

Minnesota State Community and Technical College  
Strategic Diversity and Inclusion Plan  
2016-2019



M State is a proud member of the Minnesota State Colleges and Universities System  
*Minnesota State Colleges and Universities is an equal opportunity employer and educator*

## Table of Contents

<b>M State Mission Statement</b> .....	3
<b>M State Vision Statement</b> .....	3
<b>M State Values</b> .....	3
<b>OBJECTIVE #1: ACCESS, EQUITY &amp; OPPORTUNITY</b> .....	4
GOAL #1: Reduce and Eliminate the Achievement and Opportunity Gap .....	4
<b>OBJECTIVE #2: EMPLOYEE DIVERSITY &amp; INCLUSION</b> .....	9
GOAL #1: Increase and Retain Diversity in Faculty and Staff .....	9
<b>OBJECTIVE #3: SUPPORTIVE CAMPUS ENVIRONMENT</b> .....	14
GOAL #1: Ensure a Welcoming & Supportive Campus Environment .....	14

**M State Mission Statement**

Provide accessible education with vigor and integrity to diverse learners, preparing them for dynamic living, working and serving.

**M State Vision Statement**

A success story for every student and stakeholder.

**M State Values**

M State is focused on excellence, integrity, respect and innovation

- Excellence in teaching and service
- An environment conducive to learning and working
- A culture of diversity and inclusiveness
- Responsiveness to communities served
- Respect and civility in communications
- Openness to innovation and change
- Accountability and transparency in decision-making

**M State Diversity Committee Charter Statement**

M State will be a vibrant inclusive body of diverse students and employees who challenge, inspire and support each other.

**OBJECTIVE #1: ACCESS, EQUITY & OPPORTUNITY**

**GOAL #1: Reduce and Eliminate the Achievement and Opportunity Gap**

Student Persistence Need	#	Action Steps	Primary Stewards	Proposed Partners	Completion Target	Indicate Key Activities Planned and Timeline(s)	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
<b>FY2017</b> <b>Improve retention of students of color by 2 percent annually.</b>  <b>FY2018-FY2019</b> <b>Maintain achievement gap in retention rate to one (1) percent or less.</b>	1	Identify issues contributing to lower retention for students of color and first generation students.	CSSO	Institutional Research; Chief Diversity Officer; Academic and Student Development Services leaders; Persistence Academy Team.	<b>FY2017</b> Annually in October.	<b>FY2017</b> Ongoing review of data elements at terms end to chart progress. Data elements that will be reviewed include: fall-to-fall retention, completion to end of first term in good academic standing, persistence from fall term to spring term. College wide and individual campuses. FY14, FY15, FY16 data will be pulled and reviewed at a fall combined leadership meeting.	<b>FY2017</b> The retention of students of color improved by 6 percentage points from FY16 to FY17.  The Fall 2016 to Fall 2017 achievement gap has been reduced to 1%.	Ongoing concern with student disclosure of demographic data.  There is no system to reconcile differences in demographic information collected from a variety of sources (college application, FAFSA, scholarship applications, course registration, etc.).
					<b>FY2018</b> Annually in October	<b>FY2018</b> FY15, FY16, FY17 data will be pulled and reviewed at a fall combined leadership meeting.	<b>FY2018</b>	
					<b>FY2019</b> Annually in October	<b>FY2019</b>	<b>FY2019</b>	

Student Persistence Need	#	Action Steps	Primary Stewards	Proposed Partners	Completion Target	Indicate Key Activities Planned and Timeline(s)	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
	2	Determine two strategies to be implemented based on the issues identified in annual data review.	CSSO	Institutional Research; Chief Diversity Officer, Persistence Academy Team; Academic and Student Development Services leaders	FY2017 Annually in November.	FY2017 Draft FYE course curriculum for AASC review and approval. January/February 2017.  Establish partnership with Student Life Directors on each campus to plan and implement the student achievement celebrations. Graduation in April 2017. Academic achievement in prior term with 3.0 GPA students – spring 2017 (for fall 2016). Pilot at Moorhead and Fergus Falls.	FY2017 Implement an FYE course specific to the needs of students of color on the Fergus Falls campus. Completed Fall 2017.  Academic achievement celebrations for students of color to support retention efforts. Completed Spring 2017.	Ongoing concern with student disclosure of demographic data.  Funding for these initiatives.
					FY2018 Annually in November	FY2018	FY2018	
					FY2019 Annually in November	FY2019	FY2019	
	3	Continue FY16 AA initiative to identify at-risk factors and initiate academic planning process.	Dean of Student Success	Institutional Research and professional advisors	FY2017 Check-in activity completed by mid-October 2017.	FY2017 Infuse the AA check-in initiative activities into the FYE course to create a structured	FY2017 Fall 2016 AA First Semester Check-in Initiative results: 106 students identified as	AASC approval of the course.

