Increasing the Diversity of Faculty and Staff

Board of Trustees Study Session
April 17, 2013

Minnesota State Colleges and Universities

Outline

- Value of diverse faculty and staff

- Current and trend data

- Goals

- Barriers to achieving our goals

- Strategies

  - Transform our culture

  - Expand our outreach

  - Deploy targeted recruitment activities

  - Implement aggressive retention efforts

- Questions and discussion

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Value of diverse faculty and staff

- Fosters greater respect for the cultural differences that learners bring to the educational experience

- Creates a welcoming community for all students

- Engages multiple perspectives and experiences in the service of student and organizational learning

- Fosters greater diversity in:

  - course content and readings

  - curricular and teaching methodologies

  - scholarly ideas and research course content and readings

- Provides more diverse role models to learners

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Value of diverse faculty and staff (cont'd)

- Students from diverse campuses (race, ethnicity, gender, disability, sexual orientation…) have reported greater growth in:
  - Leadership
  - Critical thinking
  - Ability to work cooperatively
  - Interpersonal skills
  - Problem solving

(Hurtado, Clayton-Pedersen, Milen & Allen, 1999)

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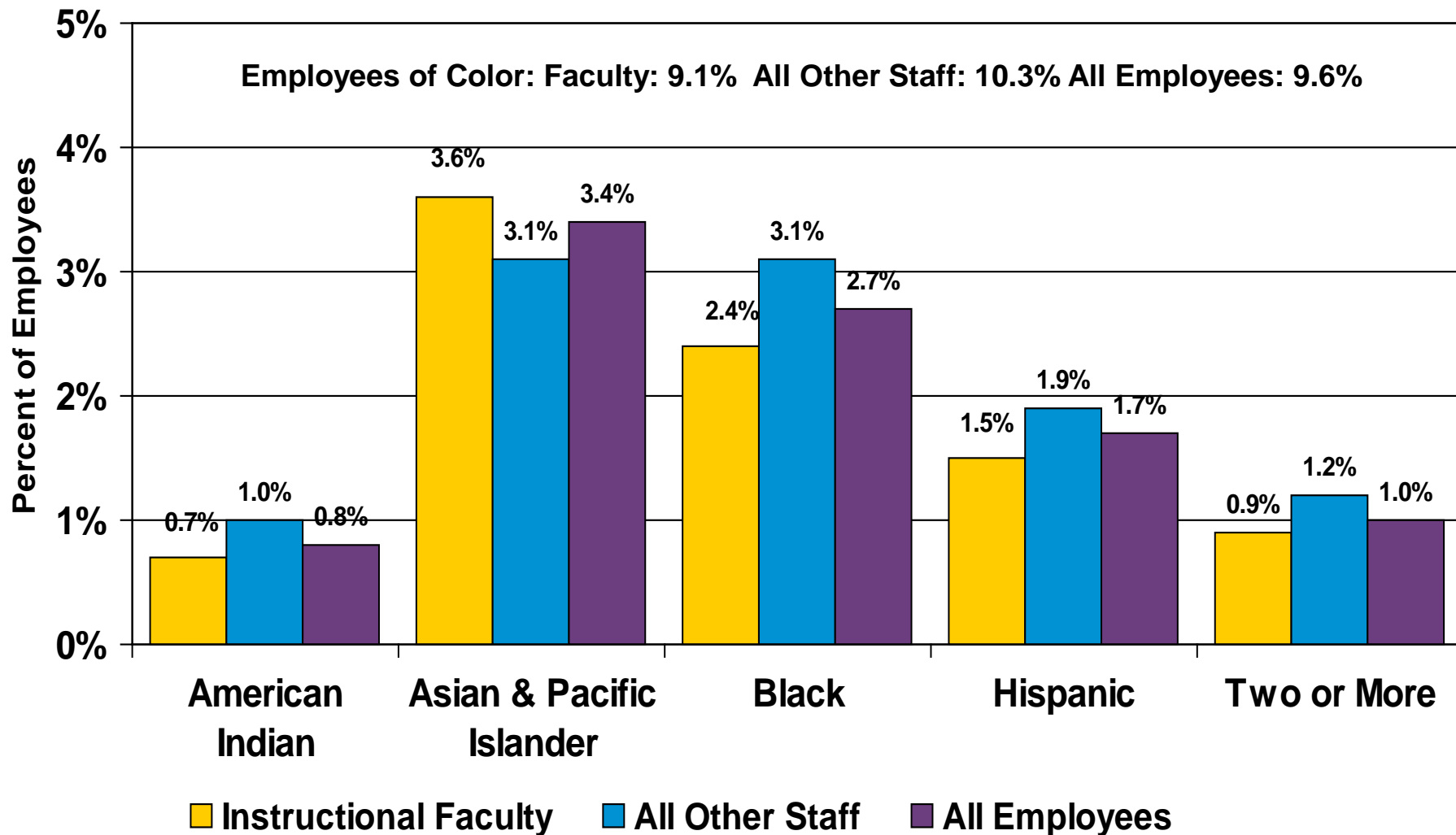# Employees of color comprise an increasingly large percentage of the system's workforce
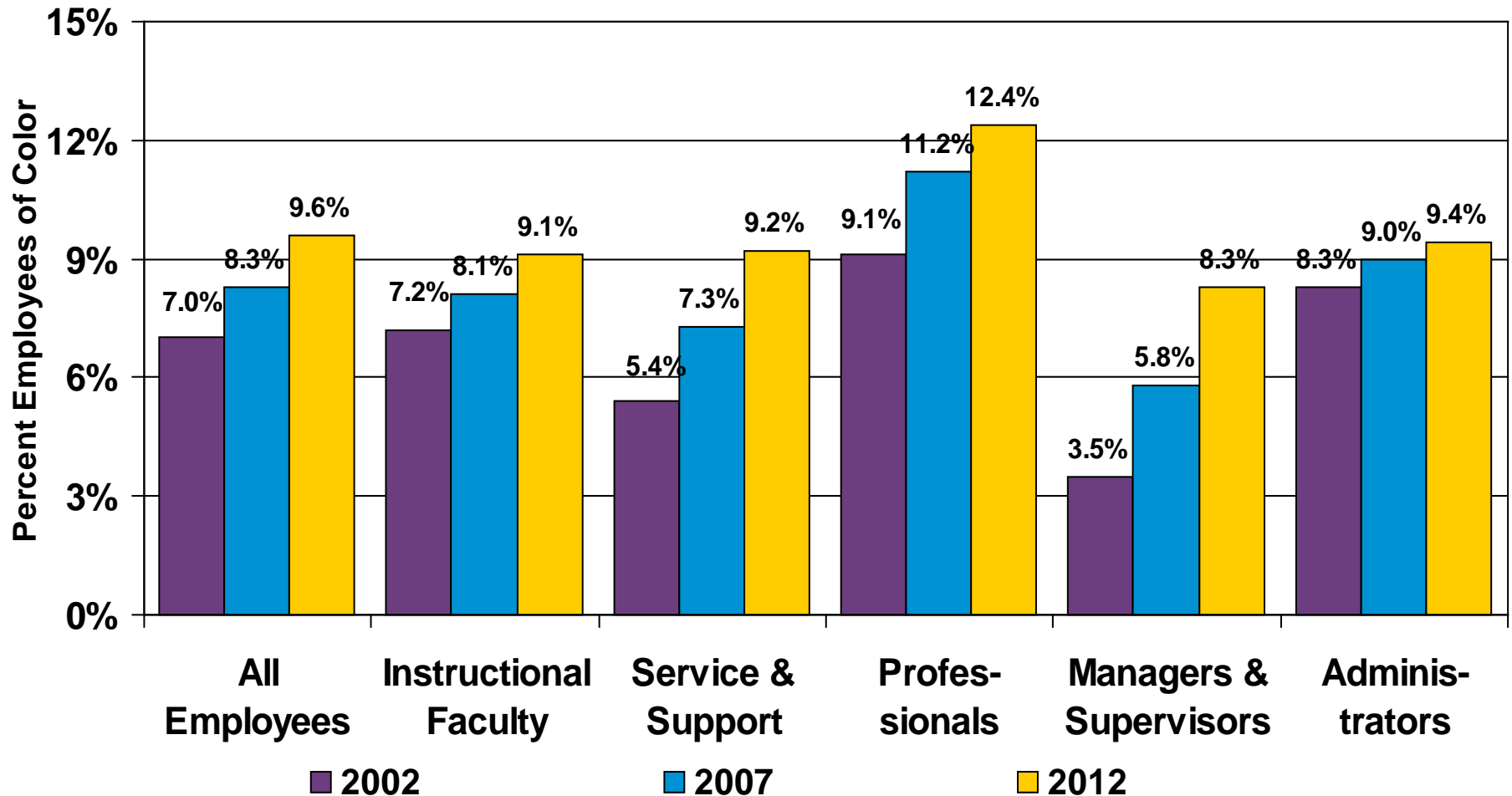
Employees of Color: 2002 = 1,097   2012 = 1,729   Increase = 57.6%
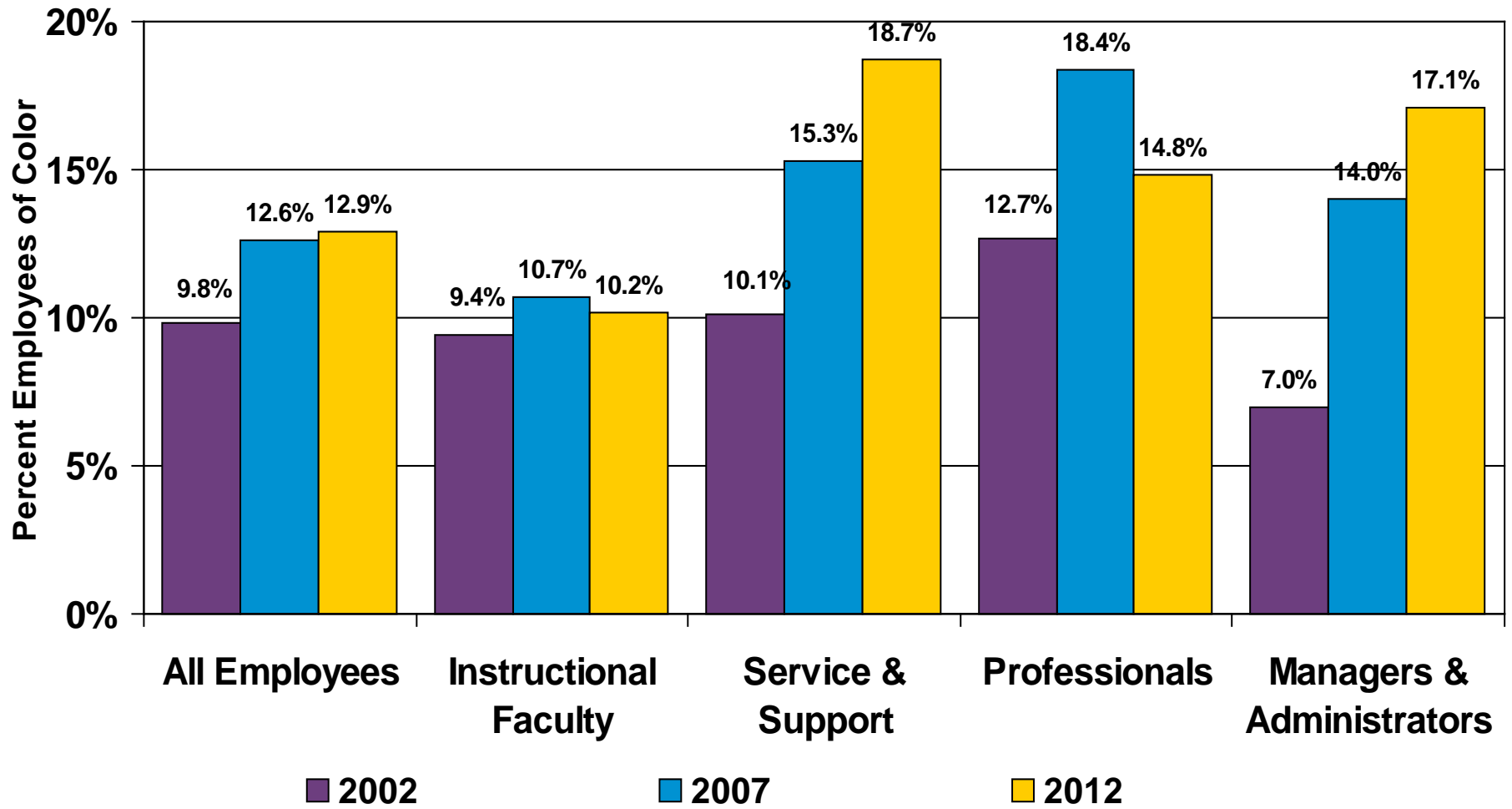**All Employees: 2002 = 15,741   2012 = 17,962   Increase = 14.1%**

