

GREEN – On track

YELLOW – Progressing with minor delays

RED – Work not yet started or experiencing major delays

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

ACADEMIC AND STUDENT AFFAIRS		
INITIATIVES	PROPOSED ACTIVITIES	UPDATED ACTIVITIES
<p>Minnesota State Guided Learning Pathways</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"> Obtain Board endorsement of the Guided Learning Pathways framework (Nov 2020) Support campuses in local assessment of current practices and alignment of practices with framework components 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 	<p>STATUS = GREEN</p> <ul style="list-style-type: none"> Board endorsed Guided Learning Pathways framework (Nov. 2020) Campuses submitted broad overview of local student success processes (Dec. 2020) Campuses will submit Initial assessments of current practices and alignment of practices with Guided Learning Pathways framework components by April 1, 2021 Gathered and analyzed interim course placement data from fall 2020 Continuing to plan for fall 2021 implementation of next phase of multiple measures course placement framework Campuses completed mathematics curriculum alignment with shared learner outcomes (Dec. 2020) and have begun establishing transfer equivalencies ELL workgroup recommended updates to the universal application in December 2020
<p>Student Basic Needs</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"> Establish communities of practice to facilitate practice sharing and the development of innovative solutions to meet student basic needs Develop toolkits and effective practice profiles to support the implementation and assessment of campus efforts Expand external partnerships and connecting students to community resources Pursue additional financial resources to support student basic needs 	<p>STATUS = GREEN</p> <ul style="list-style-type: none"> Established systemwide basic needs committee Began gathering information on support for students who are parents, including potential partnerships with community-based organizations Established a Basic Needs Team site to provide resources on effective practices and assessment tools. Over 90 campus-based professionals have access to this site. Began gathering information on support for students who are parents, including potential partnerships with community-based organizations Co-hosted (with the University of Minnesota) first-ever statewide mental health summit in October 2020 Call for applicants for a Chancellor’s Fellow for Mental Health issued February 2021 and Chancellor’s Fellow onboarded March 2021 and will be engaged thru December 2021. Minnesota State legislative request included \$15M to support Student Basic Needs. Governor’s budget recognized this request by proposing \$2.5 million in funding over the biennium to establish a centralized call center for basic needs and online mental health platform. Both House and Senate higher education committee bills include funding for critical student needs and mental health resources Worked with campuses to provide guidance on emergency grant processes, particularly related to COVID-19 emergency student aid and have distributed over \$92M in federal direct student grants and emergency aid
<p>Data and Metrics</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"> Refine enrollment forecasting models and ensure training and development of IR and other key campus staff Expand data reporting and analysis capacity at the system office and on campuses Develop additional data tools for campus and system use Migrate existing data sources to new reporting platform, and expand access at the campus level 	<p>STATUS = GREEN</p> <ul style="list-style-type: none"> Existing data reports have been migrated to new platform (PowerBI), and old reporting platform (EPM 11) is phasing out later 2021 Continuing support for development OEI Equity Scorecard Draft data metrics in support of Equity 2030 previewed in January 2021, based on Chancellor’s Fellow’s work