Student Persistence Need	#	Action Steps	Primary Stewards	Proposed Partners	Completion Target	Indicate Key Activities Planned and Timeline(s)	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
						approach. Fall 2017.	student of color and all were invited to participate. 42 participated. 31 of the 42 participants remain enrolled at the college Spring 2017.	
					<b>FY2018</b> Check-in activity completed by mid-October 2018.	<b>FY2018</b>	<b>FY2018</b>	
					<b>FY2019</b>	<b>FY2019</b>	<b>FY2019</b>	
<b>Improve retention of low income students by 2 percent annually.</b>	1	Establish an employee-supported and student-run food shelf on each campus.	CSSO	Student Development Services leaders; college social workers, community food shelves and sponsoring ministries.	<b>FY2017</b> November 2016 and ongoing.	<b>FY2017</b> Launch Ruby's Pantry at Detroit Lakes, Wadena and Moorhead campuses	<b>FY2017</b> Ruby's Pantry successfully launched on the Detroit Lakes campus December 2016; Moorhead campus, August 2017. Ruby's Pantry declined to come to Wadena.	Supply of willing volunteers.
					<b>FY2018</b> Ruby's Pantry or student-run food shelf for the Wadena campus.	<b>FY2018</b> College social worker to lead discussions on food insecurity	<b>FY2018</b> Retention of low income students improved by 2 percentage points from FY16 to FY17.	

Student Persistence Need	#	Action Steps	Primary Stewards	Proposed Partners	Completion Target	Indicate Key Activities Planned and Timeline(s)	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
						needs during Fall 2017		
					<b>FY2019</b> Ruby's Pantry or student-run food shelf for the Fergus Falls campus.	<b>FY2019</b>	<b>FY2019</b>	
	<b>2</b>	Establish college Social Worker positions	CSSO	DL, Moorhead and Wadena SDS Directors, College Social Workers, Counselors,,and Regional social services agencies.	<b>FY2017</b> July 2016 and ongoing	<b>FY2017</b> Orient campuses to role and purpose of college social workers in Fall 2016. Present on same at February 2017 Diversity and Inclusion conference.	<b>FY2017</b> Social workers hired fall 2016. Campus communities oriented to new positions. DL SDS Director and Moorhead College Social Worker presented to system conference in February 2017.  Retention of low income students improved by 2 percentage points from FY16 to FY17.	Ongoing tensions and objections with MSCF.
<b>3</b>	Aggressively promote fiscal support programs for all incoming students.	CSSO	HS counselors and administrators, CAM Team, Financial Aid Team.	<b>FY2017</b> August 2016 and ongoing	<b>FY2017</b> Exploration of donor and grant funding to more fully implement the program in FY18.  Promotion of March Madness campaign and	<b>FY2017</b> Power of You pilot implemented in FY17 with 9 student participants.  "Learn More, Pay Less," flyer distributed	Funding for both initiatives to make sure we have the marketing budget to support these campaigns and the ability to cover the waived the application fee.	

Student Persistence Need	#	Action Steps	Primary Stewards	Proposed Partners	Completion Target	Indicate Key Activities Planned and Timeline(s)	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
						waiver of application fee for one month in March 2017.	throughout the service region and to all regional high schools.  Retention of low income students improved by 2 percentage points from FY16 to FY17.	
					<p><b>FY2018</b> Fiscal literacy support program implemented by Spring 2018.</p> <p>Expand the use of open education resources (OER) and more affordable course materials.</p>	<p><b>FY2018</b> Financial Aid team charged with developing financial aid summary reports to better inform students of their award budgeting and responsibilities.</p> <p>Discuss OCR use with Shared Governance.</p> <p>Advocate for faculty professional development for OCR documentation.</p> <p>Determine process for OCR documentation.</p>	<b>FY2018</b>	



Student Persistence Need	#	Action Steps	Primary Stewards	Proposed Partners	Completion Target	Indicate Key Activities Planned and Timeline(s)	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
						Set benchmark for OCR use.  Determine goal for 2018-2019 OCR adoption.  Implement the Women's Foundation of Minnesota grant to recruit and retain women of color in science, technology, engineering and math fields.		
					<b>FY2019</b>	<b>FY2019</b>	<b>FY2019</b>	