Source: System Office Research, Planning and Policy

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Asian employees are more likely to be faculty while other groups are more likely to be staff in 2012

Employees of Color: Faculty: 9.1% All Other Staff: 10.3% All Employees: 9.6%

Percent of Employees

Group	Instructional Faculty	All Other Staff	All Employees
American Indian	0.7%	1.0%	0.8%
Asian & Pacific Islander	3.6%	3.1%	3.4%
Black	2.4%	3.1%	2.7%
Hispanic	1.5%	1.9%	1.7%
Two or More	0.9%	1.2%	1.0%

☐ Instructional Faculty   ☐ All Other Staff   ☐ All Employees

Source: System Office Research, Planning and Policy

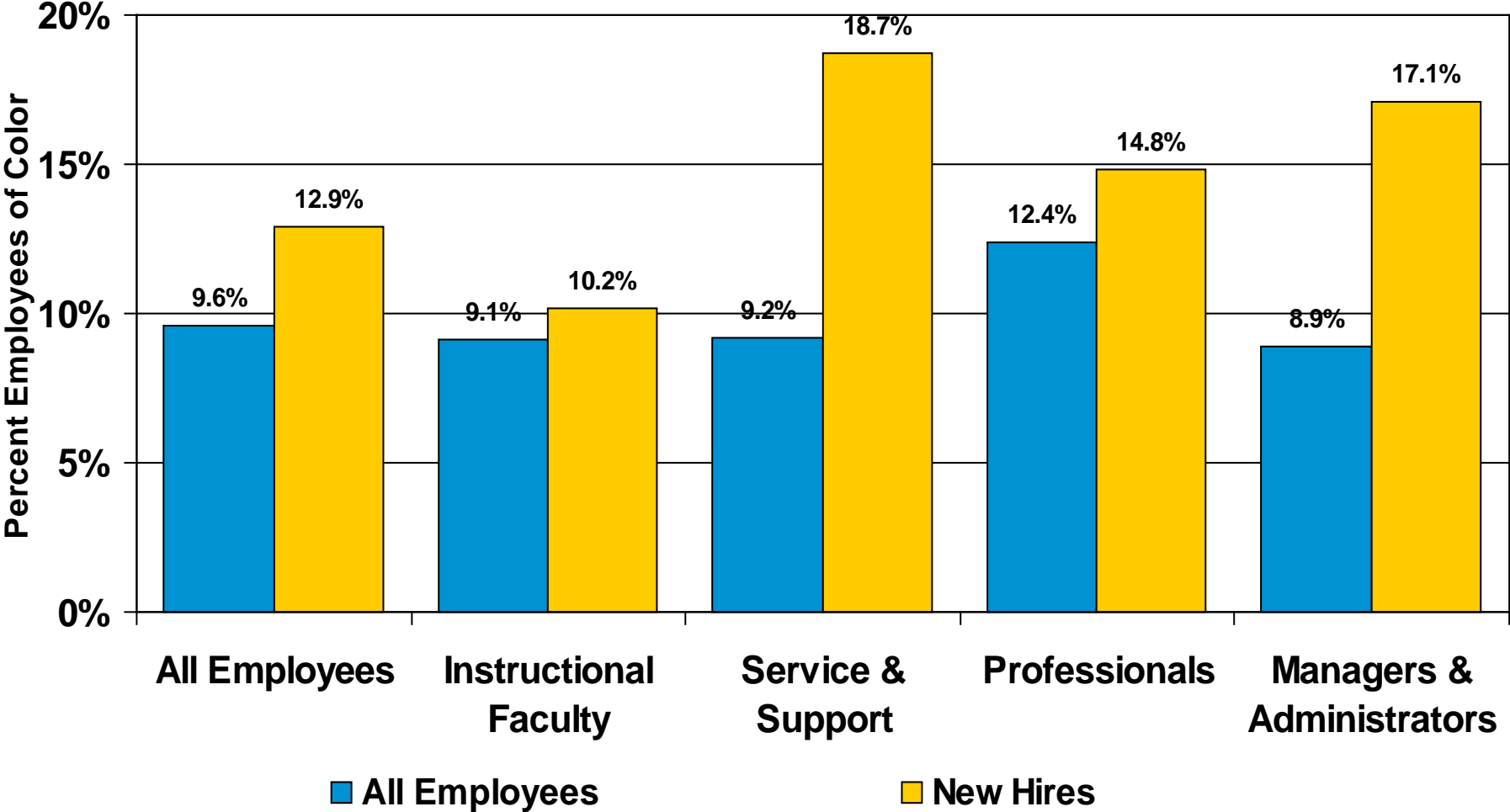**Minnesota STATE COLLEGES & UNIVERSITIES**