EQUITY AND INCLUSION		
INITIATIVES	PROPOSED ACTIVITIES	UPDATED ACTIVITIES
<p>Equity by Design</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"> • Provide support, training, and resources throughout the academic year • Increase campus capacity for and understanding of how to mitigate disparities in student success. • Expand partnerships with other SO divisions to apply the EbD methodology and framework focusing on outside of the classroom disparity determinants 	<p>STATUS = GREEN</p> <ul style="list-style-type: none"> • All campuses engaging with and implementing in EbD to some degree throughout this FY • Joint Diversity Officer & Institutional Research Training; August 2020: 75+ attendees • Development & delivery of Equity by Design Tool Kit • October EbD Campus Team Training, offered twice: 375+ attendees • November EbD Campus Team Training, offered twice: 375+ attendees • February EbD Campus Team Training: 250+ attendees • Drop in Sessions with OEI staff offered twice monthly; October 2020 onward • Course Success database development in conjunction with SO-IR & SO-IT • Consultation sessions with campus teams • Partnering with Education Innovations leadership & Equity and Inclusion Coordinators to expand faculty professional development opportunities, via the Network for Educational Development • Ongoing tool and resource development to meet campus needs • Partnering with ASA to align messaging, increase outreach, and assess campus needs to support GLP and EbD. Beginning to engage SO and campus partners to apply the EbD methodology to outside of the classroom disparity determinants.
<p>Campus Climate</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 & 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"> • Advance and formalize process and methodology for Climate Assessment (CCA), with focus on students and employees sense of: belonging, being welcomed, inclusion, and support. • Refine CCA Tools, building on experiences from 4 Pilot institutions and finalization of FY21 participants, plan for FY22 implementation. 	<p>STATUS = RED</p> <ul style="list-style-type: none"> • The work around campus climate requires redesign to best meet Minnesota State's needs in a consistent manner. • OEI is working to develop a Request for Proposal to meet these requirements
<p>Equity Scorecard</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"> • Develop key performance indicators to assess equity gaps across 6 dimensions: <ul style="list-style-type: none"> 1) Student Success 2) Compositional Diversity 3) Campus Climate 4) Employee Retention and Development 5) Equity Strategy and Action 6) Supplier Diversity <ul style="list-style-type: none"> ○ Increases institutional accountability to normalize and prioritize DEI • Provides relevant information to assess the health of our colleges/universities 	<p>STATUS = GREEN</p> <ul style="list-style-type: none"> • 4 KPIs developed using available system-wide data: 1) Student Success; 2) Compositional Diversity; 3) Employee Retention; and 4) Supplier Diversity • Provided updates to key stakeholder groups including: Board, Cabinet, LC, Bargaining Units, and Student Organizations. On track to continue engaging additional groups ahead of the July Scorecard publication. • Continuing partnerships between OEI and Equity 2030 for metric alignment • On track to publish the first 3 scorecards in July 2021: 1) All Colleges rollup; 2) All Universities rollup; 3) Systemwide rollup

<p>Equity and Inclusion Lens</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"> Work with faculty and CDO liaisons on creating module for faculty, staff, and students (January 2021) <p>Part 2: Resolving Conflict</p> <ul style="list-style-type: none"> Create and present training module for conflict resolution (March 2021) <p>Part 3: Community Collaboration</p> <ul style="list-style-type: none"> Present Racial Equity Tool with Government Alliance on Racial Equity (GARE) (May 2021) 	<p>STATUS = YELLOW</p> <ul style="list-style-type: none"> OEI launched the Spring Competency Series with the webinar, “Developing an Anti-Racism Framework” highlighting how to leverage an anti-racism framework in various settings. OEI will present a refresher webinar on <i>Equity Lens to Policy Review</i> on February 25, focusing on the issues of implicit bias showing up in the policy and procedure review and create proactive protocols that lead to more equitable policies particularly for communities of color. Conflict Resolution Model will be ready by June 2021. Will look at community collaboration focus in FY22.
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FINANCE AND FACILITIES		
INITIATIVES	PROPOSED ACTIVITIES	UPDATED ACTIVITIES
<p>Resource allocation and adjusting business models to support campus and system efforts towards Equity 2030</p>	<ul style="list-style-type: none"> Will review state appropriation distribution across the system with LC. If there are adjustments, they will be identified in finalizing the FY2022 budget Will identify about \$5M to be shifted to the NextGen project beginning in FY2024 	<p>STATUS = GREEN</p> <ul style="list-style-type: none"> Conversations occurred with Leadership Council at the December 2020 and February 2021 meetings with the goal of increasing understanding of the distribution of the system’s state appropriation and discussing the effectiveness of various line items. The proposed allocation of the FY2022 and FY2023 state appropriation, including a preliminary plan for the reallocation of funds beginning in FY2024 will be evaluated and discussed at the conclusion of the 2021 legislative session. Analysis of the federal stimulus funds for coronavirus relief will continue and its impact on the FY2022 operating budget will be part of the annual approval process at the June 2021 BOT meeting.
<p>Advance Supplier Diversity efforts</p>	<ul style="list-style-type: none"> Launch Phase I of a pilot with 9 colleges and 4 universities Will present initial outcomes of new Equity Select program to BOT – May/June 2021 	<p>STATUS = YELLOW</p> <ul style="list-style-type: none"> Phase I of the pilot was launched during fall semester. It is expected the duration of the pilot will be approximately two years. Work continues in establishing a Targeted Group Business (TGB) goal for construction that reduces the disparities that have been identified. The supplier diversity manager left Minnesota State for an out-of-state position at the end of February. Recruitment for a successor is in progress and will likely delay the implementation of some of the tools being utilized to support the pilot colleges and universities.
<p>Review the financial models for operations that have been most impacted by the COVID-19 impact</p>	<ul style="list-style-type: none"> Implementation of a more robust tool for forecasting budget scenarios Potential examination of current tuition and fee structure 	<p>STATUS = GREEN</p> <ul style="list-style-type: none"> A forecasting budget tool was purchased this fall to be utilized to monitor and review scenarios of the impact of COVID-19 on Minnesota State’s revenue fund operations. Baker Tilly performed a systemwide survey of the budget tools utilized each college and university. The preliminary results of that survey were discussed in December at the annual CFO conference. Baker Tilly is now following up with a handful of institutions to further explore the tools and methodologies they are using. A draft charter has been prepared for a new cross-divisional workgroup that will make recommendations regarding tuition and fees, the allocation model, and financial policies and procedures. Due to all the variables related to system revenues (federal stimulus funding, biennial budget legislative session, and enrollment uncertainties due to the pandemic), it is expected any substantial changes would likely not be proposed until FY2023.

