



**JOINT MEETING: DIVERSITY AND EQUITY AND HUMAN RESOURCES COMMITTEE  
MARCH 18, 2015  
11:00 AM**

**MINNESOTA STATE COLLEGES AND UNIVERSITIES  
MCCORMICK ROOM, FOURTH FLOOR  
30 7TH STREET EAST  
SAINT PAUL, MN**

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**Please note: Committee/Board meeting times are tentative. Committee/Board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.**

Minnesota State Colleges and Universities Faculty and Staff Diversity: Current Demographics and Strategies (pp.1-2)

**Diversity and Equity Committee**

Ann Anaya, Chair  
Elise Ristau, Vice Chair  
Kelly Charpentier-Berg  
Alexander Cirillo  
Thomas Renier  
Louise Sundin

**Human Resource Committee**

Alexander Cirillo, Chair  
Dawn Erlandson, Vice Chair  
Margaret Anderson Kelliher  
Kelly Charpentier-Berg  
Robert Hoffman

**Bolded** items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES  
BOARD OF TRUSTEES**

**Agenda Item Summary Sheet**

**Name: Diversity and Equity and  
Human Resources Committee**

**Date: March 18, 2015**

**Title: Minnesota State Colleges and Universities Faculty and Staff Diversity:  
Current Demographics and Strategies**

**Purpose (check one):**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Proposed<br>New Policy or<br>Amendment to<br>Existing Policy | <input type="checkbox"/> Approvals<br>Required by<br>Policy | <input type="checkbox"/> Other<br>Approvals |
| <input type="checkbox"/> Monitoring /<br>Compliance                                   | <input checked="" type="checkbox"/> Information             |   |

**Brief Description:**

The Diversity and Equity and Human Resources committees will engage in a study session on faculty and staff demographics and strategies being implemented to expand and maintain our diverse workforce.

**Scheduled Presenter(s):**

Mark Carlson, Vice Chancellor for Human Resources  
Leon Rodrigues, Chief Diversity Officer  
Michael Birchard, Chief Diversity & Affirmative Action Officer, North Hennepin  
Community College  
Michael Freer, Chief Human Resources Officer, North Hennepin Community College

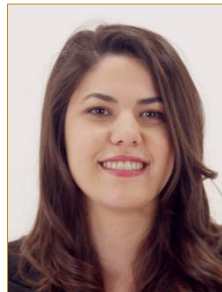
**BOARD OF TRUSTEES  
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

<b>INFORMATION ITEM</b>
Minnesota State Colleges and Universities Faculty and Staff Diversity: Current Demographics and Strategies

**BACKGROUND**

The Diversity and Equity and Human Resources committees will engage in a study session on faculty and staff demographics and strategies being implemented to expand and maintain our diverse workforce. Trend data regarding the progress toward creating a diverse workforce will be presented. Committee members will engage in a discussion on strategic actions regarding recruitment, retention and employee development designed to expand and maintain a diverse workforce for the system.

# Faculty and Staff Diversity: Current Demographics and Strategies



March 18, 2015

Joint Diversity and Equity Committee and Human Resources Committee Study Session

Minnesota State Colleges and Universities

The Minnesota State Colleges and Universities System is an Equal Opportunity Employer and Educator.

# Outline

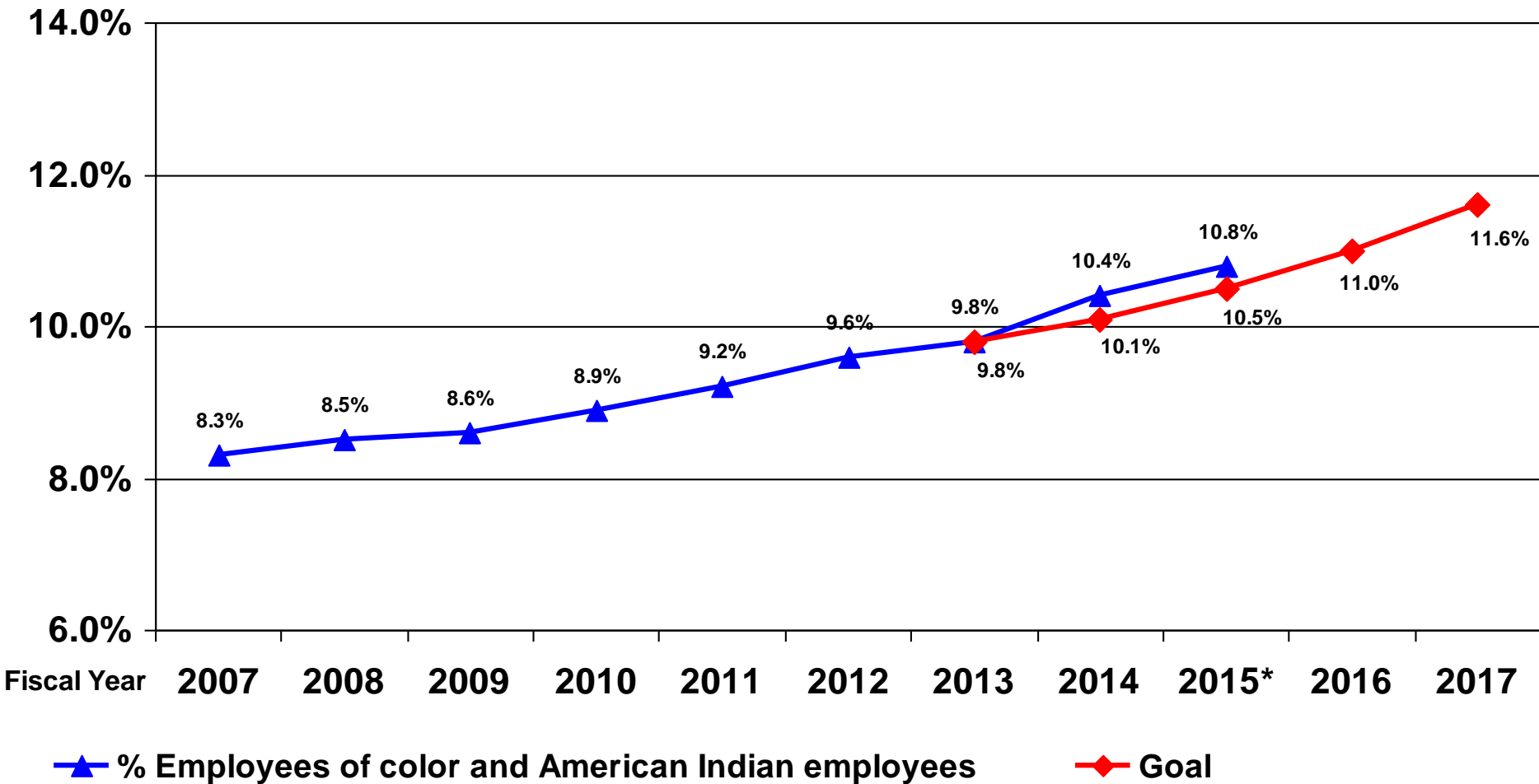
- The importance of having a diverse workforce
- Progress towards our goals
- Overview of our faculty and staff
  - Trends in employee composition by role
  - Trends in employee characteristics
- Strategic Actions
  - Recruitment
  - Retention
  - Growing our own
- Questions, discussion and guidance