Employees of color represent an increasingly large percentage of new hires

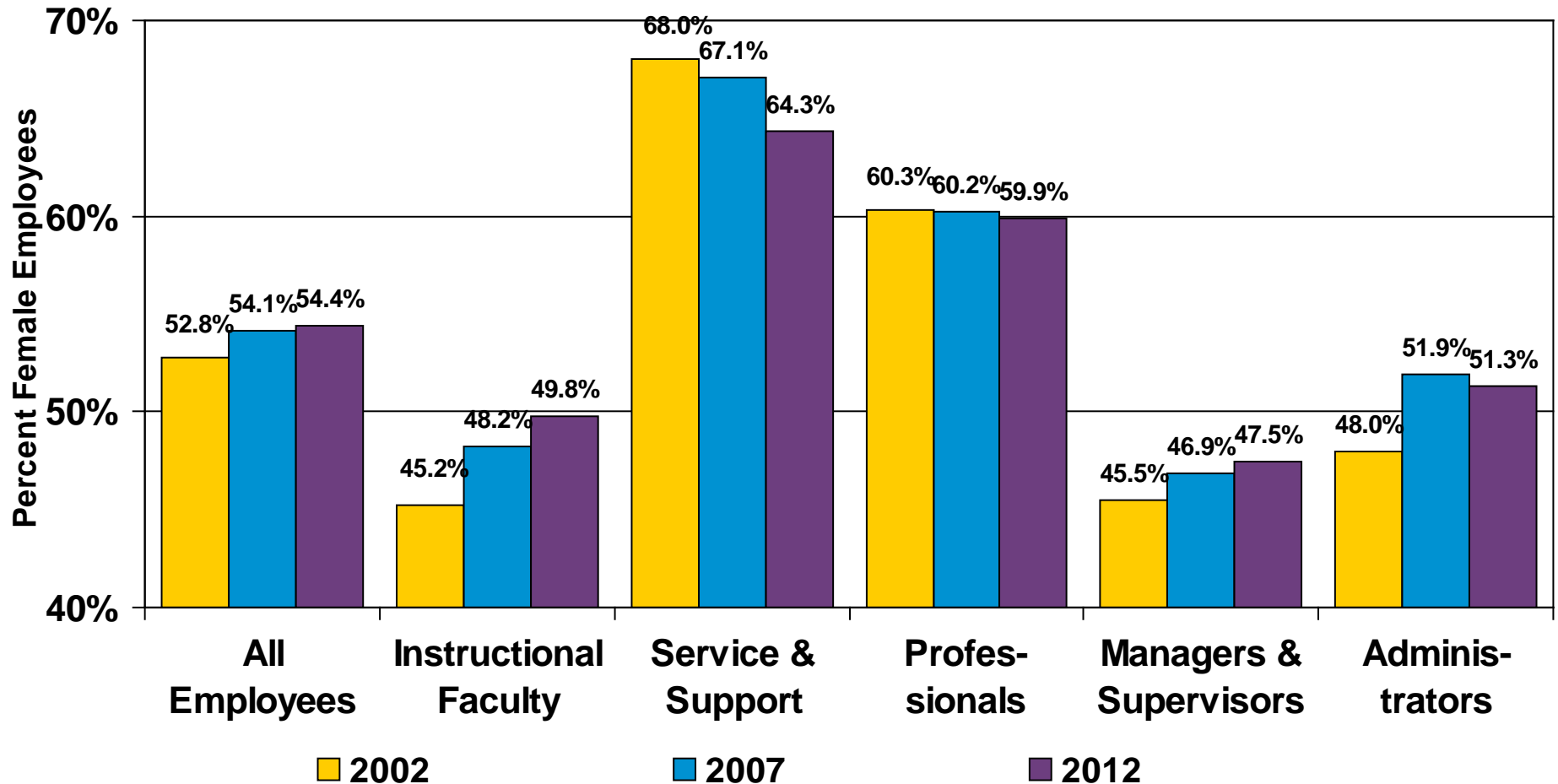Source: System Office Research, Planning and Policy

