



**By 2030, Minnesota State will eliminate the educational equity gaps at every Minnesota State college and university**

**It is a moral and economic imperative**

**Initiatives to deepen and enhance campus and system efforts towards the goal of Equity 2030**

ACADEMIC AND STUDENT AFFAIRS	
INITIATIVES	PROPOSED ACTIVITIES
<p><b>Minnesota State Guided Learning Pathways</b></p> <p><i>Guided Learning Pathways provide a common structure and approach to the design and delivery of our academic programs and student support services, based on proven practices developed and implemented both here and nationally. The characteristics of effective practice outlined in the framework are centered on the student and directly addressing issues of equity by recognizing and responding to differing needs and meeting students where they are.</i></p>	<ul style="list-style-type: none"> <li>• Obtain Board endorsement of the Guided Learning Pathways framework (Nov 2020)</li> <li>• Support campuses in local assessment of current practices and alignment of practices with framework components</li> <li>• Oversee the continued implementation of Developmental Education Redesign efforts, including: implementation of Phase II Multiple Measures, establishment of course competencies and equivalencies for ELL, and development of scalable mathematics pathways</li> </ul>
<p><b>Student Basic Needs</b></p> <p><i>Addressing student basic needs insecurities is a critical component of supporting student success. Providing campus-based services and resources, as well as direct bridges connecting students to community, state, and federal resources is key to improving academic success and student persistence toward degree completion.</i></p>	<ul style="list-style-type: none"> <li>• Establish communities of practice to facilitate practice sharing and the development of innovative solutions to meet student basic needs</li> <li>• Develop toolkits and effective practice profiles to support the implementation and assessment of campus efforts</li> <li>• Expand external partnerships and connecting students to community resources</li> <li>• Pursue additional financial resources to support student basic needs</li> </ul>

<p><b>Data and Metrics</b></p> <p><i>Broad access to local and systemwide data and analysis is foundation to our equity and student success work. Developing deeper capacity for data analytic work, as well as ready access to data sets, allows us to better evaluate the impact of our practices and identify targeted areas in need of improvement.</i></p>	<ul style="list-style-type: none"> <li>• Refine enrollment forecasting models and ensure training and development of IR and other key campus staff</li> <li>• Expand data reporting and analysis capacity at the system office and on campuses</li> <li>• Develop additional data tools for campus and system use</li> <li>• Migrate existing data sources to new reporting platform, and expand access at the campus level</li> </ul>
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EQUITY AND INCLUSION	
INITIATIVES	PROPOSED ACTIVITIES
<p><b>Equity by Design</b></p> <p><i>Equity by Design (EbD) builds off the 2017-2018 pilot that included 13 Minnesota State campuses. This methodology equips our campuses to address educational disparities and to move beyond policy and planning to institutional equity-minded practices. It prepares institutions to become student-ready and provides the mechanisms to examine the practices, structures, policies and culture that may inhibit progress towards educational equity. The methodology requires all participating campuses to take an intentional look at data focused on inequitable outcomes and determine where systemically are the root cause for these outcomes. At present, all 37 Minnesota State colleges and universities are undertaking implementation of EbD.</i></p>	<ul style="list-style-type: none"> <li>• Provide support, training, and resources throughout the academic year</li> <li>• Increase campus capacity for and understanding of how to mitigate disparities in student success.</li> <li>• Expand partnerships with other SO divisions to apply the EbD methodology and framework focusing on outside of the classroom disparity determinants</li> </ul>
<p><b>Campus Climate</b></p> <p><i>The Comprehensive Campus Climate Assessment (CCA) emerged from system-wide interest to support work focused on creating inclusive and welcoming environments as well as to develop a metric for campus climate as an accountability measure. The current work is building off the lessons learned from the 2018-2019 CCA pilot which took place at 4 Minnesota State institutions. CCA provides a systematic process of reviewing &amp; evaluating systemwide equity and inclusion efforts that identify strengths and opportunities of how our campuses support a sense of connection and belonging for students and employees from diverse backgrounds and experiences.</i></p>	<ul style="list-style-type: none"> <li>• Advance and formalize process and methodology for Climate Assessment (CCA), with focus on students and employees sense of: belonging, being welcomed, inclusion, and support.</li> <li>• Refine CCA Tools, building on experiences from 4 Pilot institutions and finalization of FY21 participants, plan for FY22 implementation.</li> </ul>