HUMAN RESOURCES		
INITIATIVES	PROPOSED ACTIVITIES	UPDATED ACTIVITIES
<p>Attracting diverse talent and supporting diverse workforce</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"> 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. 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. 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. 	<p>STATUS = YELLOW</p> <ul style="list-style-type: none"> Have met at least once with faculty union leadership, ASA, and OEI to identify elements of a work plan for 2021-2023 with led and lag measures (KPIs) for goals / outcomes. Anticipate finalizing the workplan by the end of spring semester. The Joint Committee on Credential Fields held its first meeting of this academic year in January. Communicated intent to review college faculty system-established minimum qualifications for any presence of barriers to advancing diversity goals. Established committee of select CHROs and CDOs from the university and college sector to develop recommended reforms to existing system policy, procedures and practices to ensure a more inclusive approach to the search process. Anticipate recommendations by end of spring semester.
<p>Professional Development/Leadership</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"> Assess campus supervisory development needs and implement enhancements, adapting to virtual learning environments. Gather input from campus and system office divisional leaders to identify systemwide leadership development priorities. Review existing programs, conduct a gap analysis, and develop recommendations and resource needs to address priority gaps. In partnership with OEI, offer expanded equity, diversity, and inclusion competency training sessions to all campuses 	<p>STATUS = YELLOW</p> <ul style="list-style-type: none"> Talent Management, in partnership with OEI, continues to offer updated equity, diversity, and inclusion competency training sessions to all campuses adapted to virtual learning environments. Planning for joint OEI/HR Spring meeting Beginning work on gap analysis – next step is to engage with Leadership Council to better understand senior leaders perspectives late Spring 2021
INFORMATION TECHNOLOGY		
INITIATIVES	PROPOSED ACTIVITIES	UPDATED ACTIVITIES
<p>Positioning technology to support educational experience</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"> In partnership with campuses continue to increase consumption of the Office365 shared service to assist with providing digital equity. 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. Continue to provide and expand the Managed Computing Services (MCS) offering to campuses with limited resources. Work with Academic and Student Affairs to support aligned strategic initiatives in support of teaching/learning and student success. Continued exploration of mobile friendly options to support student experience. 	<p>STATUS = GREEN</p> <ul style="list-style-type: none"> Currently 8 institutions actively using Microsoft 365 components for their Customer Relationship Management (CRM) tool or have integrated Office365 with their CRM. More institutions are currently investigating their options with this platform. In the process of purchasing a SaaS solution to help campuses manager user accounts to increase responsiveness to our students and users. This tool will also assist other campuses wishing would manage their telephones in the tenant and should be installed and operational this FY. Telephones- There is one institution that is currently using Microsoft Teams telephone system in the tenant as well as over 100 users across multiple institutions currently using telephones in the tenant as part of their COVID-19 response. Managed Administrative Computing (MAC) - Completed brining Pine Community and Technical College into the MAC environment. Currently in the process of working with 2 additional campuses in exploring the possibility of joining this service offering. COVID has made this evaluation process more onerous. As a follow up to previous conversations with the Chancellor regarding mobile friendly options a brief written response to the Chancellor will be completed.