# Value of diverse faculty and staff

- Creates a welcoming community for all students
- Fosters greater respect for the cultural differences that learners bring to the educational experience
- Engages multiple perspectives and experiences in the service of student and organizational learning
- Provides more diverse role models to learners
- Provides positive relationship and intercultural engagement
- Evidence of equity and structural change

(Summary of research by Milem, 2003; Smith, Turner, Osei-Kofi & Richards, 2004)

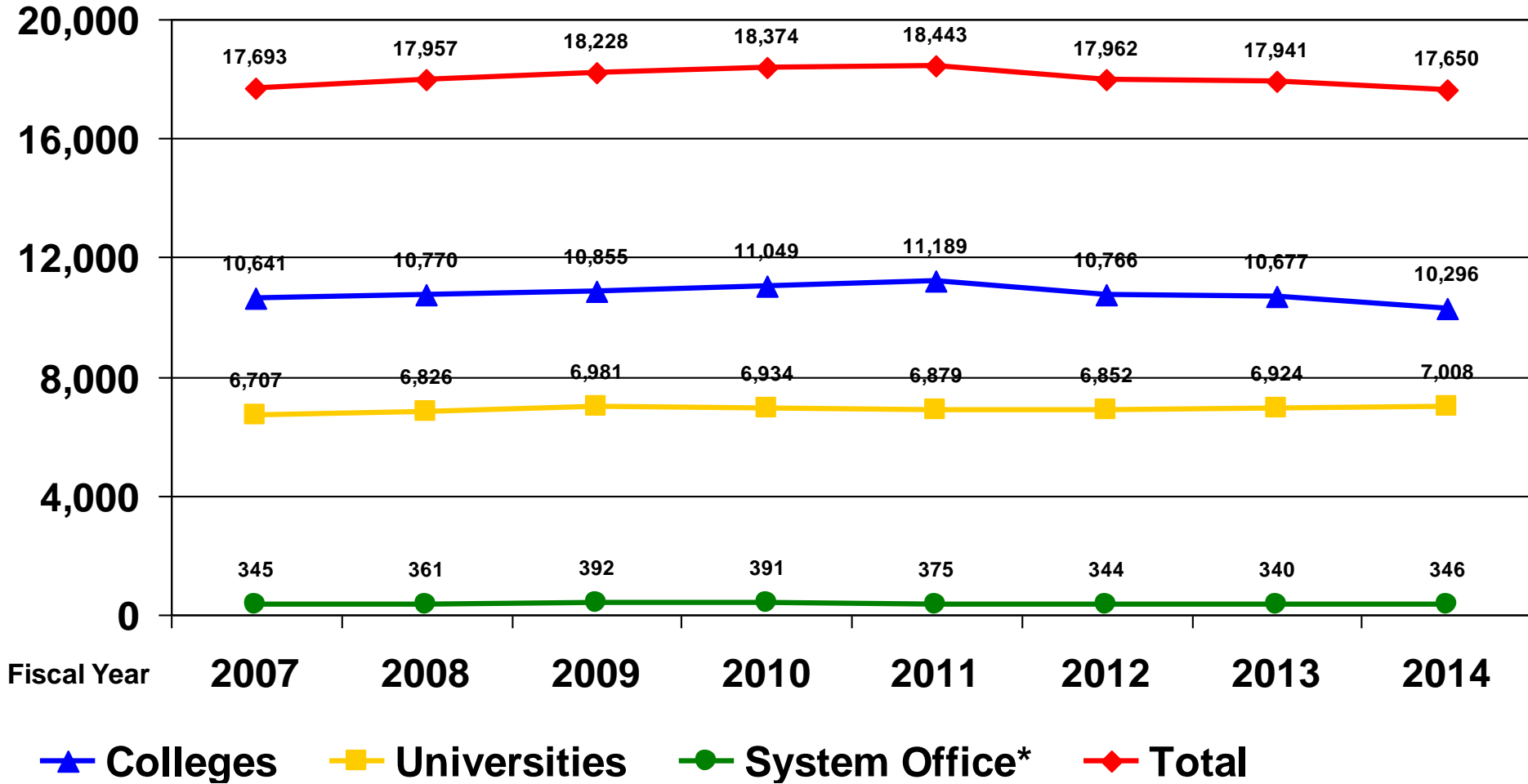
# Percent employees of color and American Indian employees is *ahead* of goal



\* Preliminary



# Employee headcount peaked in fiscal year 2011



\* System office FTE employees in 2014 included 311.1 general fund positions and 31.4 externally funded positions.



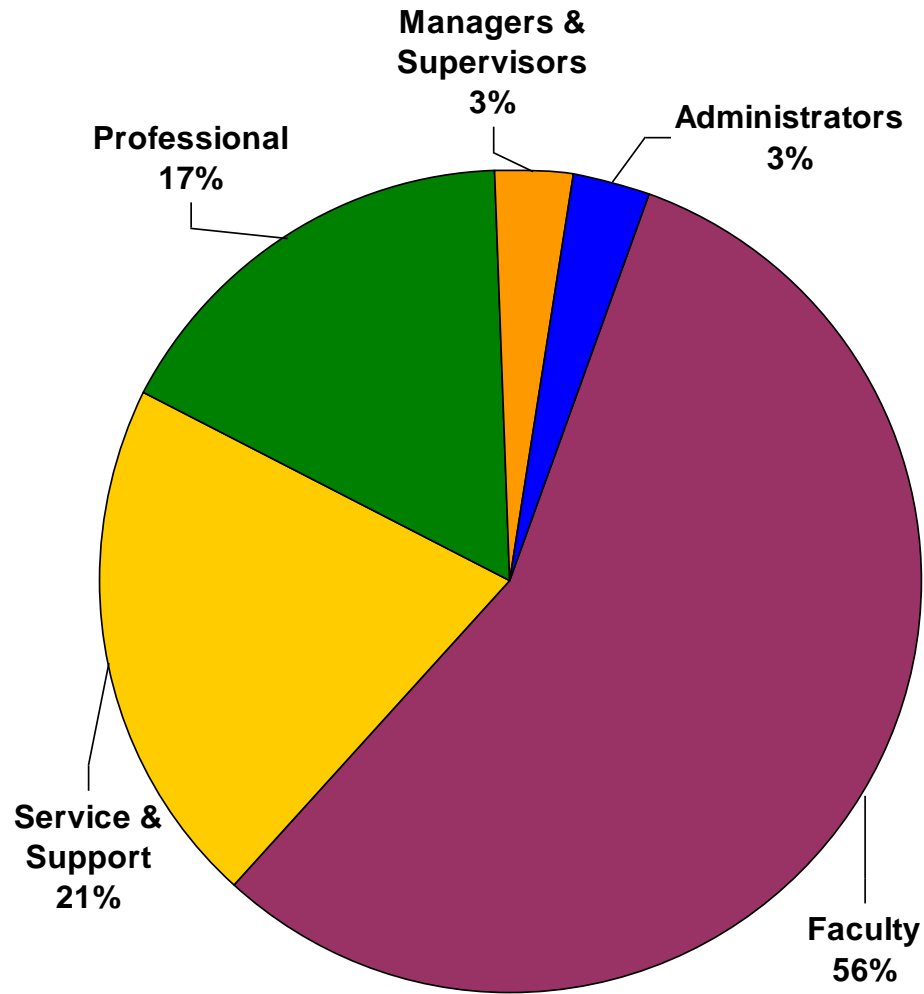


# Snapshot of employees: November 2014

- 16,918 employees
- 15,414 full-time equivalents (FY2014)
- 57.5% at the colleges
- 40.5% at the universities
- 2.0% at the system office
- 57% are faculty
- 43% are staff
- 55% are women
- 10.8% are employees of color

