

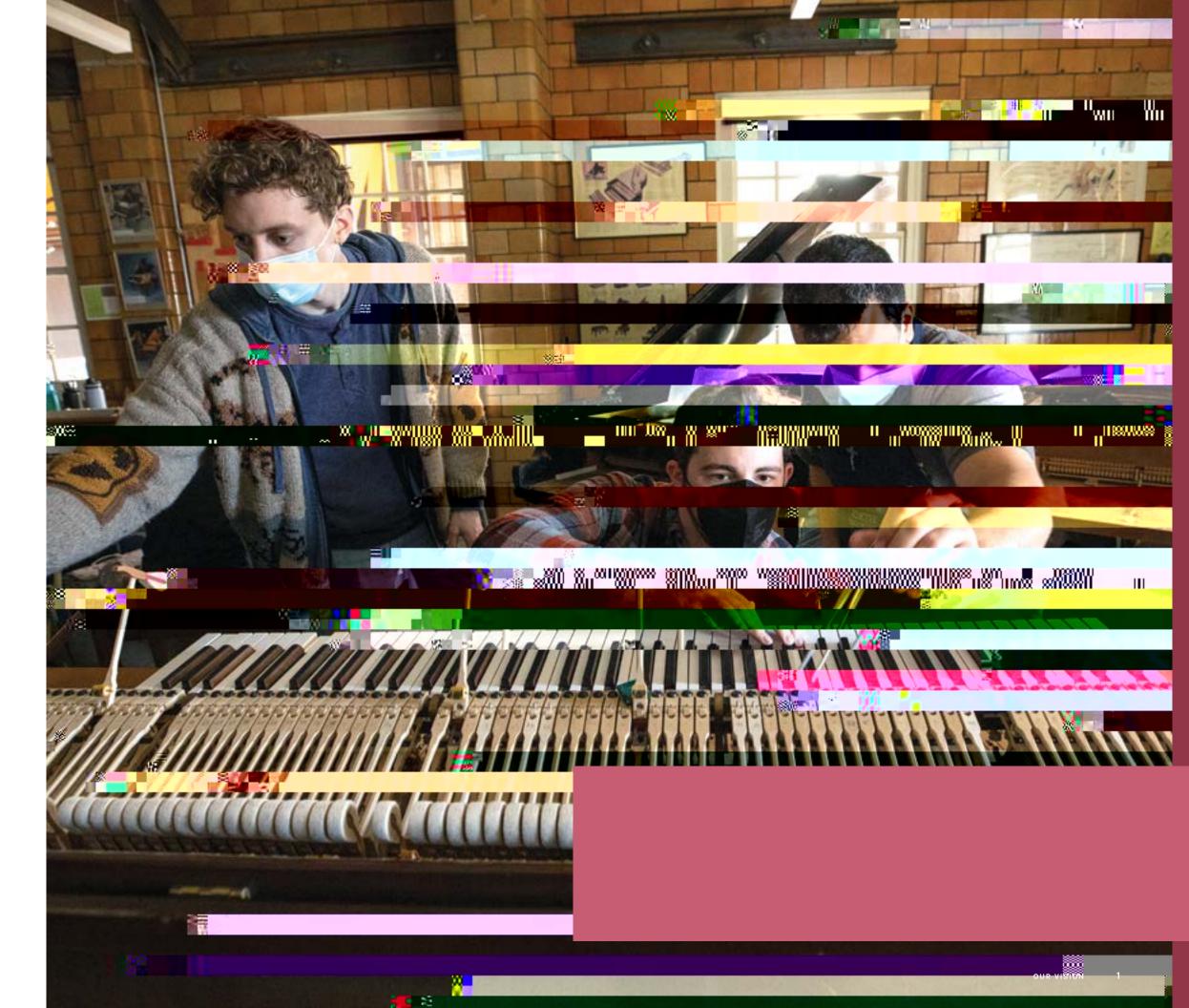
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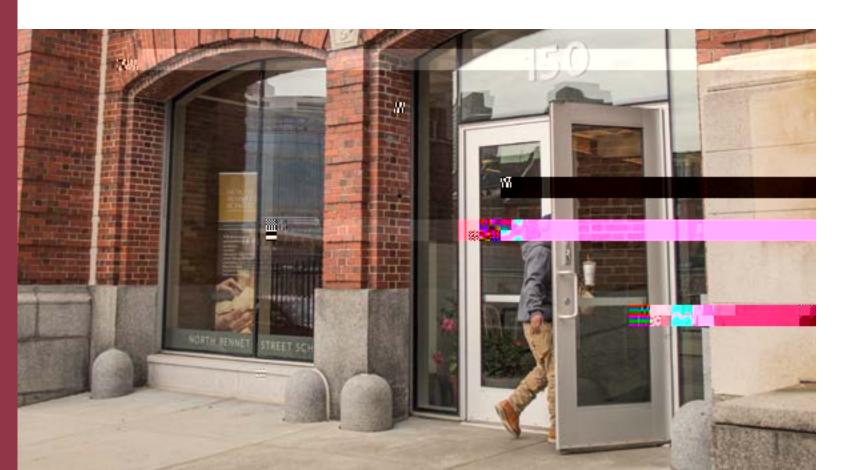
Plan Context