**OBJECTIVE #2: EMPLOYEE DIVERSITY & INCLUSION**

**GOAL #1: Increase and Retain Diversity in Faculty and Staff**

Need	#	Action Steps	Primary Stewards	Partners	Completion Target	Indicate Key Activities Planned and Timeline(s) accomplished	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
<b>Intentional Recruitment and Retention to leverage data and carefully examine the needs of the organization well</b>	<b>1</b>	Leverage data and examine the needs for the organization including workforce analysis,	Chief Human Resources Officer	Human Resources Department; Institutional Research; Chief Diversity Officer; Supervisors	<b>FY2017</b> June 30, 2017	<b>FY2017</b> Will review workforce analysis data. Spring semester 2017. This data will inform	<b>FY2017</b> CHRO and other supervisors attended workshop on competency based	

Need	#	Action Steps	Primary Stewards	Partners	Completion Target	Indicate Key Activities Planned and Timeline(s) accomplished	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
before vacancies occur.		<p>examining the role, mobilizing talent communities, search committee training, comprehensive onboarding and orientation for new employees.</p>				<p>succession planning and trends in hiring and exits.</p>	<p>hiring. Spring semester 2017.</p> <p>Search committee members are required to complete the online search training as provided through the system office.</p> <p>Supervisors are now utilizing the recently developed orientation checklist for new employees.</p> <p>CHRO has initiated preliminary succession planning discussions which will continue.</p>	
		<p>Recruit and retain employees to be more representative of M State's student population. Increase employees of color to 5.1% as percent of all employees.</p>			<p><b>FY2018</b> June 30, 2018.</p>	<p><b>FY2018</b> Conduct analysis of position descriptions for vacant positions through competency based hiring practices which will ensure an accurate reflection of the minimum</p>	<p><b>FY2018</b></p>	

Need	#	Action Steps	Primary Stewards	Partners	Completion Target	Indicate Key Activities Planned and Timeline(s) accomplished	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
						<p>qualifications, knowledge, skills and abilities to ensure relevant and transferable skills are recognized.</p> <p>Evaluate the search process to ensure freedom from bias. To demonstrate a good-faith effort to remove identified barriers, expand employment opportunities and produce measureable results.</p> <p>FY2017 employees of color was 4.5% as a percent of all employees.</p>		
<b>FY2017 Revitalize the M State Diversity Committee.</b>	<b>1</b>	Finalize the committee charter, including mission and vision, to guide work priorities and responsibilities.	CHRO	Affirmative Action Officer; Chief Diversity Officer President's Cabinet;	<b>FY2017</b> December 31, 2016.	<b>FY2017</b> Committee to finalize charter for President's Cabinet approval. Spring 2017. Committee to provide input and	<b>FY2017</b> Diversity Committee Charter approved by President's Cabinet summer 2017.	

Need	#	Action Steps	Primary Stewards	Partners	Completion Target	Indicate Key Activities Planned and Timeline(s) accomplished	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
<b>FY2018</b> <b>Partner with the Diversity Committee to engage their advisory influence on diversity, equity and inclusion initiatives.</b>		Submit FY18 budget request to secure increased funding.		Diversity Committee members		feedback to diversity plan.  Ensure Diversity Committee meetings occur at least 2 times per semester.          FY18 budget request submitted.	Committee members finalized, including a diverse employee representation and student participation.       Committee meeting with new membership took place December 2016, January and March 2017 with initial review of charter, diversity plan and Affirmative Action Plan (AAP).      \$25K budget approved for FY2018. Increase of \$15K annually.	
		<b>FY2018 and FY2019</b> Research cultural competency assessment tools and aligned professional development initiatives.		MinnState Office of Equity and Inclusion	<b>FY2018</b> June 30, 2017	<b>FY2018</b> Research cultural competency assessment tools for possible recommendation on instrument to use.	<b>FY2018</b>	

Need	#	Action Steps	Primary Stewards	Partners	Completion Target	Indicate Key Activities Planned and Timeline(s) accomplished	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
		Strengthen collaborative efforts with Minnesota Campus Compact.	CAO	Dean of Academic Quality and Support and Campus Compact	<b>FY2019</b>	<b>FY2019</b> Work on Civic Action Plan in conjunction with Campus Compact.	<b>FY2019</b>	
	<b>2</b>	Collaborate and consult to support the program objectives of the M State Affirmative Action Plan (AAP).	CHRO	Affirmative Action Officer; President's Cabinet; Diversity Committee members	<b>FY2017</b> Ongoing	<b>FY2017</b> Awaiting State of MN approval on the 2016-2018 Affirmative Action Plan (AAP)	<b>FY2017</b> Diversity Committee was consulted regarding the 2016-2018 Affirmative Action Plan (AAP) program objectives.	
					<b>FY2018</b> Ongoing	<b>FY2018</b> Review, update and status report on the affirmative action program objectives.  Begin the preparation and reporting for the 2018-2020 Affirmative Action Plan (AAP).	<b>FY2018</b>	
				<b>FY2019</b> Ongoing	<b>FY2019</b>	<b>FY2019</b>		