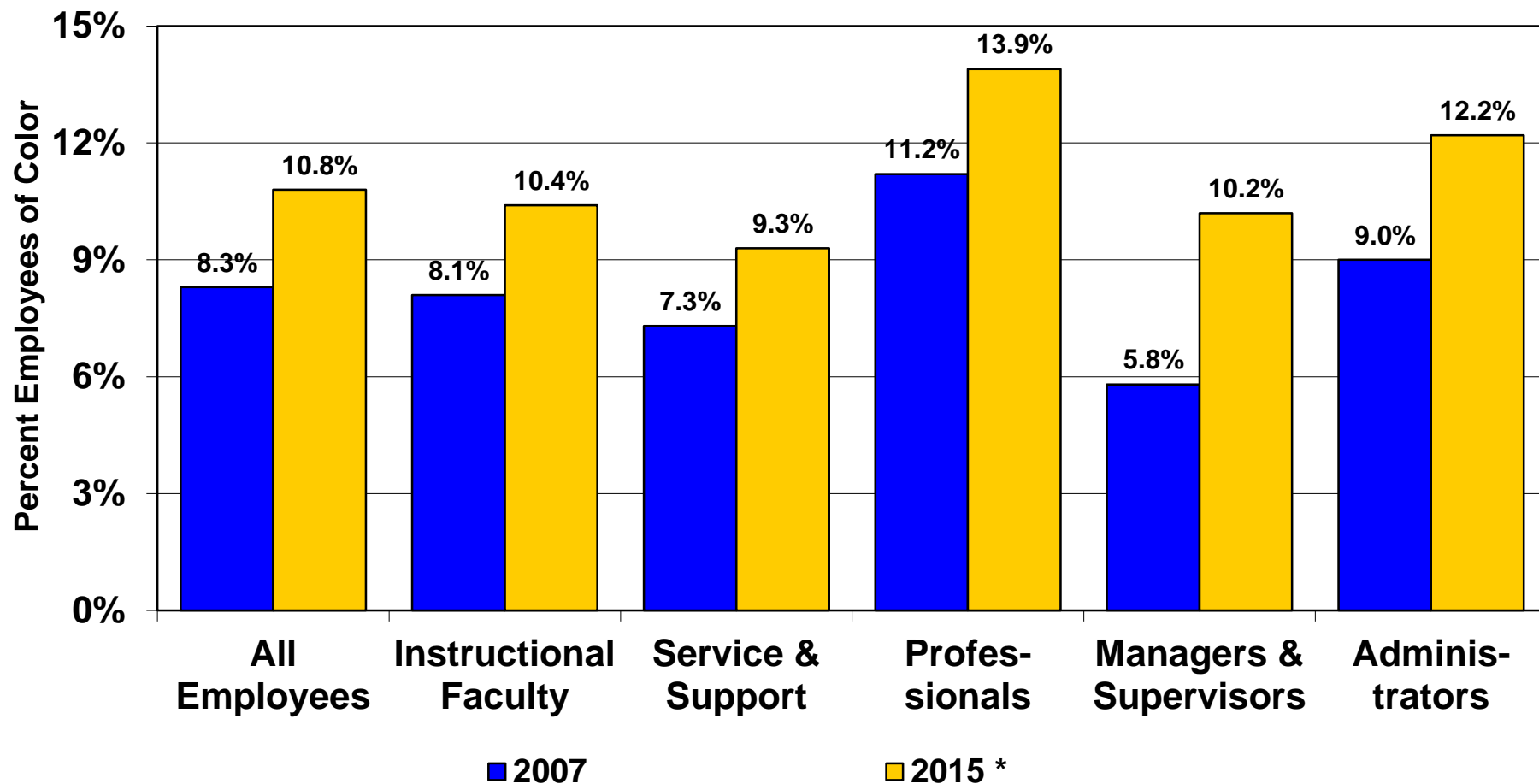


# Employees by role



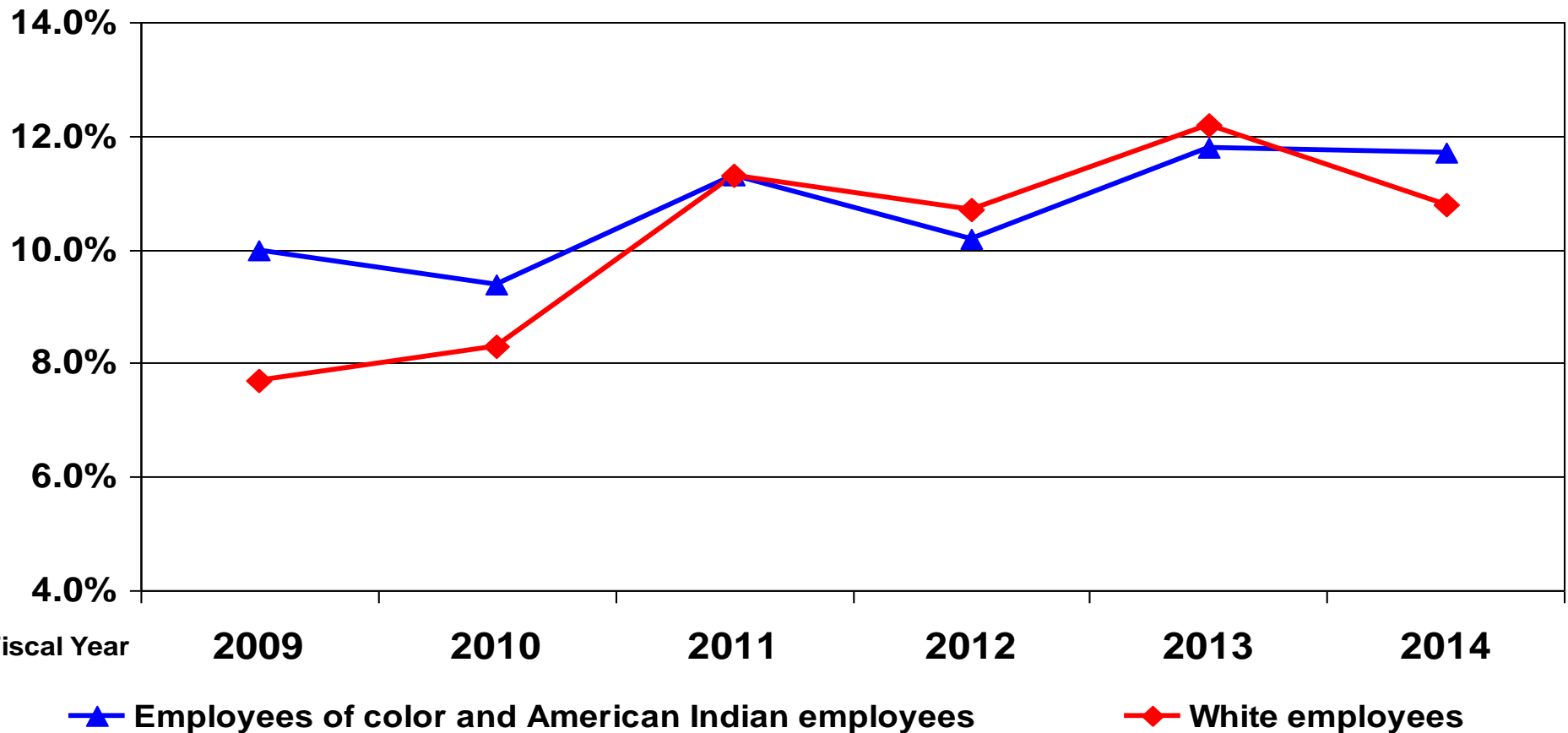
**Total Employee Headcount = 16,918  
FY 2015 (Prelim)**

