



DIVERSITY AND MULTICULTURALISM COMMITTEE
SEPTEMBER 15, 2010
9:30 A.M.

BOARD ROOM
WELLS FARGO PLACE
30 7TH STREET EAST
SAINT PAUL, MN

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.

Committee Chair Louise Sundin calls the meeting to order.

- (1) **Minutes of July 20, 2010** (pp. 1-4)
- (2) Diversity and Multiculturalism Division Update
- (3) **Discuss and Select Committee Goals** (pp. 5-8)
- (4) Diversity and Multiculturalism Committee/Division Work Plan for FY 2011 (pp. 9-13)

Members

Louise Sundin, Chair
Duane Benson, Vice Chair
Jacob Englund
Alfredo Oliveira
Christine Rice
James Van Houten

Bolded items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
DIVERSITY AND MULTICUTURALISM COMMITTEE
MEETING MINUTES
July 20, 2010**

Diversity and Multiculturalism Committee Members Present: Trustees Louise Sundin, Chair; Jacob England; Alfredo Oliveira; Christine Rice; James Van Houten

Diversity and Multiculturalism Committee Members Absent: Trustee Duane Benson, Vice Chair

Other Board Members Present: Trustees Christopher Frederick, Thomas Renier

Leadership Council Members Present: Whitney Stewart Harris, Executive Director; Phil Davis, President

A meeting of the Diversity and Multiculturalism Committee was held on July 20, 2010, at Wells Fargo Place, 4th Floor Board Room, 30 7th Street East, St. Paul. Chair Sundin called the meeting to order at 10:32 a.m. Trustee Sundin welcomed the new members of the committee and President Phil Davis.

1. Minutes of June 15, 2010

The minutes of the June 15, 2010, meeting were approved as written. Trustee Sundin called the committee's attention to recent successes, indicated by the substantial increase in underrepresented students at system institutions, which are detailed in the minutes on page two in point number three.

2. Diversity and Multiculturalism Division Update

Due to a shortage of time, this issue was not addressed.

3. Access, Opportunity and Success Programs

Chair Sundin called on Dr. Harris, to introduce the campus representatives that were presenting about their programs. Dr. Harris began by thanking Trustee Benson for his work as chair of the committee and said he looked forward to working with Chair Sundin and the new committee. He introduced the presenters from Minnesota State University Moorhead (MSUM) and Bemidji State University (BSU).

Donna Brown, Assistant Vice President of Student Affairs for Diversity and Inclusion at MSUM, spoke about their Summer Bridge Program. She described how they first recognized the need for the Summer Bridge Program by noting the discrepancy in graduation rates among various demographic groups.

The MSUM Access and Opportunity and Success program includes a new program coordinator; Access, Opportunity and Success apprentices, students that assist with the program; a Living and Learning Community; the American Indian Research and Resource Center; and the Summer Bridge Program.

Jered Pigeon, MSUM Program Coordinator for Multicultural Affairs, said that the Summer Bridge Program was a three-week retention program for underrepresented students which served 18 students this year. The grade point averages of students that attended the Summer Bridge Program courses increased dramatically over their high school grade point averages. The program features mandatory study hours in the evenings, mentors who attend class with the students, and close monitoring of the students' work.

Dr. Brown said that MSUM has been conducting an academic development program. This year the program will be made available to everyone who has participated in the Summer Bridge Program, everyone in the Living and Learning Community and everyone who has been a student apprentice. This program includes meeting with faculty twice a year, intrusive advising with Multicultural Affairs staff, social and cultural events, involvement in student organizations, and consultations with academic advisors prior to registration.

In answer to a question from Trustee Oliveira, Dr. Brown said that the Summer Bridge Program is a retention program rather than a recruitment program. Trustee Van Houten asked whether using a pool of voluntary candidates for the program would skew the measurement results. Dr. Brown responded that although this is a concern, the program's initial concern was recruiting enough participants, and that several participants joined through the influence of their parents and were not necessarily outstanding students or interested in joining on their own. It was also pointed out that there are ways to assess programs to adjust for this issue.

