-10						
General Education	05-06	72.85	40.00	2.00	0.00	4.99	26.67
	06-07						
	07-08						
	08-09						
	09-10						

# Policy Statement Revisions

## **Affirmative Action Policy**

### ***Policy 223***

The Northcentral Technical College District seeks to reach and maintain employment and enrollment levels for employees and students which is at parity. In order to accomplish this goal, Affirmative Action is required for women, racial/ethnic groups, and persons with disabilities throughout the District 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:**

The NTC District 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:**

The District certifies that vendors and suppliers of services do not discriminate and that the policy of the District 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 the District President to the District Affirmative Action Officer. Middle Leadership and staff are responsible for implementation of the Affirmative Action Program. Managerial/supervisory and staff performance systems or standards shall include an Affirmative Action component.

#### **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 District Affirmative Action Officer, 1000 W. Campus Drive, Wausau, WI 54401; telephone 715/675-3331, ext. 1064. This person also serves as the District's Title IX, Sex Equity, Section 504, and Americans with Disabilities Act Coordinator. Copies of the District Policy and related procedures for resolving complaints may be obtained from the District's Affirmative Action Officer.

Revised: 10/2/06

.....

## Equal Opportunity Education and Employment Policy

### **Policy 233**

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 District 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 District premises during non-working or non-class hours.

All District 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 after, 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 District 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 the Northcentral Technical College District shall be allowed to function in an atmosphere which 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.

The NTC District 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 the District up to and

including expulsion or termination of employment. Visitors who engage in harassment may be removed from the facility.

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

The District 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. The District 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: 715/675-3331, ext. 1064

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

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

Designated Contact Persons:

In an effort to make reporting complaints as accessible as possible, Attachment A lists 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 these people may be contacted.

Revised: January 30, 2007, October 27, 2006, September 25, 2006, June 22, 2004, April 1, 2004, August 23, 1999  
Replaces Policy 4110, 5010, 225

**Attachment A**

<b>Designated Contact Persons</b>		
<b>Location</b>	<b>Contact Person</b>	<b>Phone Number: 715-675-3331 Ext. ****</b>
All Locations	Amy Lang Affirmative Action Officer	Ext. 1064
Alternative High School	Laurie Sager Borowicz Dean of K-16 Relations & Student Success	Ext. 4185
East Campus (Antigo)	Carolyn Michalski Director of East & Southeast Campuses	Ext. 6005
ESL and Goal Outreach	Rachelle Phakitthong Dean	Ext. 4357
Health Related Clinical Sites	Sharon Frazier Dean	Ext. 1341
Instructional Support Services/Center for Students with Disabilities	Scott Mickelsen Dean	Ext. 4373
Main Campus (Wausau)	Amy Lang Affirmative Action Officer	Ext. 1064
North Campus (Phillips)	Bob Martin Director of North Campus	Ext. 7505 or 715/339-4555
Southeast Campus (Wittenberg)	Carolyn Michalski Director of East & Southeast Campuses	Ext. 6005 or 715/623-7601
Southwest Campus (Spencer)	Steven Bitzer Director West & Southwest Campuses	Ext. 7808 or 715/659-5120
West Campus (Medford)	Steven Bitzer Director West & Southwest Campuses	Ext. 7005 or 715/748-3603

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

## Procedure for Resolving Discrimination and Harassment Complaints

**Policy 233PR1**

**Policy Revised: 1/30/07**

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, Northcentral Technical College, the District will take specific steps to investigate and eliminate discrimination and harassment. Complaints may be reported either formally or informally.

*Discrimination* shall mean any difference in treatment in any service, program, course, or facility of the Northcentral Technical College District 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 District 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. No official action will be taken without the alleged victim's consent.
2. *Who to Contact:* A meeting may be scheduled with the Affirmative Action Officer by stopping by, calling, or writing:

Amy Lang  
Affirmative Action Officer  
Northcentral Technical College  
1000 W. Campus Drive  
Wausau, WI 54401

Phone: (715) 675-3331, ext. 1064

Her office is located in Room C119, on the Wausau Campus. If she is not in when calling to schedule a meeting, the person answering the phone can schedule an appointment. The person requesting the meeting will not be required to give his or her name for the purpose of scheduling the meeting.

### 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 the District or at a District 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. Whenever possible, the Discrimination/Harassment Report Form should be used to provide the information requested.

- B. Reports must be filed with 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 District Affirmative Action Officer at the following address:

Amy Lang  
Affirmative Action Officer  
Northcentral Technical College  
1000 W. Campus Drive  
Wausau, WI 54401  
Phone: (715) 675-3331, ext. 1064

The filing of a report with the District Affirmative Action Officer does not restrict a person's right to seek redress through avenues outside the District.

