

Recruitment, Retention, and Professional Development of Diverse Leadership

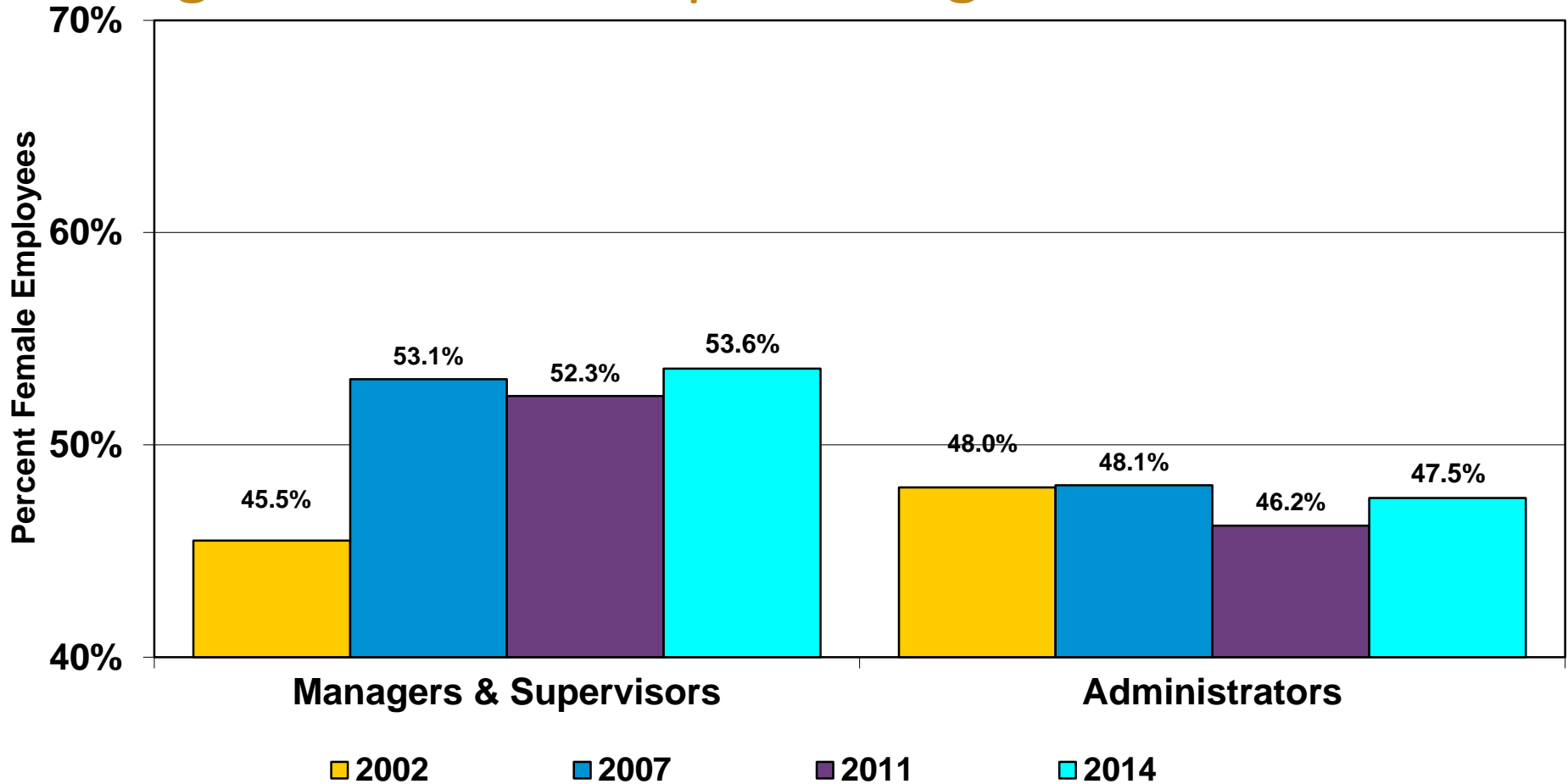


Board of Trustees
Diversity & Equity Committee
October 22, 2014

Minnesota State Colleges and Universities

The Minnesota State Colleges and Universities system is an Equal Opportunity employer and educator.