Plan Vision

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Diversi , Equi , and Inclusion Statement

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¹ Including both Board of Directors and Board of Advisors

Strategic Goals

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learning and professional development.

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To maintain our School's excellence and address changes in learning, NBSS will increase support for teaching and learning, as well as careerbuilding and wellness support for students. As we strengthen our current programs and develop new offerings, we will focus on the full arc of a student's experience, from application to employment.

1. Invest in support for faculty in the classroom and with ongoing

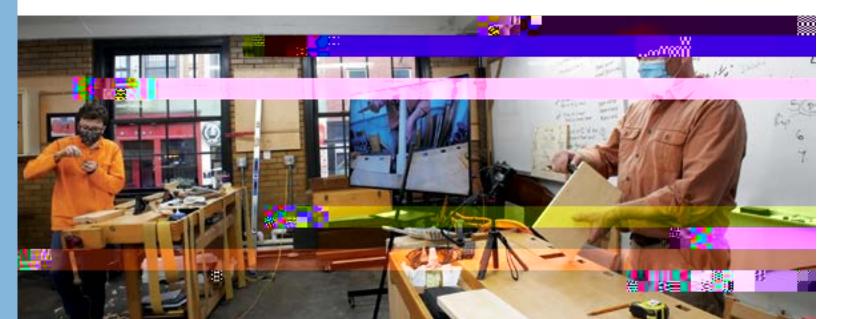
2. Increase learning, career-building, health/wellness, and life-skills support for all NBSS students, from admissions through postgr00110000F0020E-(i)& (v)12u (t& (r (l)22u (t& s (e)-2 (n).76t)-e(t)-22..65)10)-1.Gl001A&n)10



1. Strengthen employee support to better attract, support, and retain diverse faculty and staff.

f2lf II 1he J chools mission.

Behind NBSS's success thus far has been the strength of its faculty, staff and Board. While we have expanded our size and offerings over the past decade, employee and "systems" capacity has not yet caught up—NBSS's ambitions are larger than its current ability to achieve them. Investments in our employees, infrastructure and organizational culture are needed to maintain our current position of strength. 3. Implement a database system and upgraded technology across NBSS.