The District 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. The District will take immediate disciplinary action against any person engaging in this behavior.

Employees discriminating against students will be subject to discipline under appropriate District employment policies and, as applicable, collective bargaining agreements. Students discriminating against another student will be subject to discipline under the applicable student code of conduct. The District 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. *Preliminary Review:* Within ten (10) working or school days of the receipt of the written complaint, the District Affirmative Action Officer shall initiate the following, as needed:
  - A. Notify the President in writing that a complaint has been filed. This notification will not disclose details or identities of the persons involved.
  - B. Establish individual meetings with complainant(s), respondent(s), and witnesses.
  - C. Establish group meetings with persons involved.
  - D. If the complaint is resolved as a result of the above meetings, a written statement will be forwarded to both the complainant(s) and respondent(s). The President will be notified that the complaint has been resolved.

- E. If the complaint is not resolved, the Affirmative Action Officer will inform the President that a review committee will be established. The review committee will be appointed within ten (10) working or school days.
4. *Review Committee:*
- A. A review committee for complaints shall be selected from the Equity Committee.
  - B. The Affirmative Action Officer, as a non-voting member, will serve as the chair of this committee.
  - C. The committee shall consist of three (3) voting members selected randomly from the list of Equity Committee Members as follows:
    - 1. At least one (1) member from each gender.
    - 2. No more than one member from each employee category.
    - 3. A committee member may be replaced prior to the hearing date if the complainant or the respondent provides written justification for excluding a selected member. A committee member may also provide written justification for excluding himself or herself. Written justification must be provided to the Affirmative Action Officer.
  - D. The Review Committee shall serve as the President's hearing panel, the function of which shall be to review complaints, study the testimony, and make recommendations to the President.
5. *Review Committee Procedures:*
- A. The Review Committee shall convene within ten (10) working or school days of the notice of appointment.
  - B. The committee should consider whether or not special guidelines or ground rules need to be established for its review. In general, the process should be only as formal as the allegations under review are severe. In extreme situations, a review could effect the careers of the people involved as well as the District's reputation. At all times the committee needs to address its responsibilities with sensitivity, confidentiality, and an awareness of these considerations.
  - C. The committee should identify any people it would like to interview and advise them in writing of the date, time, and location at which the interview will take place, and of any guidelines or ground rules which may be used during the interview.
  - D. The committee shall hear testimony and study the evidence presented.
  - E. The committee shall make recommendations to the President as soon as possible, but not later than twenty (20) working or school days after the completion of the hearing.
6. *Decision:* The President shall review the recommendations and render a decision with twenty (20) working or school days from receipt of the Review

Committee's recommendation. Notice of the action will be sent to the principal parties involved and the District Affirmative Action Officer. In the event that disciplinary action is taken against a District employee or student, notice of such action shall be disclosed to the complaining party on a confidential basis.

7. *Appeal:* Within ten (10) working or school days following notification of the action taken by the President, either of the principal parties involved may file an appeal with the District 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 District Board shall render a decision within thirty (30) working or school days after hearing the appeal.

Notice of the action taken by the District Board will be sent to the principal parties involved, the President, the District Board, and the District Affirmative Action Officer. In the event disciplinary action is taken against a District employee or student, notice of such action shall be disclosed to the complaining party on a confidential basis.

If the decision of the District Board does not resolve the complaint, the employee, student, or visitor may seek other avenues of redress outside the District.

8. *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 District.

9. *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 Districts *Equal Opportunity Employment and Education Policy* or *Policy Prohibiting Harassment of District 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, students, or visitor's rights to seek other avenues of redress outside of the District.

# Discrimination/Harassment Report Form

Name of Person(s) filing report: \_\_\_\_\_

Home Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Are you a student, an employee, or a visitor? \_\_\_\_\_

What is your job title, program, or relationship with the College? \_\_\_\_\_

Where did the alleged incidents take place? \_\_\_\_\_

Please provide a detailed description of the incident. Include: date(s), time(s), names of people involved, witnesses, quotes, and any other information which would be helpful in investigating the incident. Please use the back of this form or attach other pages if necessary.

---

---

---

---

---

---

---

---

\_\_\_\_\_  
Signature(s)

\_\_\_\_\_  
Date

PLEASE COMPLETE, SIGN, AND RETURN TO:

Amy Lang  
Affirmative Action Officer  
Northcentral Technical College  
1000 W. Campus Dr.  
Wausau, WI 54401  
Phone: (715) 675-3331, ext. 1064  
Email: lang@ntc.edu

# WTCS STAFF ACCOUNTING REPORT