

## **Minnesota State Colleges and Universities**

### **DIVERSITY AND EQUITY COMMITTEE**

**OCTOBER 22, 2014**

**MCCORMICK ROOM**

**30 7TH STREET EAST**

**ST. PAUL, MN**

Committee Members Present: Ann Anaya, Chair; Trustees Elise Ristau, Kelly Charpentier-Berg, Alexander Cirillo, Thomas Renier and Louise Sundin

Other Board member Present: Margaret Anderson Kelliher, Duane Benson, John Cowles, Robert Hoffman, Michael Vekich and Erma Vizenor

Leadership Council Representatives Present: Chancellor Steven Rosenstone, Chief Diversity Officer Dr. Leon Rodrigues, President Cecilia Cervantes, and President Annette Parker

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### **Convene**

The Minnesota State Colleges and Universities Board of Trustees held its meeting on October 22, 2014, 4<sup>th</sup> Floor, McCormick Room, 30 East 7<sup>th</sup> Street in St. Paul. Chair Anaya called the study session to order at 9:03 am

### **Recruitment, Retention, and Professional Development of Diverse Campus and System Leadership**

Committee Chair Ann Anaya introduced Chief Diversity Officer Dr. Leon Rodrigues, President Annette Parker, President Cecilia Cervantes and Sue Applequist, Associate Vice Chancellor for Human Resource who will present on Recruitment, Retention, and Professional Development of Diverse Campus and System Leadership.

Chief Diversity Officer Dr. Leon Rodrigues presented an overview of the progress made in the number of leaders who are women or employees of color and discussed the directions considered for building on this progress. The question addressed to the committee was whether this is the right direction. Dr. Rodrigues talked about the statistical trends as they apply to diversity and the workforce. Specifically, women, diverse leadership and American Indians as well as the positive trend in the affirmative hiring process.

Dr. Rodrigues referred to the September Leadership Council Retreat discussions that centered on steps the leadership could take to increase the diversity in the leadership ranks such as at the dean, vice president, and presidential levels. The questions that were raised were aimed at creating:

- A system that encourages and promotes opportunities for diverse candidates (internal & external)
- A deeper bench of diverse candidates to compete for mid-level and senior leadership positions

- Clearer career pathways for mid-level leadership positions within the system
- A highly positive campus and system culture that promotes the professional growth and retention of diverse leaders
- Opportunities for mentoring and coaching new hires
- A comprehensive on-boarding program that promotes longevity within the system
- A focused communication strategy that promotes our leadership opportunities; attracting more diverse candidate to our pools
- Innovative training opportunities for career development
- A keen market awareness of attractive and competitive compensation packages

The initiatives that were decided on would focus on recruitment, retention, and succession planning.

President Cecilia Cervantes discussed recruitment. She shared that a task force met and discussed how they might recruit more diverse leaders for our colleges and universities. The task force determined that with the national resources that they had it would be best to network using such resources as a way to get information out about leadership positions within the Minnesota State Colleges and Universities (MnSCU) system. The members of the task force would be ambassadors for MnSCU and share position information at conferences and symposia as well as send materials to those national contacts via email and encourage them to apply or encourage them to have others apply by sharing our own individual experiences with MnSCU and Chancellor Rosenstone. President Cervantes stated that this recruitment would not happen only for the presidential positions but at the dean and vice president level positions as well. This strategy does not cover only those that are already prepared but also the emerging leaders. She suggested targeted recruiting and marketing.

Trustee Anaya asked how the diversity in managers and administrators in the Minnesota State Colleges and Universities compared with other university systems in the Midwest, and if we are able to present the argument that, we are much more progressive. President Cervantes explained that we are at a match with the surrounding states in terms of the work that we are doing especially with Dr. Rodrigues, the subgroup and the chancellor's support. The one system that may be a little ahead is Illinois due to the urban area and their focused effort.