In answer to a question from Chair Sundin about the Living and Learning Community, Dr. Brown said the students live together, take all but one of their courses together, have study hours for the floors, faculty members joining the students in the evenings and eating lunches with the students at noon, and peer mentors on each floor in addition to the resident assistants.

Dr. Harris called on the guest presenters from BSU to talk about their Advising Success Center.

Dr. Lisa Erwin, Vice President for Student Development and Enrollment at BSU, said that one of the motivations for applying for the Access, Opportunity and Success funds was an especially low campus retention rate in 2007. BSU's strategy includes personalized interventions, collaborations across departments, and building students' awareness of their own strengths.

Underrepresented and academically at risk students are eligible for participating in this program; students may belong to more than one category. Twenty percent of the school's students are academically at risk. There is also a large number of first generation students.

Dr. Donald Day, Executive Director of the American Indian Resource Center at BSU, said that BSU's Access, Opportunity and Success work is being supported by an increasingly diverse faculty and staff. The number of American Indian students, for example, increased from 146 in the fall of 2008, to 252 this spring. Much of this increase is a result of the Access, Opportunity and Success funding.

One of BSU's programs is Campus Preview Days, where eighth through twelfth grade students are brought in from all over the state and are given tours of the campus. Another activity is the "Days of Welcome" every year, usually the first week of school, held at the American Indian Resource Center as part of a campuswide orientation for students and their families.

Mary Ward, Director of the BSU Advising Success Center, said that in 2010, 554 students were invited to meet regarding the intrusive advising program. Of these, 229 agreed to use the program. Students averaged four appointments with a retention counselor or others in the Advising Success Center during the semester and completed an end-of-the-year assessment of the program. The fall to spring retention of this group of students was 82 percent, and their average GPA was 2.42 for males and 2.23 for females.

BSU also offered six sections of a First Year Experience course, taught by a retention counselor, covering 140 students. In this group there was a fall to spring retention rate of 92 percent.

The Access, Opportunity and Success money also funds peer tutoring. Fourteen peer tutors served 326 students, providing 1,126 hours of tutoring. Peer tutors developed their own learning outcomes and formed their own cohort group.

Ms. Ward described StrengthsQuest, an assessment instrument developed by the Gallup organization, which is being used to identify student strengths. It is being used in all First Year Experience sessions this year. This year 756 students participated in StrengthsQuest. Assessment showed increased levels of effectiveness for students following this program.

4. Diversity and Multiculturalism Committee/Division Work Plan for FY 2011

Dr. Harris called attention to the work plan included in the Board documents. Items in this work plan include most of the points from the work plan presented to the Board earlier in the day by President Thiss. Dr. Harris acknowledged a continuing key issue: finding ways to analyze return on investment. Sometimes this will be done through numbers; sometime it can only done through anecdotal evidence.

President Davis said that the Leadership Council Diversity Committee is in perfect alignment with the Board's interest in measuring results, especially the success of underrepresented students. There has been considerable success in increasing access; the next step is to focus on persistence, including transfer and graduation rates. It is also a priority to focus on the success of campuses in diversifying the work force; a diverse work force plays a role in the success of underrepresented students.

Trustee Sundin asked if the Power of You program is embedded in the work plan. Dr. Harris said that this is an important tool and a successful program, but that some of the campuses have opted for other tools which have the same goal but different methodologies.

Trustee Sundin said that the work plan would be discussed in more detail in September, and she requested that there be further discussion of point 2.1.

5. Discussion of Committee Goals

Trustee Sundin introduced a draft document she had distributed to the committee concerning proposed goals. The document describes the "R" Factor Program, where "R" represents relationships. Programs are successful in so far as they build relationships among students, faculty and staff.

The program would pilot a performance award grant for programs that enhance the education and success of underrepresented students. Dr. Harris would lead the research and possible development of this program, with advice from President Davis and the Leadership Council Diversity Committee.

Trustee Sundin said that Trustee Benson is supportive of this issue. Trustee Van Houten said that it is an important issue and will take more discussion. Chair Sundin asked that committee members consider the proposal, and it will be discussed at a future meeting. She expressed appreciation for the reports from the Access and Opportunity Centers.