<p><b>Equity Scorecard</b></p> <p><i>The Equity Scorecard is designed develop awareness of equity gaps across varying measurable areas, with a specific focus on fostering institutional change through data-informed decision making to address disparities and close equity gaps. The Equity Scorecard provides: a comprehensive strategy to assess and improve institutional effectiveness; a holistic and systematic strategy which spotlights and prioritizes race/ethnic (and other) inequities for action planning; and provides a solid base of information for closing equity gaps along a multitude of areas. The Equity Scorecard provides a current snapshot of how each campus is progressing on Key Performance Indicators (KPIs).</i></p>	<ul style="list-style-type: none"> <li>• Develop key performance indicators to assess equity gaps across 6 dimensions:             <ol style="list-style-type: none"> <li>1) Student Success</li> <li>2) Compositional Diversity</li> <li>3) Campus Climate</li> <li>4) Employee Retention and Development</li> <li>5) Equity Strategy and Action</li> <li>6) Supplier Diversity                 <ul style="list-style-type: none"> <li>○ Increases institutional accountability to normalize and prioritize DEI</li> </ul> </li> </ol> </li> <li>• Provides relevant information to assess the health of our colleges/universities</li> </ul>
<p><b>Equity and Inclusion Lens</b></p> <p><i>Develop a framework that involves identifying, preventing and eliminating discriminatory practices in our structures, policies, and attitudes. This framework will provide a foundation for understanding how implicit bias shows up in our everyday organizational structures, and how to start addressing ways to counteract processes that result in inequitable outcomes.</i></p>	<p>Part 1: Courageous Conversations</p> <ul style="list-style-type: none"> <li>• Work with faculty and CDO liaisons on creating module for faculty, staff, and students (January 2021)</li> </ul> <p>Part 2: Resolving Conflict</p> <ul style="list-style-type: none"> <li>• Create and present training module for conflict facilitators with a focus on addressing issues of race relations (March 2021)</li> </ul> <p>Part 3: Community Collaboration</p> <ul style="list-style-type: none"> <li>• Present Racial Equity Tool with Government Alliance on Racial Equity (GARE) (May 2021)</li> </ul>

FINANCE AND FACILITIES	
INITIATIVES	PROPOSED ACTIVITIES
<p><b>Resource allocation and adjusting business models to support campus and system efforts towards Equity 2030</b></p>	<ul style="list-style-type: none"> <li>• Will review state appropriation distribution across the system with LC. If there are adjustments, they will be identified in finalizing the FY2022 budget</li> <li>• Will identify about \$5M to be shifted to the NextGen project beginning in FY2024</li> </ul>
<p><b>Advance Supplier Diversity efforts</b></p>	<ul style="list-style-type: none"> <li>• Launch Phase I of a pilot with 9 colleges and 4 universities</li> <li>• Will present initial outcomes of new Equity Select program to BOT – May/June 2021</li> </ul>
<p><b>Review the financial models for operations that have been most impacted by the COVID-19 impact</b></p>	<ul style="list-style-type: none"> <li>• Implementation of a more robust tool for forecasting budget scenarios</li> <li>• Potential examination of current tuition and fee structure</li> </ul>

HUMAN RESOURCES	
INITIATIVES	PROPOSED ACTIVITIES
<p><b>Attracting diverse talent and supporting diverse workforce</b></p> <p><i>Develop and sustain the campus and system-wide capacity to effectively attract, retain, and develop a workforce that is diverse, inclusive and able to meet current and future educational needs of our diverse student body.</i></p>	<ul style="list-style-type: none"> <li>• In partnership with ASA and OEI, and other stakeholders, design and develop effective strategies for recruiting and retaining faculty of color. Identify next actions, lead and lag measures for shared goals.</li> <li>• The Joint Committee on Credential Fields, consisting of administration and faculty, will reexamine existing credential fields and the minimum hiring qualifications with a view of advancing diversity hiring goals at the college level.</li> <li>• Commission a committee of CHROs and CDOs from sectors to review and recommend changes to system policy, procedures and practices to ensure a more inclusive approach to the search process to help achieve system-wide diversity and inclusion goals.</li> </ul>
<p><b>Professional Development/Leadership</b></p> <p><i>Deepen the focus systemwide on how to build diverse, effective teams and how to lead multi-cultural multi-ethnic campuses</i></p>	<ul style="list-style-type: none"> <li>• Assess campus supervisory development needs and implement enhancements, adapting to virtual learning environments.</li> <li>• Gather input from campus and system office divisional leaders to identify system-wide leadership development priorities. Review existing programs, conduct a gap analysis, and develop recommendations and resource needs to address priority gaps.</li> <li>• In partnership with OEI, offer expanded equity, diversity, and inclusion competency training sessions to all campuses</li> </ul>
INFORMATION TECHNOLOGY	
INITIATIVES	PROPOSED ACTIVITIES
<p><b>Positioning technology to support educational experience</b></p> <p><i>They unified Office365 tenant platform as a foundation to offer all students access to common applications. The Managed Computing Services (MCS) [effort within the ITS division] allows those campuses wanting to consume this service to shift focus from supporting administrative to academic computing.</i></p>	<ul style="list-style-type: none"> <li>• In partnership with campuses continue to increase consumption of the Office365 shared service to assist with providing digital equity.</li> <li>• With improved technology and a shared service model, provide high value by driving down cost, increasing service levels, and choosing technologies that best serve our customers.</li> <li>• Continue to provide and expand the Managed Computing Services (MCS) offering to campuses with limited resources.</li> <li>• Work with Academic and Student Affairs to support aligned strategic initiatives in support of teaching/learning and student success.</li> </ul>