Trustee Anaya asked if we have done a comparison with other institutions within Minnesota on a range of percentages for administrators, managers, and supervisors of color as well as employees overall. Dr. Rodrigues stated that we compare favorably with University of Minnesota. Trustee Anaya asked if we could put together the statistics to show that we are the most diverse student population in Minnesota, as we recruit students they see the commitment in the numbers and that helps convince them of their equal commitment to diversity. Chancellor Rosenstone shared that a third of our presidents are from a diverse background, and nearly half of the presidents are women.

President Annette Parker discussed retention. She shared that the leadership needs to be inclusive in the dialog, and this can be supported by the work of Charting the Future (CTF) and the diversity team. Leadership also needs to examine the campus-climate to promote the

retention of diverse leaders with presidents and CTF diversity team. As well as focus on an on-boarding system, a factor in increasing a candidate's retention, persistence, and longevity of employment in MnSCU. Providing mentoring and coaching of all new presidents will further assist in retention. President Parker stated that it is just as important to have external mentors, as it is to have mentors within the MnSCU system.

Sue Applequist, Associate Vice Chancellor for Human Resources in the system office shared Vice Chancellor Mark Carlson's remarks from the recent new administrator orientation workshop; administrators must think about, care for and nurture the system. While we may have a strong allegiance to a particular institution within MnSCU, as administrators we must think more broadly, more holistically. Growing our own, that is to say developing the next generation of leaders is part of that responsibility. For example, we can:

1. Communicate more broadly about opportunities to develop and advance, personally directing individuals to appropriate opportunities to grow professionally, widely posting and advertising leadership positions, and better use of social media; and branding ourselves as an employer of choice to diverse communities.
2. Develop clearer pathways to advance, encourage attendance to Luoma and Executive Leadership programs. One such program sought out and encouraged underrepresented staff to participate in a piloted - Before You Apply - program that provides information about the executive search, details how to apply and put together a strong application packet and tips for successful interviewing. At the end of the day, Trustee Cirillo and Chancellor Rosenstone provided the capstone presentation at this pilot which was the crowd favorite
3. Ensure that we are proactively supporting and investing in both internal and external professional development, allow for and encourage special projects and stretch assignments through interim and temporary appointments.
4. Ensure appropriate support systems are in place and available, be more intentional about onboarding and support of new leaders, further develop professional networks for those interested in leadership development, think retention by recognizing work/life balance, conducting regular feedback sessions, helping find good mentors and ensuring they have the necessary tools and resources for their work.

Trustee Renier inquired if there are affinity groups for campus or system wide minority employees that exist now and if so, describe them. Dr. Rodrigues explained there is discipline-related affinity groups and unit-specific affinity groups on some campuses. The system office is about to launch a Diversity Council which will promote diversity learning events. President Parker shared that the National Council of Black American Affairs is an affiliate council of the American Association of Community Colleges, and a group for African Americans in higher education. The first year in Minnesota for this affinity group was last year. Mrs. Applequist shared about the Luoma Leadership Academy. The academy just finished their seventh cohort and attendees connect regularly after the academy, as well as at an annual reunion. Of the seven cohorts there have been approximately 50 attendees per cohort, 350 people go through the program and in the seventh session, there were 60% women and 14% people of color and in the executive development program there were 50% women and 14% people of color. This is proportionate to the MnSCU population and is an intentional effort in the selection process.

President Cervantes said that an existing resource is the Luoma academy. It is believed that this is an excellent resource to bring in diverse staff that want to move into leadership positions and she talked about being intentional about getting the message out across the system to nominate more diverse people to participate.

Trustee Sundin asked if there had been a survey regarding women's experiences on the job on tone, sensitivity and support. Mrs. Applequist stated that there is a biannual survey distributed regarding professional development and there is some data collected there but it is not as in-depth as what is suggested. Many campuses have implemented the PACE survey but the real good information is going to be collected in an exit interview.

Trustee Sundin asked President Parker to describe her experience in Michigan. President Parker shared that Michigan has done a lot in the area of diversity but there are pockets with higher diversity but may be because it is predominately African American. She served under an African American female president at Lansing Community College that she admired. The president provided professional development opportunities for diverse employees throughout the organization.