<p>Student engagement and support</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"> 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. Complete the installation, implementation and adoption of new up to date applications and processes. 	<p>STATUS = GREEN</p> <p>In partnership with ASA - Together with ASA, developed and delivered faculty development activities (webinars and short courses) that helped faculty “pivot” during 2020. Emphasis on improving student engagement and faculty/student interactions in online learning settings.</p> <ul style="list-style-type: none"> In a pilot project, delivered data for the intrusive student advising initiative at Saint Paul College. Supported new third-party integrations with D2L Brightspace that explore ways to improve student engagement and peer-to-peer collaboration. Supported accessibility tooling to make content available in alternate format to students within D2L Brightspace. Supported publishers who provide online lab simulation experiences for students in technical programs. Supported implementation of online tutoring integrations with D2L Brightspace. Supported integration of proctored exam vendors with D2L Brightspace Supported Microsoft’s Azure Dev Tools for Teaching which makes Microsoft products available to students and faculty for classroom purposes. In partnership with campus staff developed and implemented COVID screening tool to help protect students, faculty and staff entering our physical environment.
<p>Business intelligence and data analytics</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"> 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. 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. 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. Continue exploration of providing data-informed decision-making metrics. 	<p>STATUS = YELLOW</p> <ul style="list-style-type: none"> The System (Enterprise) Data Warehouse enhancements have been pushed out due to the dependency upon the choice of the ERP vendor. In preparation, standards have been updated to clarify the differences between enterprise and institutional data and are in review at this time. Work on this project will begin in concert with the NextGen project. The Enterprise Data Governance Committee continues to meet and has been focused on data quality through the Data Cookbook projects. Future policies and procedures need to be developed in this space around data acquisition. Through the Reporting Refresh project, we have collaborated with all functional areas and campuses to: <ul style="list-style-type: none"> Establish ownership of enterprise reports Deliver converted reports from outdated technology Provide an enterprise reporting solution which removed the barrier of purchasing a license for report consumption Craft and supply a variety of report consumer materials to enable the transition to the new reporting solutions Automate manual processes to request report access Ensure report access to all employees where the data classification allows In the Data area, and with collaboration throughout Minnesota State, we will continue to: <ul style="list-style-type: none"> Research and keep current with the latest trends and methodologies in data-informed decision-making Further develop the draft Data Strategy Identify and Enact Organizational Readiness to mature and raise awareness of Data Management Principles Identify Key Performance Indicators and establish metrics for functional areas to facilitate making data-informed decisions

MARKETING AND COMMUNICATIONS		
INITIATIVES	PROPOSED ACTIVITIES	UPDATED ACTIVITIES
<p>Position Minnesota State as a necessary component of prosperity for Minnesota.</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"> 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"> Development of media campaigns using student success stories, employer partnerships, and unique campus programs Identify public opportunities for chancellor and system leadership to share Minnesota State value proposition 	<p>STATUS = GREEN</p> <ul style="list-style-type: none"> Our 2021 Legislative Session Social Media and Virtual Day(s) at the Capitol campaign runs from January 5 through May 17 with messaging that supports our legislative/biennial budget/bonding requests. ✓ Posts highlight our facts/stats/economic impact, student/grad stories, employer/partnership videos, and Equity 2030 ✓ Include graphics/photos/videos ✓ Link to our webpage at MinnState.edu/legislative ✓ Use campaign hashtags #FundMinnesotaState #MinnStateEquity2030 #mnleg ✓ Virtual Day(s) at the Capitol also use hashtags #MinnStateDayAtTheCapitol and #MinnStateStories, along with:

		<ul style="list-style-type: none"> ○ Chancellor Malhotra video tweet to kick off each day about an individual campus ○ Minnesota State campus story tweet (in lieu of a poster) that points to MinnState.edu/stories ○ Campuses and presidents are asked to retweet and tag legislators, as well as post their own tweets throughout their day using #{CampusName}DayAtTheCapitol • Minnesota State Week messaging was posted throughout September and October using #MinnStateWk and pointed to MinnState.edu/MinnStateWeek to promote and increase fall applications • Guidebook messaging was posted throughout October using #MinnStateGuide #ExtraordinaryEducation #ExceptionalValue and pointed to MinnState.edu/guide to increase awareness and inquiries, including guidebooks and posters, virtual campus visits, and applications • Partnered with NASPA on their First-Generation social media celebration campaign in November by posting our first gen stat of 48,500 and also asked campuses to share their first gen stories and/or events, tag @COETalk and @FirstGenCenter and use hashtags #CelebrateFirstGen #MinnStateStudents #MinnStateEquity2030 #ResilientBunch • Executed a week-long Veterans Day social media campaign for campuses/Minnesota State that included a Star Tribune piece, our veteran stats, benefits, resource centers, yellow ribbon recognitions, and thanks for their service using #MinnStateVets and #MinnStateStories • Posting program videos every week during the legislative session to share more about Minnesota State at MinnState.edu/programs using #ExtraordinaryEducation #Exceptional Value <p>Chancellor Malhotra Speaking Engagements July 2020 – April 2021</p> <ul style="list-style-type: none"> • The Hunt Institute Postsecondary Pathways, Building Coalitions of Support for Higher Education April 8, 2021 • Leadership St. Paul St. Paul Area Chambers of Commerce, Equity in Education speech September 17, 2020 • Association for the Study of Higher Education, Adapting to State and Federal Higher Education and Financial Landscape amid COVID-19 panelist September 10, 2020 • National Association of System Heads (NASH), Words Don't Count: How Public Systems of Higher Education Combat Systemic Racism panelist July 30, 2020 • State Higher Education Executive Officers Association, State Action, Quality Assurance and COVID-19 focus group July 24, 2020 • National Association of System Heads, Interview with NASH and Commissioner Clay Christian interview July 20, 2020 • State Higher Education Executive Officers Association, Navigating Enrollment Shifts panelist July 15, 2020
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ENTERPRISE ACTIVITIES: initiatives towards programmatic and financial sustainability

INITIATIVES	PROPOSED ACTIVITIES	UPDATED ACTIVITIES
<p>Realign the Academic Affairs unit and corresponding roles and responsibilities, expanding capacity to support campus accreditation and quality improvement efforts <i>Academic and Student Affairs</i></p>	<ul style="list-style-type: none"> 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. Quality assurance work underway to implement a system-level academic program review process. In FY21, five transfer pathways (biology, business, psychology, theater, and law enforcement) will be reviewed as a pilot of the newly designed review process. 	<p>STATUS = Green</p> <ul style="list-style-type: none"> Academic support and quality assurance position in place; ongoing search process for accreditation and assessment position to ensure hiring of ideal skill set Development of system-level program review process is ongoing Transfer pathways evaluation survey administered and campus feedback gathered (fall 2020); analyzing and synthesizing results to inform spring community of practice workshops and action plans for FY22
<p>Incentivize campus and system innovation <i>Academic and Student Affairs</i></p>	<ul style="list-style-type: none"> Continuing to support both academic and student support continuity practice and resource sharing across campuses. Providing additional professional development opportunities and resources to campuses, including work led by faculty equity coordinators (campus-based faculty working across the system to s STATUS = Green Academic support and quality assurance position in place; ongoing search process for accreditation and assessment position to ensure hiring of ideal skill set Development of system-level program review process is ongoing Transfer pathways evaluation survey administered and campus feedback gathered (fall 2020); analyzing and synthesizing results to inform spring community of practice workshops and action plans for FY22 Share expertise and assist faculty with innovating toward equity). Implementation of the system innovation framework will begin in December, upon the start of new staff. 	<p>STATUS = Green</p> <ul style="list-style-type: none"> Regular schedule of weekly webinars, short and long courses offered throughout the fall to support academic and student continuity Call for proposals issued for new short courses on equity and inclusion in February 2021 Named three faculty equity and inclusion coordinators in September 2020 New staff role to lead innovation efforts hired in December 2020 Revised framework and process for innovation and collaboration funding shared with campus leaders in February 2021
<p>Support student success by establishing equitable policies and procedures <i>Academic and Student Affairs, Finance</i></p>	<ul style="list-style-type: none"> 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"> Policy 2.9 – Financial Aid Satisfactory Academic Progress Assess and review developmental education curriculum and course placement policies and practices Review hold policies and practices Review transfer policies and practices 	<p>STATUS = Green</p> <ul style="list-style-type: none"> First reading of revised Policy 2.9 presented to Board of Trustees in January 2021 Revised procedure 7.6.2, eliminating transcript holds for balances due, published for review and comment in February 2021 Transfer policies and procedures will be reviewed by ASA policy council during the March and April meetings. Development of policy approach to pro-actively support equity
<p>Deepen and enhance our commitment to furthering the state of Minnesota’s workforce goals and fulfilling the promise of being the provider of choice <i>Academic and Student Affairs</i></p>	<ul style="list-style-type: none"> In collaboration with Perkins Consortia, develop a long-term strategy to augment the capacity of our career and technical programs Link the work of Comprehensive Workplace Solutions and the Centers of Excellence to explicit strategies at the regional level for sustaining rural economic development Develop framework to accelerate the offering of credit and non-credit short-term credentials that builds up on strategies to grow local talent development 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 Advocate to position Minnesota State as the preferred partner to fulfill the state of Minnesota’s workforce development policy 	<p>STATUS = Yellow</p> <ul style="list-style-type: none"> Workforce development state strategy and plan to commence this spring. Completed overview of Minnesota State workforce development aligned to guided learning pathways and Equity 2030 Launched implementation of sector strategies for Workforce Solutions and Centers of Excellence in healthcare, manufacturing and fire “Skill Up Minnesota” website under development to promote opportunities for underemployed and unemployed individuals to find short-term training through Minnesota State institutions; launch in March 2021 Inventory of non-credit “certificate programs” will begin this spring; alignment of certificates to degrees will commence thereafter Completed alignment document of P-20, MOHE, and Governors Workforce Development Board strategies; joint convening July 15, 2021 Advocacy efforts will be included in workforce development plan (1st bullet). Focus on adult learners, community-based organizations/BIPOC and meeting employers’ needs for diverse talent recruitment