	<ul style="list-style-type: none"> <li>Continued exploration of mobile friendly options to support student experience.</li> </ul>
<p><b>Student engagement and support</b></p> <p><i>Supporting student engagement and support by developing an IT organization that anticipates our changing environment and facilitates service excellence and customer engagement</i></p>	<ul style="list-style-type: none"> <li>In partnership with ASA, expand communities of practice, using such tools as: Office365, Microsoft Teams, D2L (online classroom platform), and facilitate practice sharing and the development of innovative solutions to meet student needs.</li> <li>Complete the installation, implementation and adoption of new up to date applications and processes.</li> </ul>
<p><b>Business intelligence and data analytics</b></p> <p><i>Supporting need for the right data to be available to the right people will assist with making decisions that will help drive and transform our business processes and works to ultimately ensure student success</i></p>	<ul style="list-style-type: none"> <li>Begin enhancing the System Data Warehouse to meet the majority of the business intelligence and analytics needs for the system office and campus stakeholders through the use of standards, governance, emerging technologies, and a shared service model that can provide a consistent set of metrics to measure performance in order to guide business outcomes.</li> <li>Continue to work with the cross-functional data governance team to define and adopt data quality management that defines responsibilities, policies and procedures concerning the acquisition, maintenance, security and dissemination of data.</li> <li>Collaborate with ASA and campuses to improve the use of new data tools (NextGen, PowerBI etc.) to help increase the ease of data access and data-informed decisions.</li> <li>Continue exploration of providing data-informed decision-making metrics.</li> </ul>

MARKETING AND COMMUNICATIONS	
INITIATIVES	PROPOSED ACTIVITIES
<p><b>Position Minnesota State as a necessary component of prosperity for Minnesota.</b></p> <p><i>Minnesota State is essential for the state to be prosperous – we are the economic engine, and we are the largest and most diverse education provider of higher education</i></p>	<ul style="list-style-type: none"> <li>Continue to find opportunities, including social media, to enhance system messaging by amplifying campus messages and identify system opportunities: <ul style="list-style-type: none"> <li>Development of media campaigns using student success stories, employer partnerships, and unique campus programs</li> <li>Identify public opportunities for chancellor and system leadership to share Minnesota State value proposition</li> </ul> </li> </ul>

**ENTERPRISE ACTIVITIES: initiatives towards programmatic and financial sustainability**

INITIATIVES	PROPOSED ACTIVITIES
<p><b>Realign the Academic Affairs unit and corresponding roles and responsibilities, expanding capacity to support campus accreditation and quality improvement efforts</b>  <i>Academic and Student Affairs</i></p>	<ul style="list-style-type: none"> <li>• Internal reallocation of vacant positions resulted in the creation of two new roles, one focused on accreditation and assessment (search in process), and one focused on academic support and quality assurance.</li> <li>• Quality assurance work underway to implement a system-level academic program review process.</li> <li>• In FY21, five transfer pathways (biology, business, psychology, theater, and law enforcement) will be reviewed as a pilot of the newly designed review process.</li> </ul>
<p><b>Incentivize campus and system innovation</b>  <i>Academic and Student Affairs</i></p>	<ul style="list-style-type: none"> <li>• Continuing to support both academic and student support continuity practice and resource sharing across campuses.</li> <li>• Providing additional professional development opportunities and resources to campuses, including work led by faculty equity coordinators (campus-based faculty working across the system to share expertise and assist faculty with innovating toward equity).</li> <li>• Implementation of the system innovation framework will begin in December, upon the start of new staff.</li> </ul>
<p><b>Support student success by establishing equitable policies and procedures</b>  <i>Academic and Student Affairs, Finance</i></p>	<ul style="list-style-type: none"> <li>• The following policies and procedures have been prioritized for FY21 review with an equity lens to support student success:               <ul style="list-style-type: none"> <li>○ Policy 2.9 – Financial Aid Satisfactory Academic Progress</li> <li>○ Assess and review developmental education curriculum and course placement policies and practices</li> <li>○ Review hold policies and practices</li> <li>○ Review transfer policies and practices</li> </ul> </li> </ul>