Employees of color represent a larger percentage of new hires than of the workforce

Source: System Office Research, Planning and Policy

Female employees comprise an increasing percentage in three of the five employee roles
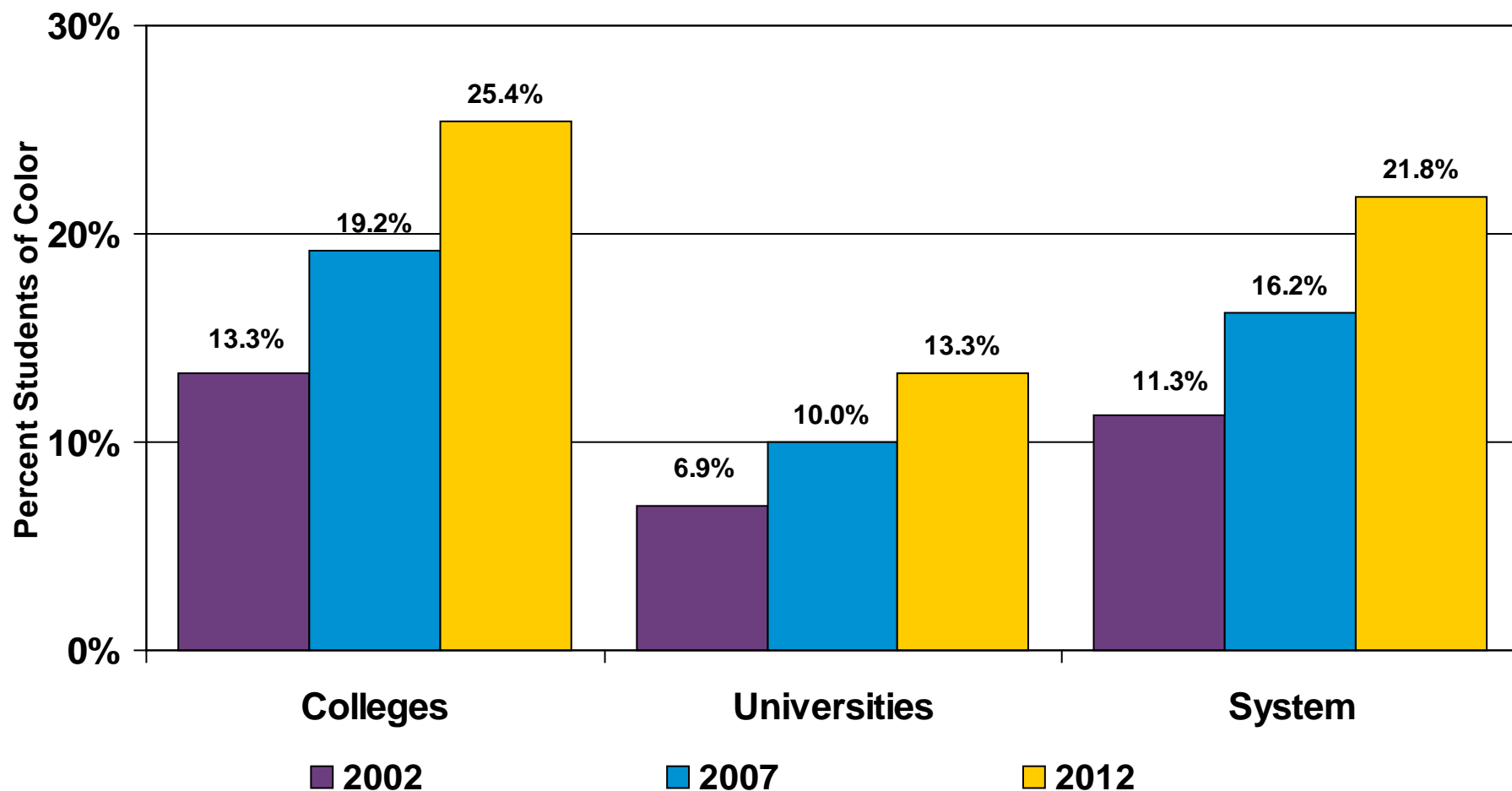