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and da1a s2rfaced se3eral ke61hemes and f ndings.@sho2ld be no1ed 1ha11his

Deepening Commitments to Students, Faculty and Staff

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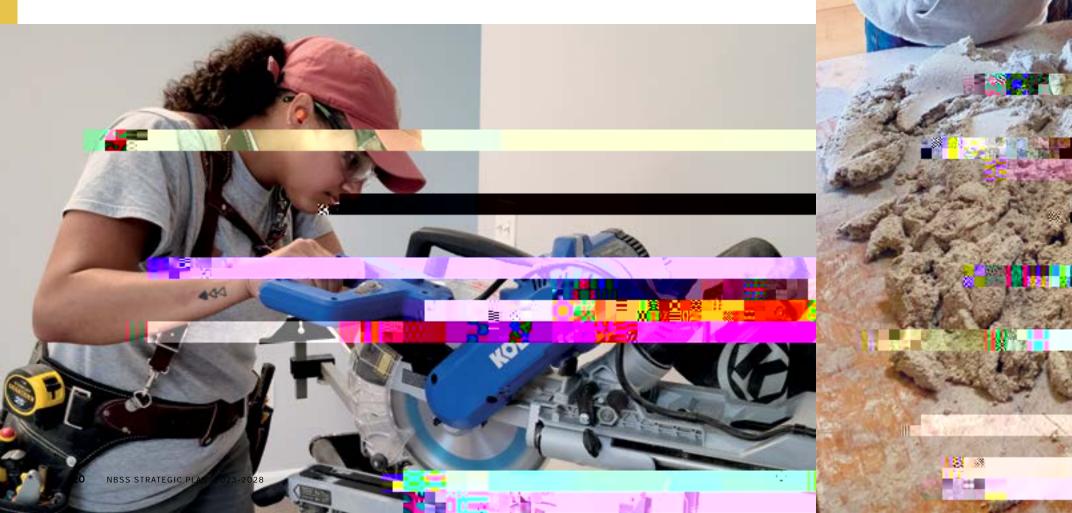
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Expanding Capacity

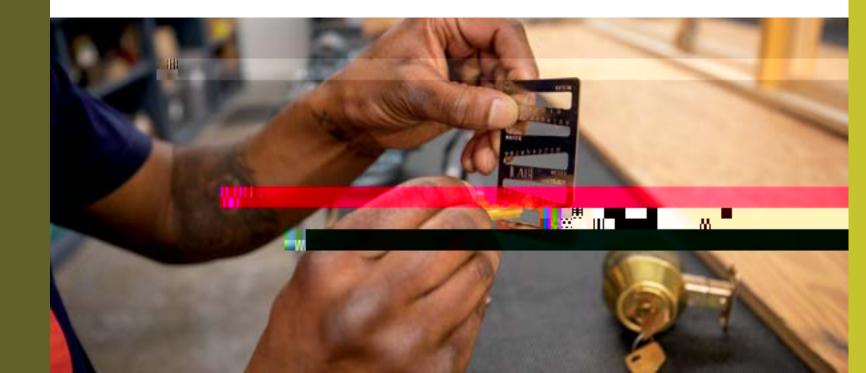
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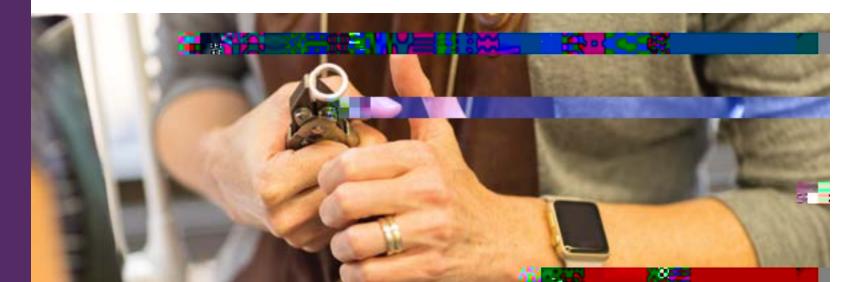
OKTHINES







In the fall of 2021, North Bennet Street School (NBSS) began a strategic -) $\frac{1}{2} + \frac{1}{2} + \frac{1}{2} - \frac{1}{2} = \frac{1}{2} - \frac{1}{2} + \frac{1}{2}$



To provide a framework for strategic planning, the Strategic Planning Committee established and explored the following key questions:

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1he J choolls: areer Kraining Grograms 4ill 2ndergo re-accredi 1a1ion d2ring 1he f rs1 14 o cears of 1he plan, 4 hich 4 ill req2ire signif can1 1ime and a 11en 1ion from fac2116 and : KG s1aff. =inall6, signif can1 cons1r2c1ion projec1s direc1l6adjacen1 to the J chool are likel610 ha3e an impac1d2ring 1he f rs1 one or 140 cears of 1he plan. Khe 4 ork of

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- Year 1: A + 2 /6 [] ^ / A2)6 [] ^ Va * , +1% 0 = P] ^ O X ,) 6 + / [] / [] / [] /
- Year 2: August 2023 July 2024, FY24, school year 2023-2024
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The Planning Committee recognizes that staging investments and making the necessary changes to our structure and systems will

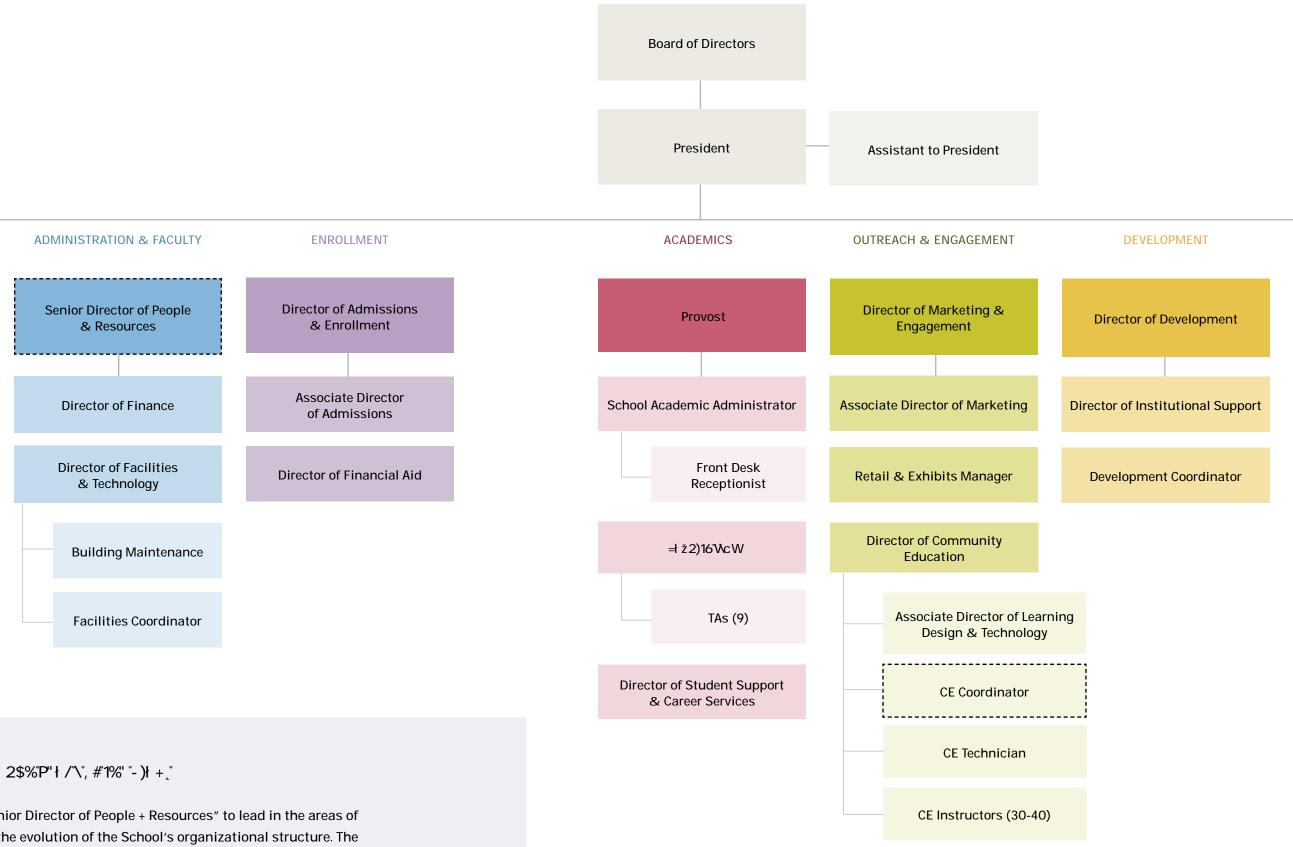
	RESPONSIBILITY	FY23	FY24	FY25	FY26	FY27	FY28
Early Steps							
Complete faculty & staff compensation analysis and salary banding	President, HR						
Make initial adjustments for current ž, * - " + 0ł 1& + ł +! " * -), 6" " Ž" + " 10	President, Provost, Board						
Address near-term employee concerns related to work schedules	Senior Staff, HR						
Add Senior Director of People + Resources	President						