The meeting adjourned at 11:33 a.m.

Respectfully submitted by Gale Rohde

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

Agenda Item Summary Sheet

Committee: Diversity and Multiculturalism **Date of Meeting:** September 15, 2010

Agenda Item: Discuss and Select Committee Goals

- Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring
- Information

Cite policy requirement, or explain why item is on the Board agenda:

Each committee of the Board of Trustees is expected to select achievement goals for Fiscal Year 2011. The committee will periodically review its goals.

Scheduled Presenter(s):

Whitney Stewart Harris, Executive Director for Diversity and Multiculturalism
Phil Davis, President, Minneapolis Community and Technical College

Outline of Key Points/Policy Issues:

Goals

- Use Action Analytics to evaluate the effectiveness of campus recruitment and retention programs.
- Increase the persistence and completion rate of underrepresented students.
- Reduce the achievement gap between underrepresented students and non-underrepresented students.
- Reward campuses that demonstrate measurable success in building relationships that support student engagement on college and university campuses.

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

BOARD ACTION
DISCUSS AND SELECT COMMITTEE GOALS

BACKGROUND

Each committee of the Board of Trustees is expected to select achievement goals for Fiscal Year 2011. The committee will periodically review its goals.

The following are some proposed goals for the Diversity and Multiculturalism Committee to consider.

Use Action Analytics to evaluate the effectiveness of campus recruitment and retention programs.

Create and implement a tool to measure effectiveness of campus recruitment and retention programs. The Diversity and Multiculturalism division will collaborate with Academic and Student Affairs on this project.

Due date: September 2011

Increase the persistence and completion rate of underrepresented students.

All institutions in the system are required to have a target for increasing the persistence and completion rate of underrepresented students. This is included in the Institutional Work Plans. The Diversity and Multiculturalism division will assist campuses with achieving this goal.

Due Date: June 2011

Reduce the achievement gap between underrepresented students and non-underrepresented students.

The Diversity and Multiculturalism division will provide professional assistance to institutions for their access and opportunity programs, with the goal of exploring new, and implementing proven, methodologies for eliminating the achievement gap. The division will also support colleges and universities with their K-12 collaborations that foster student higher education access and success. In addition, the Diversity and Multiculturalism division will assist campuses in developing diversity plans with measurable outcomes that support student success.

Due Date: June 2011

Reward campuses that demonstrate measurable success in building relationships that support student engagement on college and university campuses.

The Diversity and Multiculturalism division will reward campuses for achieving outstanding, measurable success in improving student access and success. (See Attachment A for a description of The “R” Factor Program, a proposed campus reward program.)

Due Date: June 2011

RECOMMENDED COMMITTEE ACTION

The Diversity and Multiculturalism Committee adopts the FY 2011 committee goals.

Date Presented to the Board: September 15, 2010

The “R” Factor Program

Purpose

The purpose of this program is to reward campuses that demonstrate measurable success in building relationships that support student engagement on college and university campuses. It has been well documented that students, especially those from underrepresented communities, are more likely to be successful if they develop relationships with faculty, staff, and other students. The pilot program will provide financial rewards to campuses selected for achieving outstanding, measurable success in improving access and success for underrepresented students and students with disabilities through programs that support student engagement through building relationships. Ultimately, this program rewards campuses for supporting underrepresented students and students with disabilities who beat the odds by achieving college success.

Award Criteria

The awards will be presented to colleges and universities. Each recipient will establish a committee composed of labor, management and students to recommend to its administration ways to use the awarded funds. The awards, based upon student enrollment data, are designed to recognize achievement and are not to be used as incentives. In addition, the selection criteria must include demonstrated sustainable and measurable outcomes.

Specifically, the proposed criteria are that the college or university:

- Demonstrates improved access and success for underrepresented students and students with disabilities through programs that support student engagement by building relationships;
- Demonstrates the cultivation and support of diversity initiatives that establish and foster relationships;
- Demonstrates the cultivation and support of student engagement that fosters a more inclusive learning environment;
- Demonstrates a commitment to innovation in campus diversity programs and activities that support student success; and
- Demonstrates sustainable and measurable outcomes.