Female Employees: 2002 = 8,314   2012 = 9,772 Increase = 17.5%
All Employees: 2002 = 15,741   2012 = 17,962 Increase = 14.1%

Source: System Office Research, Planning and Policy

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Students of color increased as a percentage of system credit students

Percent Students of Color

- Colleges: 2002 = 13.3%, 2007 = 19.2%, 2012 = 25.4%
- Universities: 2002 = 6.9%, 2007 = 10.0%, 2012 = 13.3%
- System: 2002 = 11.3%, 2007 = 16.2%, 2012 = 21.8%

■ 2002 ■ 2007 ■ 2012

Source: System Office Research, Planning and Policy

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People of color comprise two-thirds of the state's projected growth between 2010 & 2035
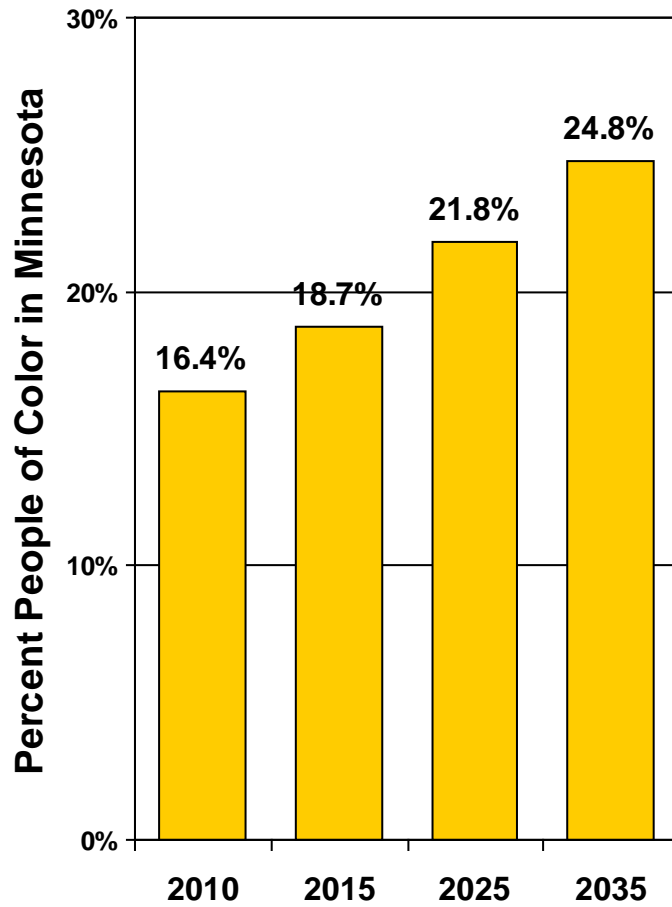
Percent of Minnesota's Population Growth: 2010 to 2035

Percent People of Color in Minnesota:
- 2010: 16.4%
- 2015: 18.7%
- 2025: 21.8%
- 2035: 24.8%