Employees of color and American Indian employees comprise an *increasingly larger* percentage of the system's workforce



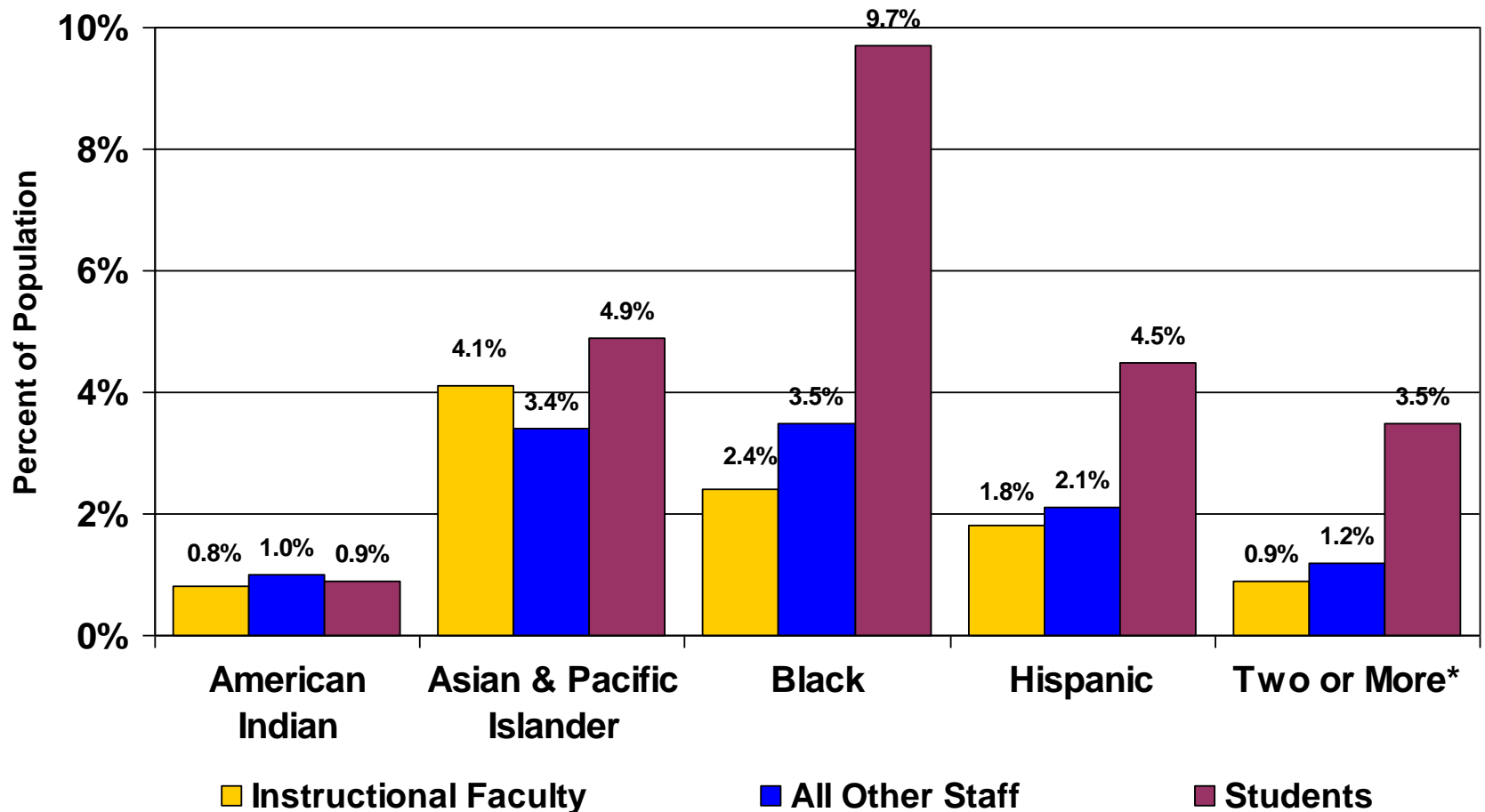
Employees of Color: 2007 = 1,472 2015\* = 1,829 Increase = 24.3%  
 All Employees: 2007 = 17,693 2015\* = 16,918 Decrease = -4.4%

# Turnover of white employees and employees of color and American Indian employees are similar



*Turnover =  $\frac{\text{Number of permanent employees who have separated during the fiscal year}}{\text{Average number of permanent employees}}$*