**OBJECTIVE #3: SUPPORTIVE CAMPUS ENVIRONMENT**

**GOAL #1: Ensure a Welcoming & Supportive Campus Environment**

Need	#	Action Steps	Primary Stewards	Partners	Completion Target	Indicate Key Activities Planned and Timeline(s) accomplished	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
<p><b>Provide professional development to increase faculty, staff and administrators intercultural and global competency and understanding and use of culturally relevant pedagogy.</b></p>	<p><b>1</b></p>	<p>Identify key activities and best practices for sustaining initiatives for each campus.</p>	<p>CAO, CSSO, and CHRO</p>	<p>CDO, Minnesota State Office of Diversity and Inclusion, Campus Compact</p>	<p><b>FY2017</b> December 31, 2016 and ongoing.</p>	<p><b>FY2017</b> PACE survey to be administered April 2017.</p> <p>Survey to faculty regarding serving ELL students to identify specific academic support initiatives is being developed for Spring 2017 distribution.</p>	<p><b>FY2017</b> ODI newsletter. First issue published December 2016 to highlight student achievement and professional engagement of employees.</p> <p>Survey feedback resulted in the development of the World Within Reach curriculum.</p>	
					<p><b>FY2018</b> Fall 2017 and Spring 2018</p>	<p><b>FY2018</b> Deliver the World Within Reach curriculum to two employee cohorts.</p> <p>Diversity committee to utilize September 2017 professional development day reflection document to</p>	<p><b>FY2018</b></p>	

Need	#	Action Steps	Primary Stewards	Partners	Completion Target	Indicate Key Activities Planned and Timeline(s) accomplished	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
						inform additional professional development for Voices. Values. Vision. series.		
					<b>FY2019</b>	<b>FY2019</b>	<b>FY2019</b>	
	<b>2</b>	Offer professional development opportunities on diversity, equity and inclusion topics to increase education and awareness of M State employees.	CAO, CSSO, CHRO	President's Cabinet	<b>FY2017</b> January 2017 and ongoing.	<b>FY2017</b> All employee in-service dates planned for February, May and September 2017 which will include applicable professional development opportunities. Voice, values, vision series.	<b>FY2017</b> All employee in-services completed February, May and September 2017.  Minnesota Campus Compact membership completed.	Ensure comprehensive, ongoing planning.
				<b>FY2018</b> June 30, 2018	<b>FY2018</b> Continuation of Voices. Vision. Values. Programming. 4 cohorts of 20 employees each will be able to attend a 3-part series on one of two topics: mental health and understanding privilege. A common book read will be incorporated. The viability of	<b>FY2018</b>		

Need	#	Action Steps	Primary Stewards	Partners	Completion Target	Indicate Key Activities Planned and Timeline(s) accomplished	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
						IDI will be explored for participants. Cohorts will meet during the months of February – April. All M State supervisors will participate.		
					<b>FY2019</b>	<b>FY2019</b>	<b>FY2019</b>	
	<b>3</b>	Partner with regional family services collaborative to engage in professional development designed to increase poverty awareness and competency in order to reshape thinking and allow leadership to be responsive and sensitive to student and personnel needs.	CAO	Associate Vice President of Academic Affairs, Director of Housing, Regional collaborative	<b>FY2018</b> June 30, 2018	<b>FY2018</b> Attend two-day Poverty Institute with collaborative partners July 24-25, 2018.  Attend the regional poverty training on August 21, 2018.  M State partners engage in regional collaboration regarding generational poverty and determine ways for M State to partner and	<b>FY2018</b> Director of Housing and nine collaborative members attended the Donna Beegle Poverty Institute.  Six M State representatives attended the regional training provided on August 21, 2018.  Meeting attended.	Recognizing constituent groups who are not yet participating and determining ways to engage them in the conversation.



Need	#	Action Steps	Primary Stewards	Partners	Completion Target	Indicate Key Activities Planned and Timeline(s) accomplished	Indicate Key Activity Accomplished	Identify issues and concerns (if any)
						participate in this work.		