Ongoing				
Identify and adopt a school-wide database system	Facilities + Technology			
Draft implementation plans for each department	Senior Staff, with their teams			
Set and implement SMART goals to increase the diversity of NBSS volunteer leadership	Board leadership with DEI consultant			
Set and implement SMART goals to increase the diversity of NBSS vendors, partners, and employers	NBSS leadership with DEI consultant			
Expand Development program to support NBSS's growth	Development			
Add Marketing & Engagement team member	Marketing & Engagement			
Evaluate ongoing post-pandemic impacts on work culture	Senior Director of People & Resources			

RESPONSIBILITY	FY23	FY24	FY25	FY26	FY27	FY28

Organizational Aim: Long Term

Over the full course of the Strategic Plan, we will aim for an organizational structure that continues what works well and realigns

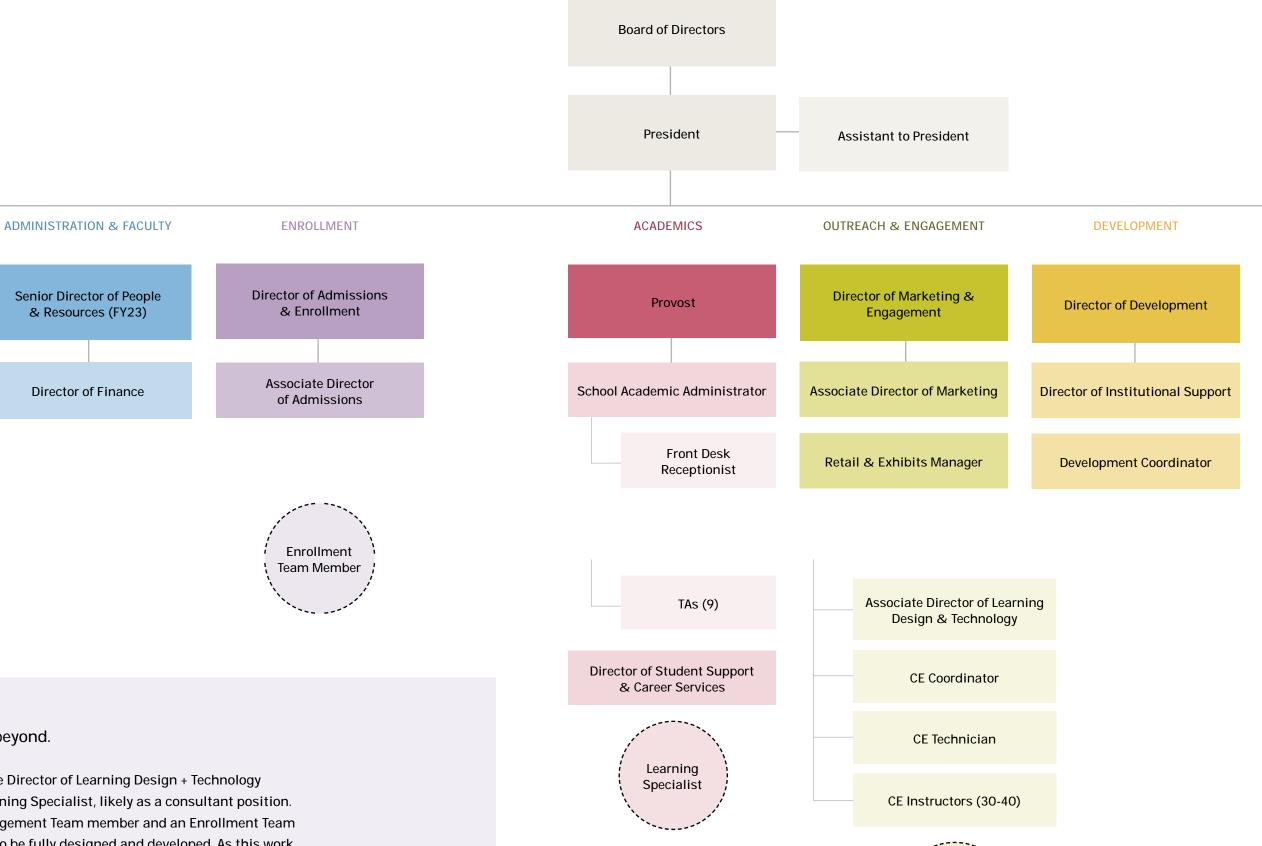


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It will feature the addition of a "Senior Director of People + Resources" to lead in the areas of faculty and staff support, HR, and the evolution of the School's organizational structure. The clustering of Finance and Facilities & Technology under this new position groups some primary **T** ! * & &01/1 188" U/" O, 2/ź" O'+" "! "! *#, / E 9J J °1, °1, °80°4, /(°4")), °@ °=P] ^ ~ ~4" U) °1, °0, °)) °1%" " 5&01& \$* orles of Director of Student Success & Career Services, CE Director, and add a CE Coordinator.