<p>Continue implementation of HR-TSM and continuously monitor progress <i>Human Resources</i></p>	<ul style="list-style-type: none"> Engage campus leadership to identify a sustainable business model that meets campus and systemwide objectives In partnership with Internal Audit, review the internal operational structures to increase the effectiveness as a shared service model Continue to focus on decreasing error rates and increasing customer satisfaction Ongoing training to increase usage of common business practices 	<p>STATUS = YELLOW</p> <ul style="list-style-type: none"> Actively engaged with campus leaders to reassess long-term sustainability of, and commitment to, HR shared services to include a reevaluation the current level of HR shared services (which necessitates fee increases over time to reach financial sustainability) Evaluating alternative levels of HR service with potential to better fulfill campus expectations and facilitate a greater sense ownership and commitment to the success and long-term sustainability of HR shared services
<p>Begin implementation of NextGen with selected vendor <i>Information Technology, Finance, Human Resources, Academic and Student Affairs, Audit</i></p>	<ul style="list-style-type: none"> Finance and Human Resources implementation planning begins (Dec 2020) Finance and Human Resources implementation planning finalized (March 2021) Begin Finance and Human Resources designing, configuring, and testing (FY22) 	<p>STATUS = GREEN</p> <ul style="list-style-type: none"> Project Team is on track for establishing the Project Playbook, Project Plan and Technology Framework documentation. Project Team is on track for having lead and coordinator positions in place by March 3. Planning for project kickoff and discovery and design workshops.
<p>FY2021 Executive Searches: Launch and successfully complete five presidential searches and two cabinet positions <i>Human Resources</i></p>	<ul style="list-style-type: none"> FY21 presidential searches: Saint Paul College; Northeast Higher Education District; Minnesota State University, Mankato; Minnesota State College Southeast; Northland Community and Technical College FY21 cabinet searches: Vice Chancellor for Equity & Inclusion; Vice Chancellor for Information Technology 	<p>STATUS = GREEN</p> <ul style="list-style-type: none"> On pace to successfully complete five presidential searches and two cabinet positions in a virtual environment
<p>FY2022-2023 Biennial Budget Request and Legislative Outreach and Advocacy <i>Government Relations, Finance and Facilities, Marketing and Communications, Academic and Student Affairs</i></p>	<ul style="list-style-type: none"> Advance the Board’s budget request and supplemental capital bonding request with legislators Design and complete <i>Virtual Minnesota State Day at the Capitol</i> 	<p>STATUS = GREEN</p> <ul style="list-style-type: none"> Presented the boards capital and budget request to the Walz Administration relevant legislative committees with partnership from Trustees and the Leadership Council Executive Committee. The Governors capital request Minnesota State includes \$62.4 million in HEAPR which is the board’s first priority. The governor budget includes \$61 million for campus stabilization, \$2.5 million for mental health support and \$35 million for a new student grant which is consistent with the board's priority (amended in Governor revised budget for \$75 million for campus stabilization). Minnesota State Virtual Days at the Capitol: each morning a welcome video to the day video is posted from the Chancellor’s Twitter followed up my multiple student and community messages from each campus. Messages recorded have been with student leaders, faculty, alums and community leaders such as Dr. Ken Holman, CEO of CentraCare and a member of Reimaging Minnesota State Forum. In the first 5 weeks, the Chancellor opening video message had over 8,000 views and tens of thousands impressions.
<p>Advancement/Philanthropic Support <i>Marketing and Communications, Academic and Student Affairs, Equity and Inclusion</i></p>	<ul style="list-style-type: none"> Develop relationships with major MN foundations and philanthropic partners to share Minnesota State’s value proposition Explore and develop a strategy at the national level to devise partnerships in identifying resources to assist with meeting Equity 2030 goal Redesign of Foundation Return on Investment metrics: <ul style="list-style-type: none"> Foundation leader consultation, recommendation and review – Convene a committee of presidents and foundation leaders to consult and review proposed metrics Phased implementation of revised metrics 	<p>STATUS = YELLOW</p> <ul style="list-style-type: none"> Active engagement and presence in the Minnesota Business Coalition for Racial Equity (MBCRE) comprised of Minnesota corporate Diversity Equity and Inclusion, Corporate Social Responsibility, Government Affairs, and corporate Foundation leaders and community leaders. MBCRE’s objective is to create an inclusive, just and prosperous state through intentional partnership with Black Minnesotans. Its long terms outcomes are in service of economic mobility for Black Minnesotans and include a strong start and launch into workforce, increased access to workplace opportunity and career growth, accelerated wealth creation, and to ensure that policing practices are just, transparent and accountable to the public safety of Black Minnesotans. Received \$250,000 grant from 3M to support Minnesota State Guided Learning Pathways Framework as part of Equity 2030.