Regarding the inquiry of faculty and what is being done there, the last couple of cohort recruitment activities for the Luoma Leadership Academies have had specific focus on faculty, due to the pipeline issue when it comes to academic deans. Dr. Rodrigues said faculty face the dilemma of not always wanting to leave their tenure positions to join the administration although we still reach out to faculty who are interested in deans or vice president positions.

Trustee Benson would like to know what we are doing to increase the supply side. Dr. Rodrigues said that this is a struggle due to the state's demographics, low graduation rates in terminal degrees and weather conditions. There are improvements; Minnesota is doing better with migrating people here. Higher education also finds it harder to compete with industry, such as IT, or manufacturing, due to pay differentials. President Cervantes shared a successful process where they are trying to diversify the faculty and programs by having students graduate with their associate's degree, obtained their BSN, work in the field for a year or more then come back and assist as adjunct instructors. Trustee Anaya shared that we are more diverse then we have ever been and loves the idea of growing our own leaders.

Trustee Charpentier-Berg would like to see metrics on employees with disabilities.

Trustee Vizenor would like to see the breakdown of employees of colors, also include American Indians and other specific ethnic groups.

Dr. Rodrigues shared final thoughts. He said that managing diversity focuses on maximizing the ability of all employees to contribute to organizational goals as well as emphasizes a business necessity and ethical responsibility. Affirmative action focuses on specific groups because of historical discrimination, such as people of color, women and those with disabilities as well as emphasizes legal necessity and social responsibility. While managing

diversity is also concerned with underrepresentation of women and people of color in the workforce, it is much more inclusive and acknowledges that diversity must work for everyone. Ignoring diversity costs time, money, and efficiency. We want to focus on our ability attract and retain talent. We have great programs in place and track employment data and share that data publicly.

Trustee Anaya asked for more information on the Diversity Council regarding the goals, mission and whether it will focus on networking and retention. Dr. Rodrigues explained that historically there had been a Diversity Council but it had stopped functioning and a new Diversity Council is in the process of being formed. A charter has been developed and the council will be attentive to cultural and other needs of the system employees. This council will plan events, learning opportunities, networking opportunities, as well as address the needs the employees bring to the council. We are currently in the recruitment phase and plan to have work started early January 2015. Trustee Cirillo suggested that the Diversity Council members should be put in a mentor relationship with a leadership member and feels that the mentoring upwards is just as valuable as the mentoring downwards.

Trustee Ristau would like to know whether there are faculty metrics on women, people of color and disabilities.

Trustee Renier commented that even though Minnesota is becoming more diverse as you go farther out the diversity gets less and less. He would like to know if we need to develop a system wide culture or should it be campus by campus. Dr. Rodrigues agrees that we have pockets farther out and it can be difficult for those that are diverse to the area they relocated to and less congruent and less appealing to move into those areas. President Parker shared her experience moving to Mankato. She thinks that we should not penalize institutions where there is not diversity if they are not able to attain the diversity goal especially if the goal is not attainable.

Chancellor Rosenstone thanked the presenters for their time and the work they are doing. He said that this is not a moment that we rest on morals of the appointment that this board has made but have to ask how we leverage those appointments to go to the next steps, to go deeper in the ranks of our leadership both in the system office and across the colleges and universities. This about how do we deepen diversity across the ranks, and build upon the relationships, wisdom and experiences of our colleagues. Chancellor Rosenstone shared his gratitude for the willingness of everyone to pitch in. Chancellor Rosenstone expressed that Trustee Reiner's question was powerful, and says yes, we need to do both system wide and by campus. Dr. Rodrigues stressed that the tone at the top of the organization from the board and the leadership is critical, the role the Dr. Rodrigues and Vice Chancellor Carlson are playing to connect the dots where we need to help across the system, so it does not fall on the responsibility one president or college. He's inspired in the tone and expectations the board has set for what the leadership should look like and how it should better reflect the students and communities we are serving. This was also a tone being set at the colleges and universities.

The meeting adjourned at 10:03 a.m.

Respectfully submitted,  
Sonya Castillo, Recorder