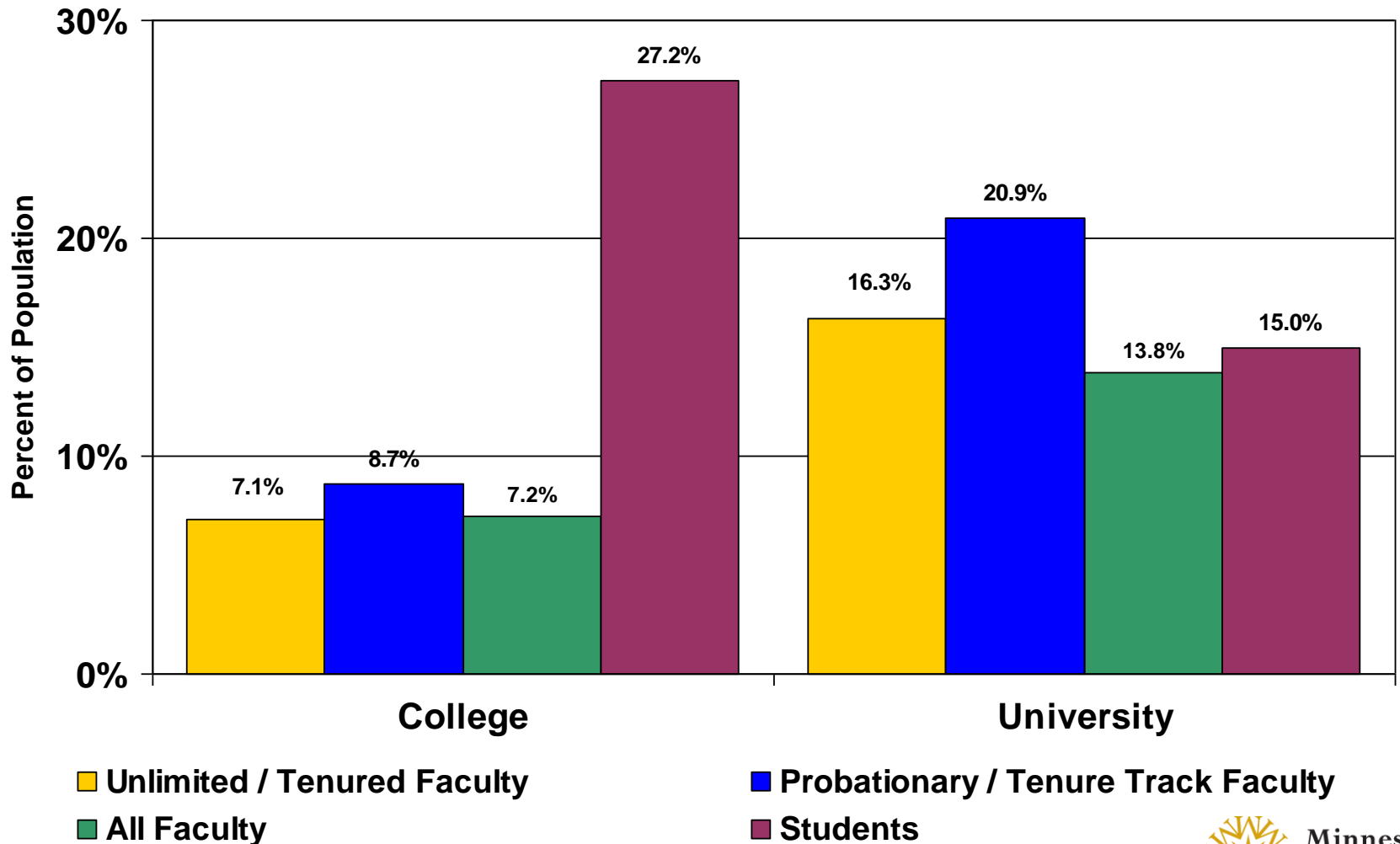
# Employee diversity compared to the diversity of the student body



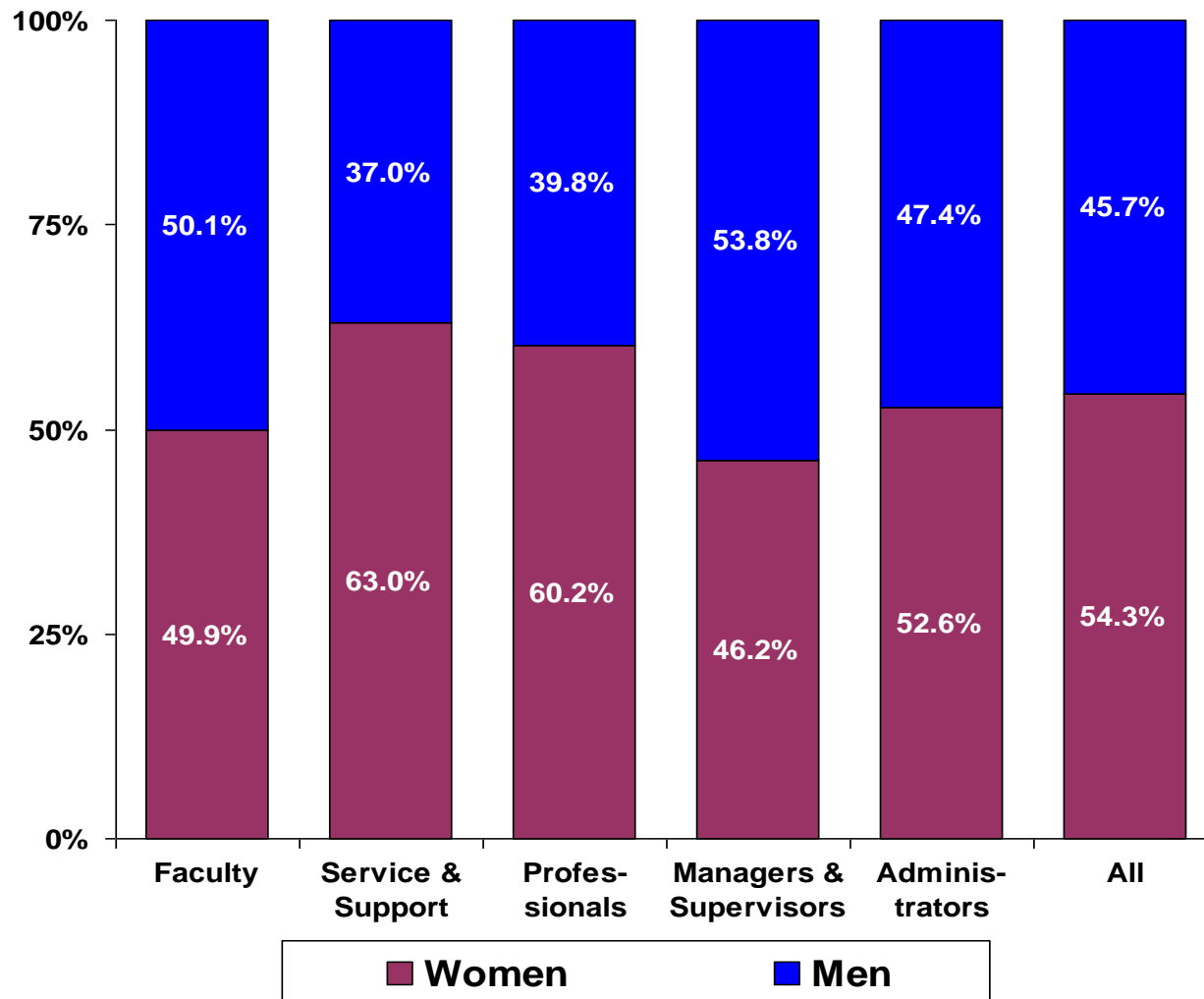
\* The Two or More category includes a majority of American Indian employees