<p><b>Deepen and enhance our commitment to furthering the state of Minnesota’s workforce goals and fulfilling the promise of being the provider of choice</b>  <i>Academic and Student Affairs</i></p>	<ul style="list-style-type: none"> <li>• In collaboration with Perkins Consortia, develop a long-term strategy to augment the capacity of our career and technical programs</li> <li>• Link the work of Comprehensive Workplace Solutions and the Centers of Excellence to explicit strategies at the regional level for sustaining rural economic development</li> <li>• Develop framework to accelerate the offering of credit and non-credit short-term credentials that builds up on strategies to grow local talent development</li> <li>• Work in collaboration with DEED and other state agencies to position Minnesota State to be ready to educate and train for the jobs of tomorrow and the needed skills</li> <li>• Advocate to position Minnesota State as the preferred partner to fulfill the state of Minnesota’s workforce development policy</li> </ul>
<p><b>Continue implementation of HR-TSM and continuously monitor progress</b>  <i>Human Resources</i></p>	<ul style="list-style-type: none"> <li>• Engage campus leadership to identify a sustainable business model that meets campus and systemwide objectives</li> <li>• In partnership with Internal Audit, review the internal operational structures to increase the effectiveness as a shared service model</li> <li>• Continue to focus on decreasing error rates and increasing customer satisfaction</li> <li>• Ongoing training to increase usage of common business practices</li> </ul>
<p><b>Begin implementation of NextGen with selected vendor</b>  <i>Information Technology, Finance, Human Resources, Academic and Student Affairs, Audit</i></p>	<ul style="list-style-type: none"> <li>• Finance and Human Resources implementation planning begins (Dec 2020)</li> <li>• Finance and Human Resources implementation planning finalized (March 2021)</li> <li>• Begin Finance and Human Resources designing, configuring, and testing (FY22)</li> </ul>
<p><b>FY2021 Executive Searches: Launch and successfully complete five presidential searches and two cabinet positions</b>  <i>Human Resources</i></p>	<ul style="list-style-type: none"> <li>• FY21 presidential searches: Saint Paul College; Northeast Higher Education District; Minnesota State University, Mankato; Minnesota State College Southeast; Northland Community and Technical College</li> <li>• FY21 cabinet searches: Vice Chancellor for Equity &amp; Inclusion; Vice Chancellor for Information Technology</li> </ul>

<p><b>FY2022-2023 Biennial Budget Request and Legislative Outreach and Advocacy</b>  <i>Government Relations, Finance and Facilities, Marketing and Communications, Academic and Student Affairs</i></p>	<ul style="list-style-type: none"> <li>• Advance the Board’s budget request and supplemental capital bonding request with legislators</li> <li>• Design and complete <i>Virtual Minnesota State Day at the Capitol</i></li> </ul>
<p><b>Advancement/Philanthropic Support</b>  <i>Marketing and Communications, Academic and Student Affairs, Equity and Inclusion</i></p>	<ul style="list-style-type: none"> <li>• Develop relationships with major MN foundations and philanthropic partners to share Minnesota State’s value proposition</li> <li>• Explore and develop a strategy at the national level to devise partnerships in identifying resources to assist with meeting Equity 2030 goal</li> <li>• Redesign of Foundation metrics: <ul style="list-style-type: none"> <li>○ Foundation leader consultation, recommendation and review – completed – Dec 2021</li> <li>○ Convene a committee of presidents and foundation leaders to consult and review proposed metrics – Sept 2021</li> <li>○ Phased implementation of revised metrics – Jan 2022</li> </ul> </li> </ul>
<p><b>Long-term response to COVID and heightened focus on systemic racism</b>  <i>Academic and Student Affairs, Finance, Human Resources, Information Technology</i></p>	<ul style="list-style-type: none"> <li>• Engage internal stakeholders to review and gather lessons learned from responses to both pandemics and examine both short-term and long-term implications, while recognizing the additional stress and anxiety on the organization and individuals.</li> </ul>