The awards will be based upon appropriate baseline enrollment, retention and completion (success) data for the target groups. Cohorts will be used to determine success.

Funding

The Diversity and Multiculturalism Committee will seek both internal and external funding to support this project.

Implementation

The Board of Trustees Diversity and Multiculturalism Committee and the Diversity and Multiculturalism division will develop a work plan for the project. The Leadership Council will be involved in its development and implementation.

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

Agenda Item Summary Sheet

Committee: Diversity and Multiculturalism **Date of Meeting:** September 15, 2010

Agenda Item: Diversity and Multiculturalism Committee/Division Work Plan for FY 2011

- Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring
- Information

Cite policy requirement, or explain why item is on the Board agenda:

The work plan of the Diversity and Multiculturalism division supports Strategic Direction One: Increase access, opportunity and success and Strategic Direction Four: Innovate to meet current and future educational needs. This agenda item was presented at the July 2010 meeting and held over for discussion at the September meeting.

Scheduled Presenter(s):

Whitney Stewart Harris, Executive Director, Diversity and Multiculturalism

Outline of Key Points/Policy Issues:

The Diversity and Multiculturalism Committee reviews and discusses strategies and actions that are recommended for inclusion in the annual work plan for the Diversity and Multiculturalism division.

Background Information:

The Diversity and Multiculturalism division updates its work plan annually.

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

INFORMATION ITEM

DIVERSITY AND MULTICULTURALISM
COMMITTEE/DIVISION WORK PLAN FOR FY 2011

BACKGROUND

The work plan of the Diversity and Multiculturalism division supports Strategic Direction One: Increase access, opportunity and success and Strategic Direction Four: Innovate to meet current and future educational needs. The focus of the plan is to increase access, opportunity and success for underrepresented students and create an innovative and diverse work force. Retention of students from underrepresented groups and the recruitment and retention of a diverse workforce are the core objectives of the work of the division. Projects and activities designed to accomplish the goals of the work plan are described on a detailed staff work plan, which directs the programs and activities of the division.

1. Planning

- 1.1 Develop, in cooperation with the Academic and Student Affairs division, a set of action analytics tools to evaluate the effectiveness of campus recruitment and retention programs for underrepresented students.
Report to Board of Trustees June 2011.
- 1.2 Develop a proposal and seek funding to implement the “R” Factor Program.
Report to the Board of Trustees June 2011.
- 1.3 Develop a systemwide diversity plan for implementation in FY 2011-2015. All components of the plan will include measurable outcomes.
Report to the Board of Trustees December 2010.
- 1.4 Revise and enhance the current Systemwide Strategic Work Plan for American Indians, with the goal of increasing access and success for American Indian students. The plan will include measurable outcomes.
Report to the Board of Trustees November 2010.
- 1.5 Provide analysis and technical assistance to the 12-15 colleges that participate in the Community College Survey of Student Engagement (CCSSE) and the universities that participate in National Survey of Student Engagement (NSSE) in the development and implementation of the institutional diversity plans.
Report to the Board of Trustees January 2011.

2. Evaluation, assessment and accountability

- 2.1 Report and analyze baseline spending for spending in diversity-oriented academic support services and diversity-oriented cultural support services.
Report to Board of Trustees November 2010.
- 2.2 Analyze systemwide spending with Targeted Group Businesses (TGBs) and economically disadvantaged businesses.
Report to Leadership Council October 2010.
- 2.3 Develop an electronic affirmative action training program for campus and Office of the Chancellor search committees.
Completion date: January 2011.
- 2.4 Conduct U.S. Department of Education Office for Civil Rights campus reviews on four campuses in Fiscal Year 2011. In addition, monitor and provide technical assistance to campuses which need corrective action.
Completion date: June 2011.