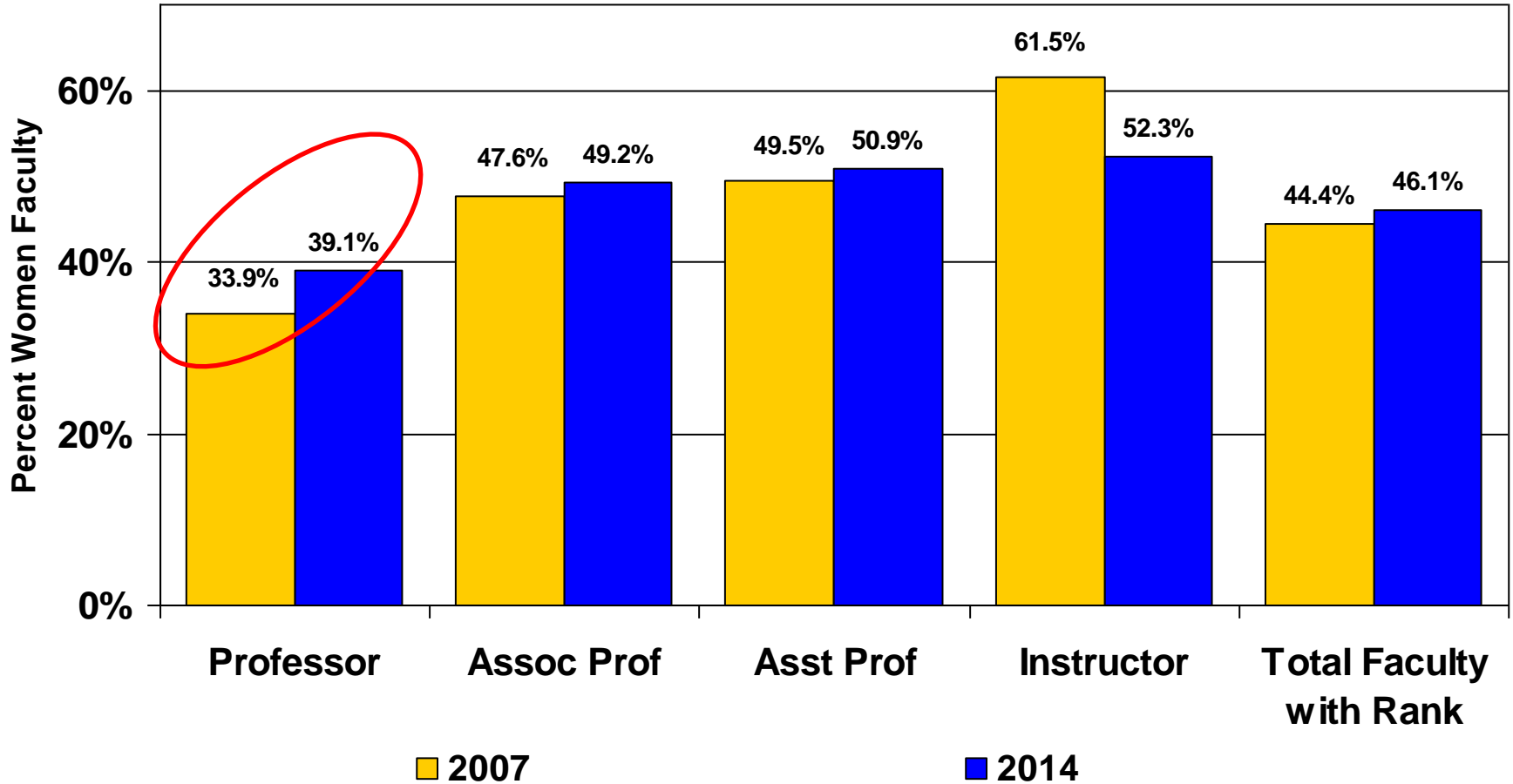
# Faculty diversity compared to student diversity



# Women comprise a *majority* of employees



# Women comprise an *increasing* percentage of university professors

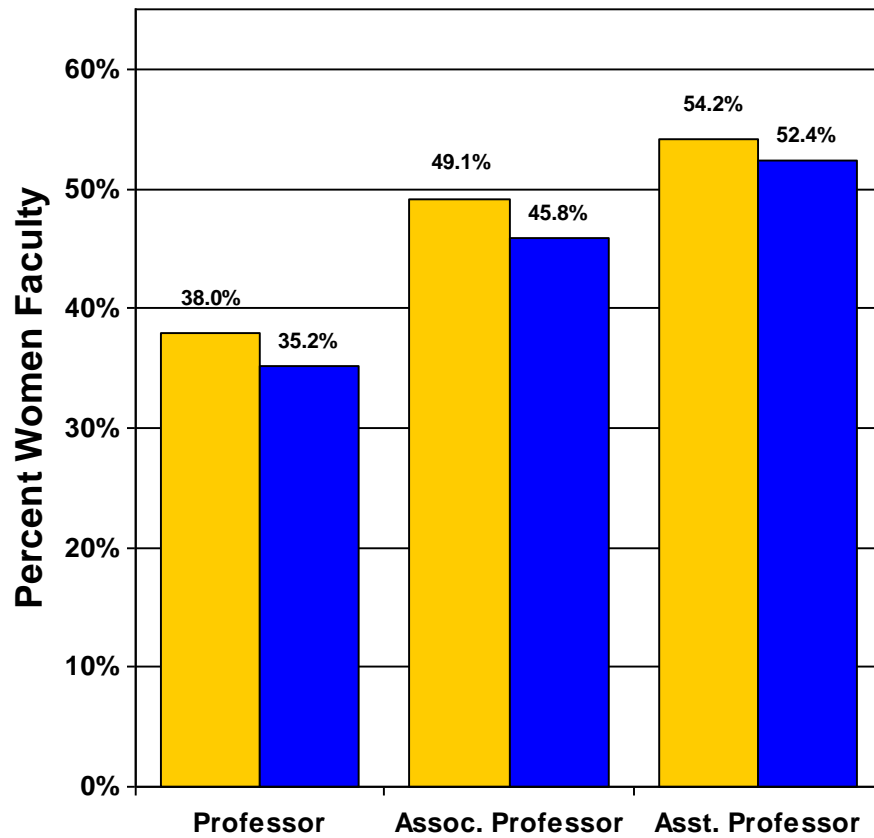


Women professors: 2007 = 304 2014 = 356 Increase = 17.1%  
Men professors: 2007 = 594 2014 = 555 Decrease = -6.6%





# Women comprise *higher percentages* of assistant, associate & full professors at MnSCU universities than at similar US universities