Phase 1

Phase 2



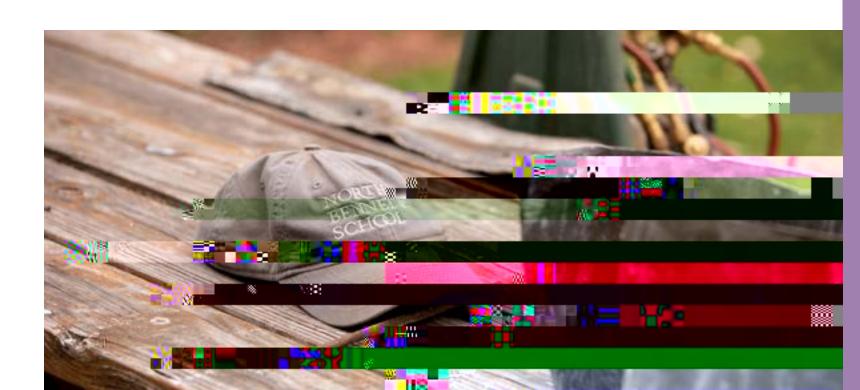
Phase 2 will occur in Year 2 and beyond.

NBSS will hire for the existing Associate Director of Learning Design + Technology position and contract the help of a Learning Specialist, likely as a consultant position. We also plan to add a Marketing + Engagement Team member and an Enrollment Team member. These two positions have yet to be fully designed and developed. As this work evolves, we'll also take steps toward the longer-term structure. This will include adding CTP faculty, CTP TAs, and CE faculty as needed to support program expansion.



Metrics Dashboard

	2023	In 2023, the Director of People & Resources and the	
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		The organizational structure has been adjusted to op accomplish its goals	
		NBSS has developed SMART goals for increased dive including Board of Directors and Board of Advisors	
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][]`	NBSS has developed SMART goals for increased dive employers	
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][]0][]C	Each year, increasing numbers of staff and faculty for needed to do their jobs, as measured by annual surv	