Pie chart — Percent of Minnesota's Population Growth:
- White, 33.3%
- Hispanic, 26.7%
- Two or More Races, 5.3%
- American Indian, 0.7%
- Asian & Pacific Islander, 15.9%
- Black, 18.2%
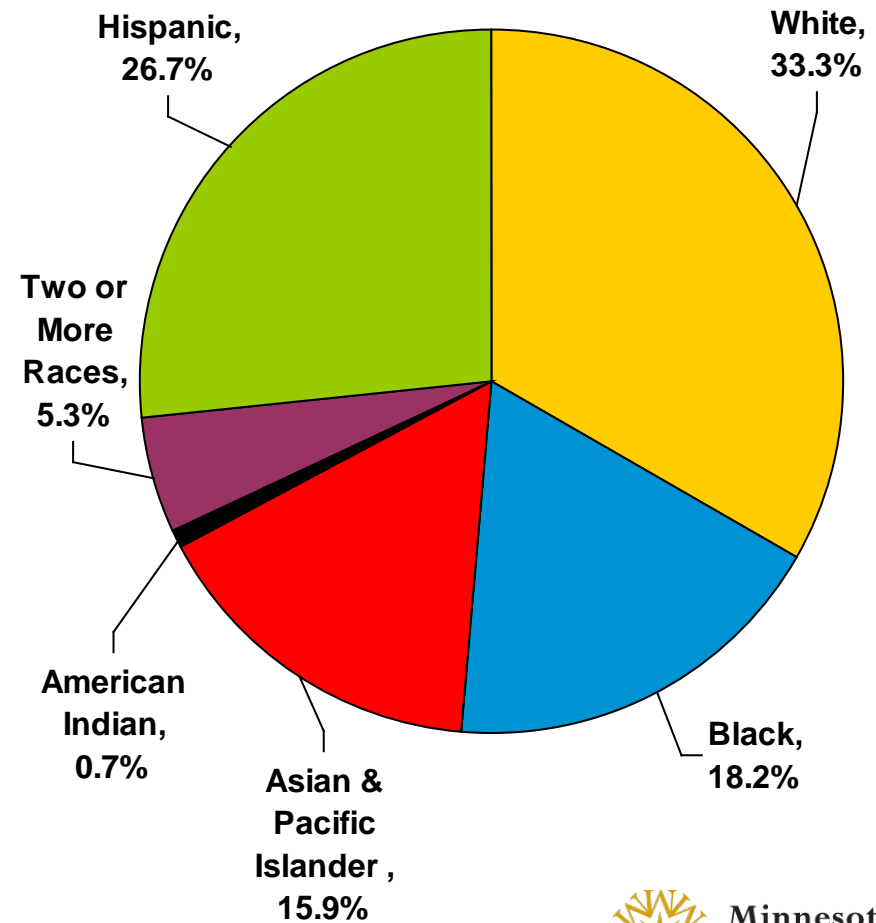
Source: System Office Research, Planning and Policy analysis of MN Demographer's projections

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Goal

- To better reflect the demographics of the state of Minnesota, increase the diversity of the workforce from 9.6% to 12% over the next 5 years.

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Barriers to achieving our goals

- Pipeline
  - The underrepresentation of faculty and staff of color significantly reduces the base of individuals who might ascend to the presidency and other senior positions (American Council of Education, 2013)
  - The uneven distribution of faculty of color by disciplines makes it difficult to recruit in growing areas such as science, technology, engineering and mathematics (National Opinion Research Center, University of Chicago)

- Geographic barriers
  - Limited mobility based upon economic climate
  - Community image
  - Location

- Climate (or perception thereof)

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Strategies

- **Culture**: Create the transformation required to foster a workplace that embraces diversity

- **Outreach**: Build a strong, positive organizational "brand"

- **Recruitment**: Aggressively attract talent from a diverse pool while ensuring fair hiring processes for all

- **Retention**: Keep talent by developing high levels of organizational engagement

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Culture

Create the transformation required to foster a workplace that embraces diversity

- Engaged leadership

- Climate surveys

- Cultural competency training

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Outreach

Build a strong, positive organizational "brand"

- Website enhancements

- Targeted job fairs

- Community outreach

Recruitment

Aggressively attract talent from a diverse pool while ensuring fair hiring processes for all

- Affirmative Action programs

- Recruitment partnerships

- Social media

- Identify and groom potential candidates

- Bias-free and effective hiring practices

Retention

Keep talent by fostering high levels of organizational engagement

- Onboarding

- Mentoring programs

- Training, professional development & succession planning

- Recognition & Wellness programs

- Exit interviews

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Question and Discussion

- Are there best practices for diversifying our workforce that we have missed?

- Are there strategies that we should consider beyond those that we have identified?

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