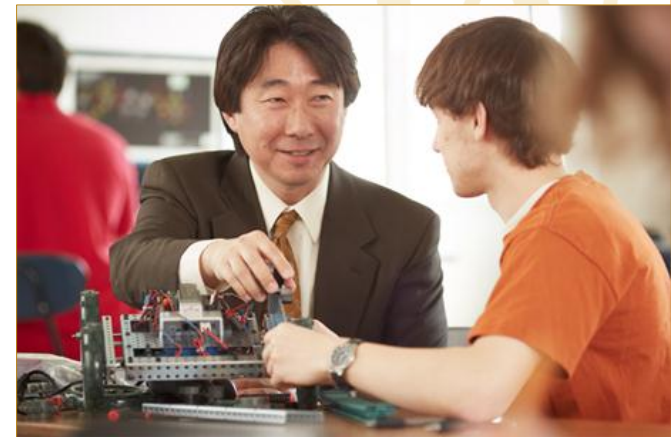
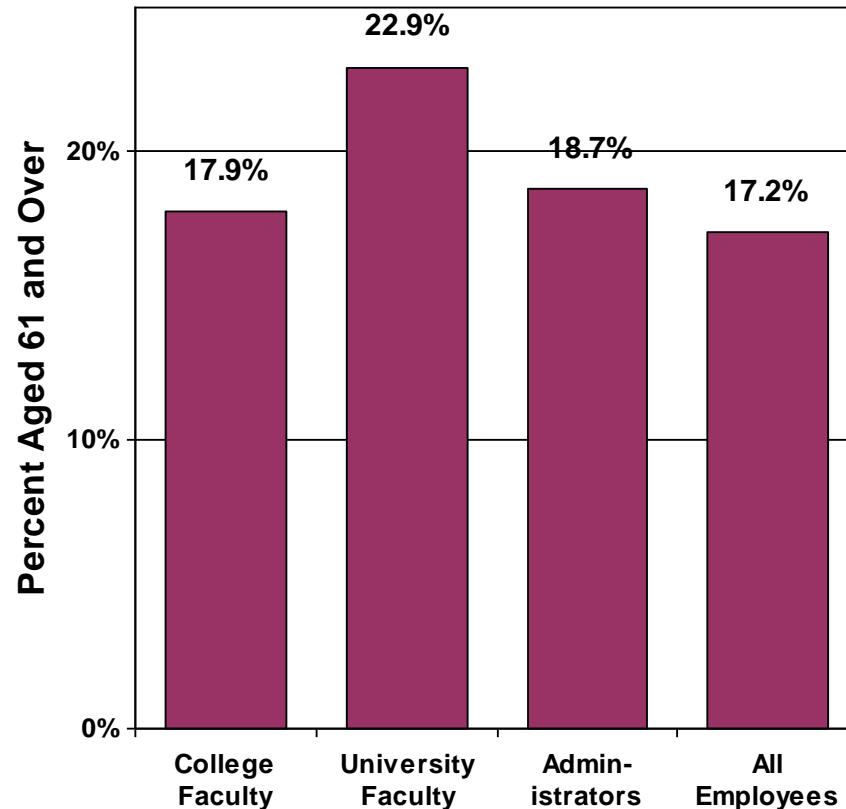


■ MnSCU Universities    ■ U.S. State Universities

\* Based on 2013 national higher education data (IPEDS)



# Percent of employees in *key roles* aged 61 and over



# Executive search best practices

## Hiring Process

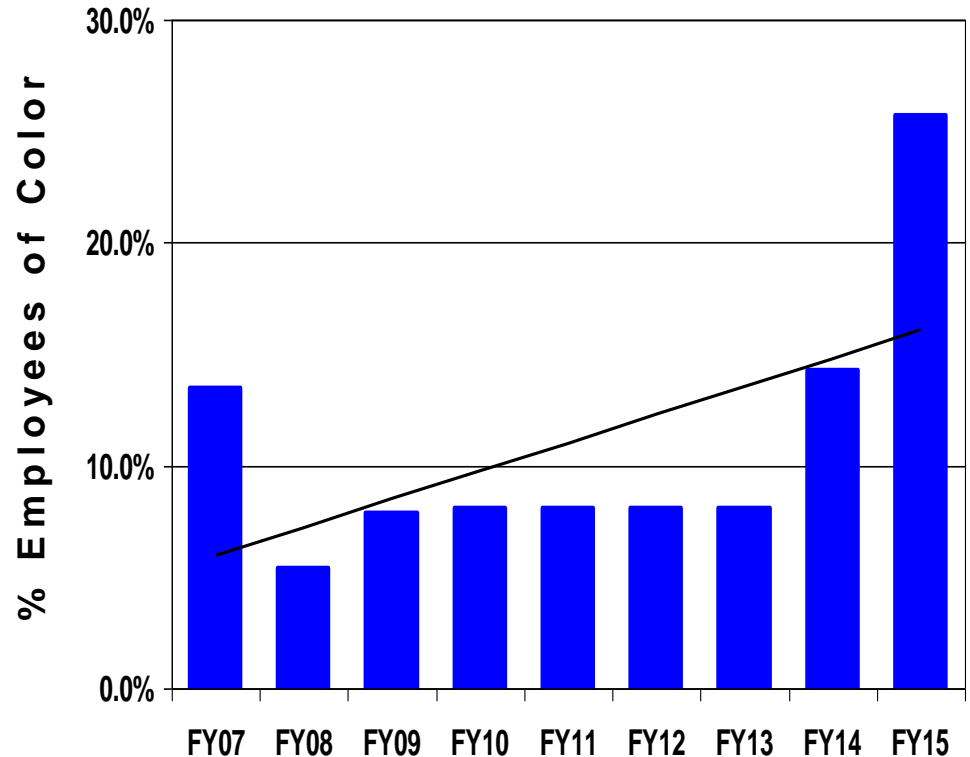
- Search consultants with a track record recruiting diverse candidates
- Diverse search advisory committees (SAC)
- SAC training on respecting differences and avoiding discrimination
- Timeline for applicant review may be extended if pool is not diverse

## Onboarding

- Cohort model
- Mentoring
- Coaching
- Both individual and group orientation, and orientation on specific topics

# Modeling best practices: Executive searches over the past 3 years

- 29 executive searches
  - 18 new presidents
    - 8 women
    - 5 underrepresented
  - 7 interim presidents
    - 4 women
    - 2 underrepresented
- 11 cabinet appointments
  - 3 women
  - 2 underrepresented



# Recruitment

## A Tactical Recruitment Team

- Steven Rosenstone, Annette Parker, Rassoul Dastmozd, Connie Gores, Cecilia Cervantes, Mark Carlson and Leon Rodrigues
- Additional members added – Tactical recruitment task force – Michael Opoku – Inver Hills; Venoreen Brown-Boatswain – Anoka Ramsey, Mary Nienaber, Lori Mikl – Winona State and Renée Hogoboom – system office

# Recruitment strategics includes collaboration across all campuses

- Campus stakeholders:
  - Chief Diversity Officers
  - Affirmative Action Officers
  - Chief Human Resources Officers
  - Talent Management
  - Presidents
- All stake holders participate in consistent efforts to identify qualified diverse candidates, internal and external, to apply for positions.