ne CE Coordinator are hired

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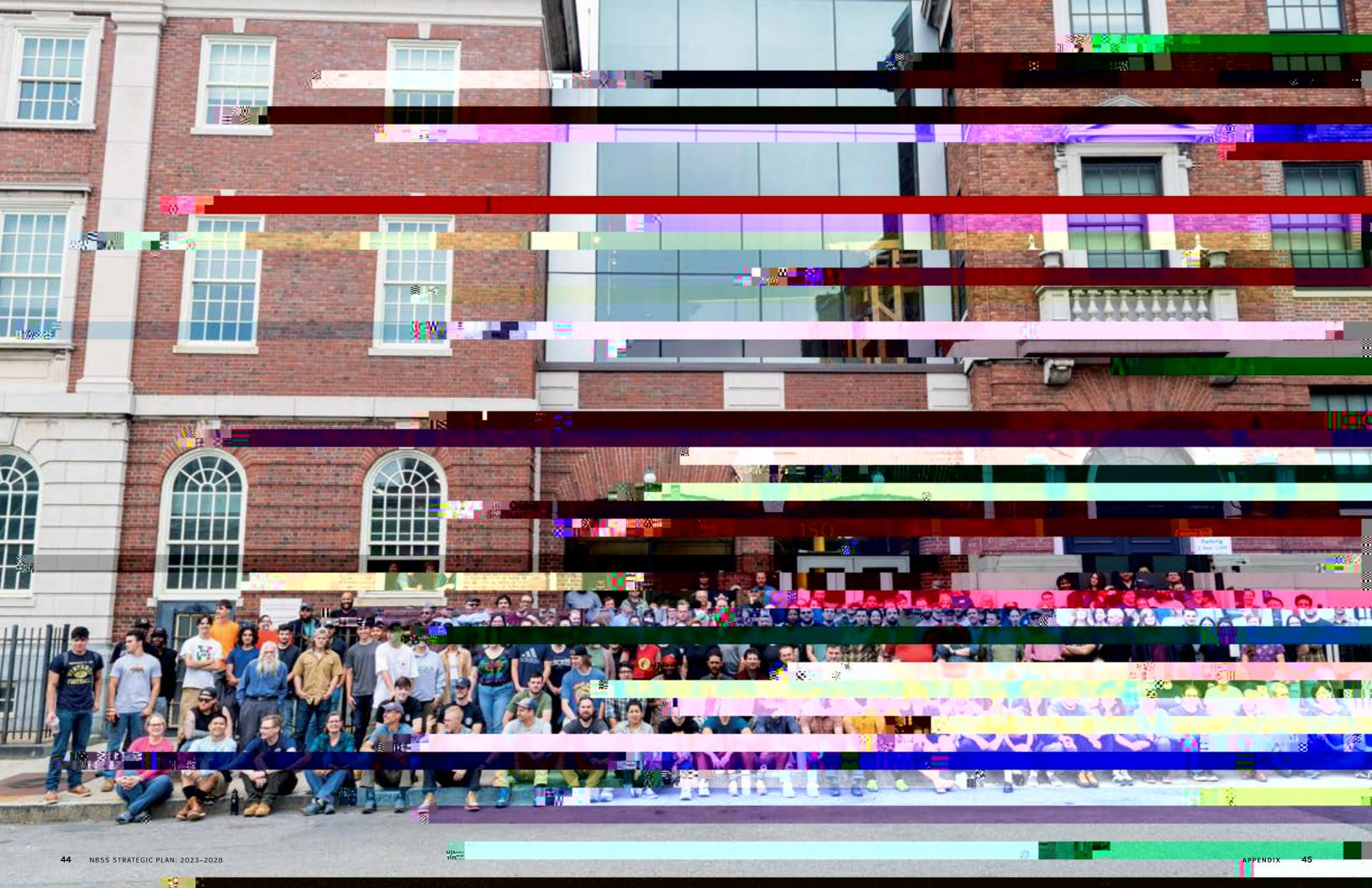
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North Bennet Street School $\ [E, /1%J 1/""1"$ Boston MA 02109 nbss.edu | @nbssboston $a b [] b [\ " """- f" O " "+1" +1" +2" O" "! 2$