3. Policy

- 3.1 Review Policy 1B.3 - Sexual Violence Policy, and update as required.
Complete and Submit to the Board of Trustees: June 2011.
- 3.2 Review Policy 1B.4 - Access for Individuals with Disabilities, and update as required.
Complete and Submit to the Board of Trustees: June 2011.

Diversity and Multiculturalism 2011 Work Plan

Objective/Desired Result	Indicator	Timeline/ Milestones
Strategic Direction 1: Increase Access, Opportunity and Success		
Use Action Analytics to evaluate the effectiveness of campus recruitment and retention programs.	<ul style="list-style-type: none"> • Create and implement a tool to measure effectiveness of campus recruitment and retention programs. 	September 2011
Increase success of underrepresented and American Indian students. <ul style="list-style-type: none"> • Retention • Completion • Transfer 	<ul style="list-style-type: none"> • Develop and distribute models to use the Community College Survey of Student Engagement (CCSSE) and the National Survey of Student Engagement (NSSE). • Develop a pilot group to develop a model for use of CCSSE data. • The system will improve: <ul style="list-style-type: none"> ➢ Student retention numbers, ➢ Graduation rates, and ➢ Transfer rates. • Seek to expand Power of You. • Develop a proposal and seek funding to implement The “R” Factor Program. 	June 2011 December 2010 June 2011 June 2011 June 2011 June 2011 June 2011
Create a highly-skilled diversity officers group/team.	<ul style="list-style-type: none"> • Increase participation rate in trainings. • Develop sustainable onboarding tool and reference manual. • Facilitate the creation of two pilot regional diversity teams. 	June 2011 June 2011 June 2011
Manage federal, state and Board of Trustees regulations, regarding compliance, affirmative action and Office of Civil Rights processes.	<ul style="list-style-type: none"> • Complete four on-site institutional reviews. • Obtain approval from Minnesota Management and Budget for the Office of the Chancellor’s 2010-2012 Affirmative Action Policy. • Review, revise as necessary, and obtain Board of Trustees approval of 1B.3 and 1B.4 policies. 	June 2011 June 2011 June 2011
Strengthen system’s relationship with the American Indian leadership on campuses and within the American Indian community.	<ul style="list-style-type: none"> • Maintain a routine agenda item at Minnesota American Indian Council and the Minnesota Chippewa Tribe council meetings. 	Ongoing
Conduct focus group with American Indian students to determine needs.	<ul style="list-style-type: none"> • Organize American Indian student Assembly. 	December 2010

Diversity and Multiculturalism 2011 Work Plan

Objective/Desired Result	Indicator	Timeline/ Milestones
Strategic Direction 1: Increase Access, Opportunity and Success		
Evaluate the effectiveness of institutional American Indian-focused programs and activities.	<ul style="list-style-type: none"> • Determine the effectiveness of these projects. • Evaluate projects by using the backward design assessment model or other appropriate assessing techniques. 	December 2011 December 2011
Conduct focus groups with underrepresented students to determine needs.	<ul style="list-style-type: none"> • Conduct four student focus groups. 	June 2011
Demonstrate and communicate the value of diversity work (benchmarking).	<ul style="list-style-type: none"> • Complete and distribute the year-end report in a timely way. Distribute to diversity officers, presidents, tribal leaders and other stakeholders. 	September 30, 2010
Cost-benefit analysis of diversity	<ul style="list-style-type: none"> • Evaluate the Access, Opportunity, and Success Initiative. • Evaluate selected components of Office of the Chancellor and the Diversity and Multiculturalism division. • Evaluate diversity services provided on campuses. 	November 2011 June 2011 June 2011
Analyze statewide spending with Targeted Group Businesses.	<ul style="list-style-type: none"> • Report to Leadership Council. 	October 2010
Strategic Direction 4: Innovate to meet current and future educational needs		
Develop an electronic Affirmative Action training program for search committees.	<ul style="list-style-type: none"> • Develop an e-format training program. 	June 2011
Contribute to measurable improvements in diversifying leadership of the system.	<ul style="list-style-type: none"> • Provide resources to campuses. • Develop and pursue affirmative action goals. • Assist the campuses. 	June 2012 June 2012 Ongoing