# External Partners



- Asian, Latino, African American and immigrant groups
- Local groups who have connections to diverse professionals  
Latino- LEAD, CAAL, Twin Cities Diversity Roundtable
- National groups – AACC, ACE, HBCU listserv, HERC, NADOHE, AAC&U and The Registry at Texas Tech (a national registry for minority faculty and administrators)
- Campus Chief Diversity Officers utilize their connections with local community forums

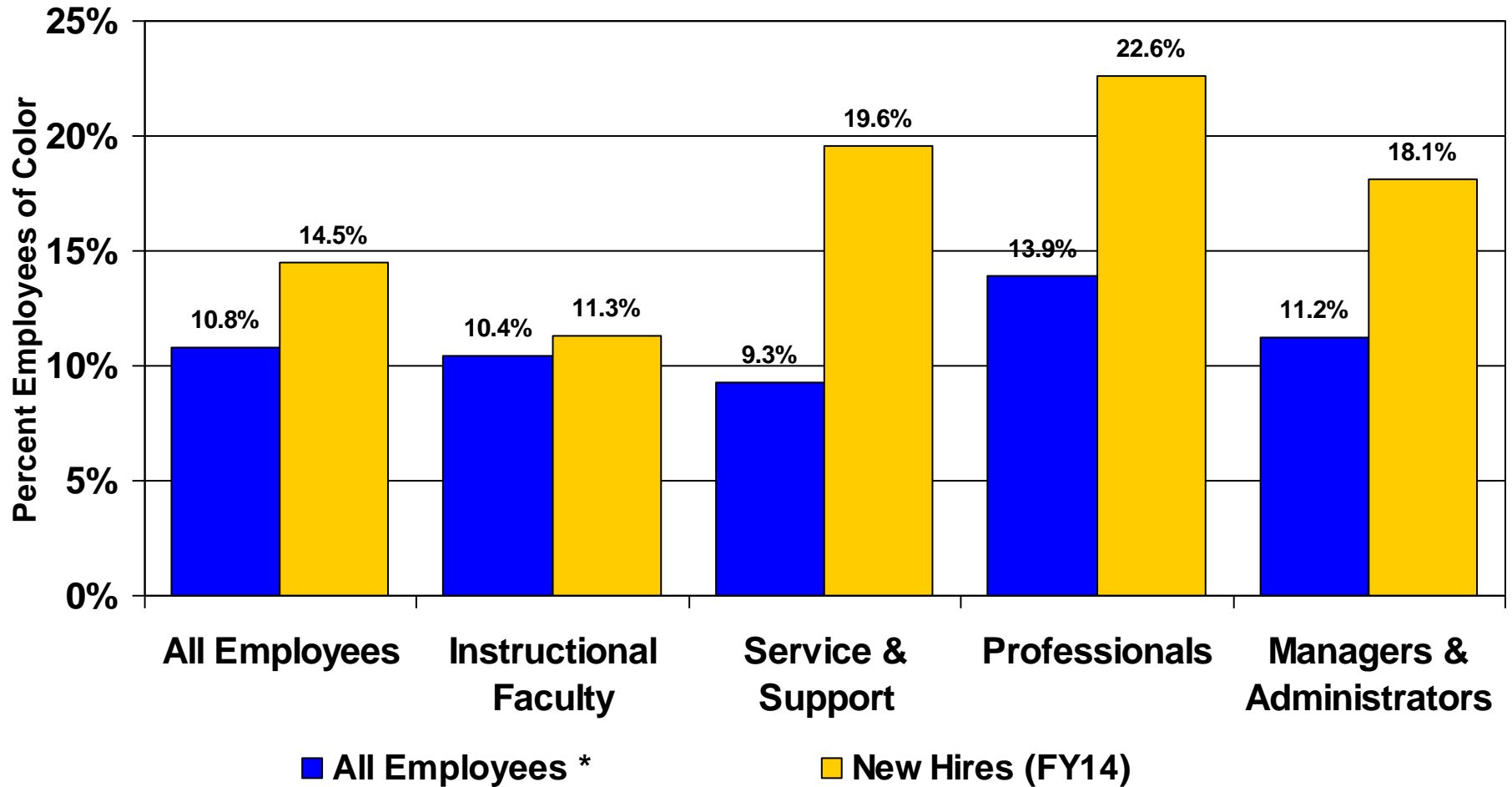
# Recruitment Results

- New hires are increasingly diverse
- Focused recruitment efforts have produced diversity at a number of levels
- Employees of color and American Indian employees in president and system office leadership positions has increased from 13.5% to 25.7%
- Executive search practices and results are a model for the system





Employees of color and American Indian employees represent a *larger percentage* of new hires than of the workforce as a whole



\* Preliminary 2015





North Hennepin  
Community College

# Diversity Recruitment Strategies & Our Communities

- Traditional MnSCU methods (HigherEdjob.com, MnSCU Job Bulletin, etc.)
- Joined many listserv's (HBCU's, American Indian, TRiO, Immigrant, etc.)
- Connect with local leaders and ask them to send out to their community
- Faculty and Staff assistance (No way we can know every affinity group for every discipline)
- Meet with community leaders and organizations (African Immigrant Services, CLUES, Mandingo Society, etc.)



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# Diversity Recruitment Strategies & Our Communities *(cont'd)*

- Attend and speak at community cultural events (Think Again Brooklyn's, Guinea New Year, Mandingo Society Community Forum, Igbo Fest, etc.)
- Be active and honest in the community (NHCC has 44% students of color and only 20% employees of color and we need help increasing the diversity of our employees)
- Hold job fair on college campus that is focused on protected group communities
- Take the time to meet individually with community members
- Remember that our students are a great resource
- Find a balance between the communities needs, the students needs, and the Deans and Administrators needs.



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# Retention Strategies

- Set the tone at the top
- Consistent campus messaging regarding diversity hiring
- Create an inclusive environment
- Be intentional about onboarding
- Create support systems including mentoring and affinity groups for employees



# Retention Strategies *(cont'd)*

- Professional development
- Support for departments
- Consistent campus messaging regarding diversity in hiring
- Recruit faculty who are interested in administrative leadership careers
- Create career pathways for talented diverse employees



# Retention Strategies *(cont'd)*

- Use intentionality in the onboarding process
- Leverage on-campus diversity groups for retention and feedback on institutional climate
- Review campus climate studies and implement recommendations that increase satisfaction
- Develop robust exit interview strategies
- Review feedback from OCR reviews and campus to develop sustainable diversity and inclusion practices that help new hires and existing hires to fit in

# “Growing our own” Strategies

- Communicate advancement opportunities broadly
- Develop pathways for:
  - Stretch assignments (interim, work-out-of-class, special projects)
  - Faculty and staff professional development
  - Leadership development programs
  - System and campus approach for continued succession planning
- Encourage managerial and supervisory staff to identify talented, diverse individuals for open positions

# “Growing our own” Results

- Luoma Leadership Academy cohorts from 2005-2014 were:
  - 60% Female
  - 14% Employees of color and American Indian employees
  - 29% were instructional faculty
  - 40% have been promoted since participation
- Executive development participants in 2013/14 were:
  - 48% Female
  - 13% Employees of color and American Indian employees
  - 39% were Deans



# “Growing our own” Opportunities

- Expand faculty participation in leadership programs
- Post and advertise all job opportunities, including temporary and interim assignments
- Expand use of workforce analytics to measure success



# Questions, discussion and guidance

- Are there any comment on these strategies?
- Are there additional strategies we should be using?