Female employees are an increasing percentage of managers and a stable percentage of administrators



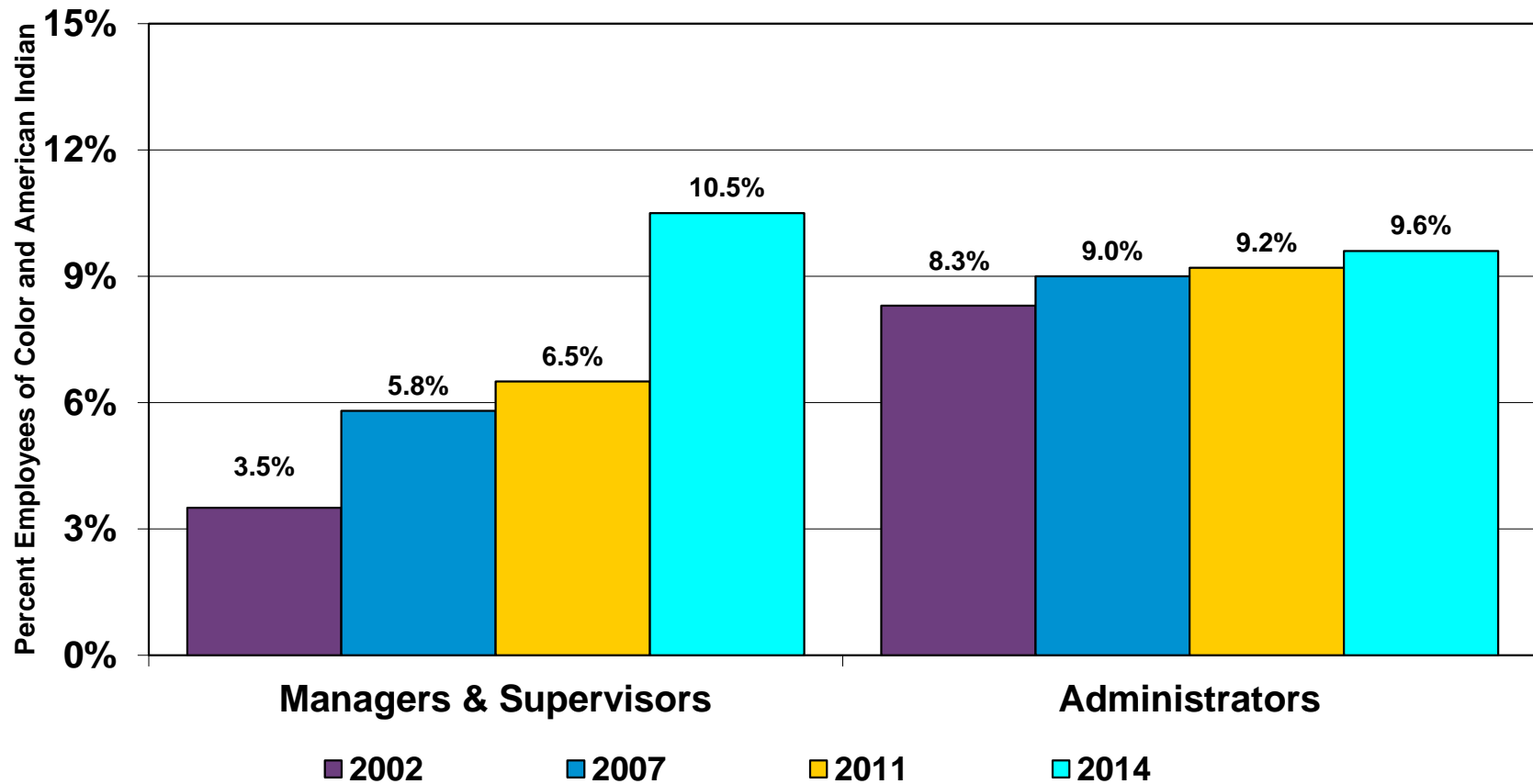
Female Employees: 2002 = 8,314 2012 = 9,772 Increase = 17.5%