		<ul style="list-style-type: none"> • Coordinating a solicited collaborative grant opportunity from 3M with Saint Paul Public Schools and Century College, Inver Hills Community College, Saint Paul College and Dakota County Technical College. • Defining priority grant funding areas to focus initial private and corporate philanthropy outreach efforts to advance Equity 2030 efforts and will present to Chancellor three priority areas for guide philanthropic activities. • Begun external benchmarking research on higher education systems foundations' Return on Investment metrics. Then, findings will be presented to Minnesota State Foundation leaders; and those leaders will be consulted for their recommendation of revised metrics.
<p>ADJUSTED to include Ongoing support along with Long-term response to COVID and heightened focus on systemic racism <i>Academic and Student Affairs, Finance, Human Resources, Information Technology</i></p>	<ul style="list-style-type: none"> • 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. 	<p>ONGOING RESPONSE: STATUS = GREEN</p> <ul style="list-style-type: none"> • Internal system office workgroup continues to meet weekly to address COVID specific issues and develop guidance for campuses • Continued campus support with weekly COVID calls with campus COVID contacts • January 2021 joint Board/Leadership Council session: <i>Reinventing Higher Education in the Shadow of COVID</i>, EAB speaker • Internal Audit conducting Campus Safety and Security: COVID-19 assurance project which will be presented to Board – April 2021 • System Office staff continue to participate in weekly MDH higher education calls and have facilitated sector specific and topic specific calls for campus personnel with MDH experts • Campus and system office participating in multiple MDH/OHE workgroups to develop guidance and recommendations for higher education institutions • Law Enforcement Education Reform Taskforce completed work and presented recommendations to Chancellor and Board – February 2021 <p>LONG-TERM RESPONSE: STATUS=YELLOW</p> <ul style="list-style-type: none"> • Focus on acceleration of campus climate work • Continue COVID analysis of programmatic and financial impact • Incorporated both COVID and Racial Inequity and Systemic Racism to Enterprise Risk Management (ERM) Framework