All Employees: 2002 = 15,741 2012 = 17,962 Increase = 14.1%

Source: System Office Research, Planning and Policy

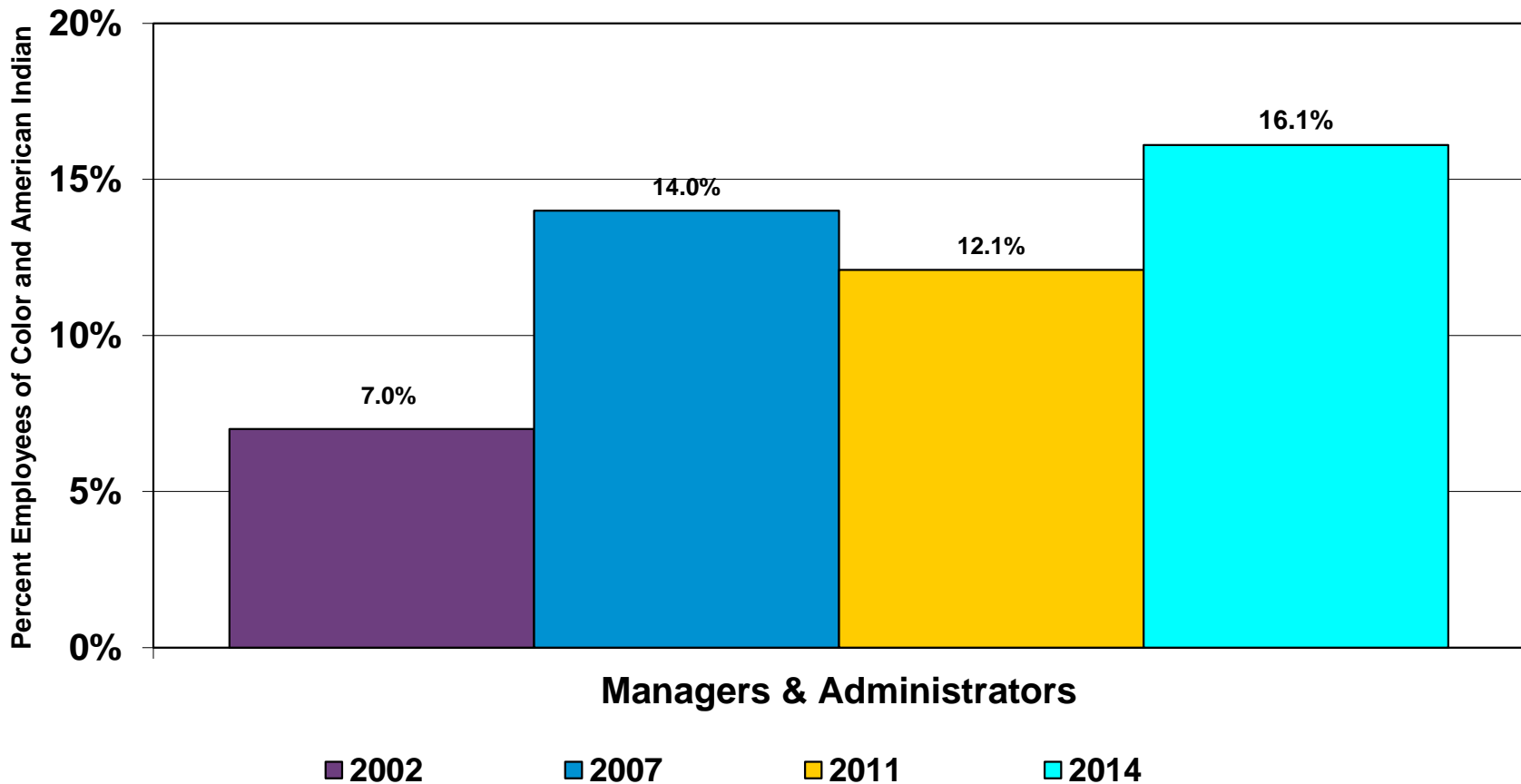


Employees of color comprise an increasingly large percentage of the system's workforce



Source: System Office Research – Academic and Student Affairs & Human Resources

Employees of color represent an increasingly large percentage of new hires



Source: System Office Research, Planning and Policy

Questions we grappled with...

- How can we more effectively recruit qualified diverse leadership; particularly at the Dean and VP levels?
- What programs are currently in place?
- How are these programs working?
- What emerging best practices may we learn from?
- What stakeholders (internal & external) have we not fully engaged?

Three key directions for increasing the number of women and diverse leaders

- Recruit
- Retain
- Grow our own

Recruit

Use existing connections with professional organizations

- As our current leaders interact with peers at the national level: **recruit, recruit, recruit**
- Collectively use our connections with national organizations serving minorities
- Our current leaders use their professional organizations' listservs and websites to get the word out
- Leverage in-house employee diversity groups
- Use social media (LinkedIn, etc.)

Build new connections

- Participate in minority career fairs
- Tap into local community based, minority serving organizations
- Build relationships with historically black colleges and universities, and Asian and Hispanic serving institutions to tap into their graduate pools

Retain

Set the tone at the top

- Climate matters: current leaders must strive to make inclusiveness an integral part of their personal message. Repeat. Repeat. Repeat.

Offer strategies and support systems

- Be intentional about onboarding new leaders
- Provide access to on-going coaching and assign a mentor
- **Encourage networking** -- connect emerging leaders with seasoned leaders **outside** the college or university **and within** the system (peers and other leaders within MnSCU)

Grow our own

Communicate broadly about opportunities for advancement

- **Reach out personally** to employees to encourage them to consider new leaderships roles
- **Post all positions** – even interims
- **Use social media** to create a buzz about MnSCU
- **Created targeted messages** (diversity collateral materials)

Develop pathways

- **Develop career pathways** on campus and throughout the system
- **Actively encourage** staff development
- Assign **special projects and stretch assignments** to employees as means to **hone leadership skills**
- **Afford staff participation opportunities** in formal development programs , **both internal and external**

Ensure functional support systems are in place

- Use **intentionality about onboarding** – what information can you provide a new leader at the onset that will make for a successful entry
- **Support affinity groups** for minority employees
- **Employ retention strategies**

Final thoughts

- Managing diversity is more than Affirmative Action
- Consequences of not becoming more diverse are serious
- A lot of good work has already been done that we can now build upon

Questions for the board

- Are these the right strategies?
- Are we missing anything?
- Is there a particular focus area we should be honing in on?
- Are there groups or committees you participate in that could be tapped into?