

RETENTION PLANS

President's Office

Objective: *In furtherance of its strategic priority, the President's Office will continue to support a comprehensive institution-wide diversity plan and continue to review strategies for retaining a diverse faculty and staff.*

Action Step: Monitor the progress of the Diversity Plan.

Action Step: Continue to work with administrators and bargaining unit officers to develop appropriate programs to involve persons of diverse backgrounds in the University community and area community.

Action Step: Continue to encourage development of diversity training programs for administrators and others and strongly encourage attendance at such programs by administrators (i.e., Decision-maker Training for 1B.1 complaints).

Action Step: Meet periodically with employees from diverse backgrounds to listen and respond to concerns.

Action Step: Create an expectation that all members of the community are welcoming of diverse perspectives and that our university is an inclusive campus.

Objective: *Work with the Mankato Area Diversity Council in promoting diversity in the greater Mankato community.*

Action Step: Support financially and encourage involvement of University employees in the work of the Council.

Action Step: Encourage employee participation in programs sponsored by the Diversity Council.

Affirmative Action Office

Objective: *Assist departments and units in updating their retention plans.*

Action Step: The Office will provide assistance to employees of color who may have workplace issues /concerns.

Action Step: The Office will offer culturally-responsive conflict resolution strategies in the resolution of conflicts.

Action Step: The Office will serve as a resource center for issues related to affirmative action and the changing demographics of the campus community.

Objective: *Develop and disseminate strategies to improve the welcoming environment for persons of color.*

Action Step: Actively participate in the celebration of diversity in the university Community.

Action Step: Actively participate in all university initiatives promoting diversity in employment opportunities, student recruitment campus services, and curriculum changes; all of which may assist in approving the retention of persons of color.

Action Step: The Office will provide an orientation to persons of color to assist in their acclimation to the university and community.

Action Step: The Office will develop partnerships with civic and community

organization to assist in welcoming persons of color to the community.

Academic Affairs Division

College of Allied Health and Nursing

Objective: *Explore and develop strategies directed toward retention of faculty of color.*

Action Step: Implement a customized orientation for new employees of color.

Action Step: Implement a peer mentoring program across the College.

Action Step: Develop an ongoing link with employees of color across campus.

Person Responsible: Cultural Diversity Committee, Leadership Team, Interim Associate Dean, and Dean

College of Arts and Humanities

Objective: *Creating a welcoming and nurturing environment for new faculty members from historically underrepresented groups.*

Action Step: Ensure that new faculty receive complete orientation about all aspects of department and university life.

Action Step: Ensure that all faculty are encouraged to participate fully in the social life of the department and university but not overwhelm them.

Action Step: Facilitate mentoring between new and veteran faculty members.

Person Responsible: Department Chairs

Objective: *Cultivating opportunities for professional development in teaching, scholarship and creative activities for faculty members from historically underrepresented groups.*

Action Step: Ensure that new faculty receive complete orientation about all aspects of department and university life.

Action Step: Recruit new faculty for departmental and other committees and professional activities but not overwhelm them.

Action Step: Invite and facilitate attendance at departmental and other professional functions but not overwhelm them.

Action Step: Mentor new faculty in preparing their Article 22 Professional Development Plans and Reports.

Action Step: Alert new faculty to opportunities for professional growth and development offered by the department, Center for Excellence in Teaching and Learning, MnSCU and other groups but not overwhelm them.

Person Responsible: Department Chairs

Objective: *Creating an inclusive professional environment for faculty members from historically underrepresented groups.*

Action Step: Invite input on matters of curriculum, scheduling, and support for professional activities from faculty members from historically underrepresented groups.

Action Step: Promote faculty participation in professional meetings, workshops, seminars, and colloquia that enhance understanding of issues affecting historically underrepresented groups.

Person Responsible: Department Chairs

College of Business

Objective: *The College of Business will retain students of color and international students.*

Action Step: Once a student of color is admitted to the College, we will continue our commitment to maintain communication with students of color and international students.

Action Step: Offer a reception for international students and students of color in the College of Business (expected cost: \$1,000).

Person(s) Responsible: Departmental Chairs, Dean

College of Education

Objective: *To establish a College of Education workplace environment that is inclusive, welcoming of diversity and free of discrimination, harassment, workplace bullying and violence.*

Action Step: Prize and use College of Education vision statement that asserts that acts of discrimination, prejudice, and workplace intimidation will not be tolerated and will be addressed immediately.

Action Step: Assess the climate in the College of Education (a) towards faculty from diverse backgrounds; (b) experience of faculty from diverse backgrounds

Action Step: Have all faculty and staff in the College of Education participate in training on White privilege, ethnocentrism, racism (intentional and unintentional), workplace harassment and bullying.

Action Step: Develop, implement and refine College of Education policies and procedures for responding to acts of racism, ethnocentrism, workplace harassment and bullying.

Action Step: Evaluate the efforts of each department and department Chair to promote an inclusive and intimidation-free workplace.

Person Responsible: Dean, Diversity Committee, Chairs, Faculty and Staff

Objective: *To ensure that faculty from diverse backgrounds are intentionally retained in the College of Education.*

Action Step: Identify appropriate and effective strategies from the existing research to support and retain diverse faculty in the College of Education.

Action Step: Designate a person from the following university entities to provide new faculty members with access to resources and immediate assistance during the first two years in locations such as library, bookstore, Human Resources, Registrar's office, The Hub, Graduate Studies Office, Business Office, Cultural Diversity, Disability Services.

Action Step: Develop an orientation booklet to use with existing materials to welcome the new Faculty members to campus with a welcome message from the President and other key personnel.

Action Step: Schedule regular, informal meetings with designated people such as the Dean, Chair, and other faculty members outside of the department and persons from key offices, at which faculty from diverse backgrounds can share their experiences about the department and College of Education.

Action Step: Organize regular social gatherings for new faculty members and their mentors for the purpose of providing shared experiences through the Diversity Committee and perhaps the Center for Excellence in Teaching and Learning.

Action Step: Distribute and use a policy that explicitly state a commitment to retaining faculty from diverse backgrounds.

Action Step: Implement a series of community conversations to bring thinking to light in an attempt to defuse any tensions and uncertainties and to increase formal and informal support for diverse persons.

Person Responsible: Dean, Diversity Committee, Chairs, Faculty and Staff

Objective: *To establish the expectation of cultural competence for all faculty and staff in the College of Education.*

Action Step: Develop a College of Education vision statement that emphasizes the expectation of multicultural competency for all faculty and staff.

Action Step: Distribute policies that clearly state a commitment to retaining faculty from diverse backgrounds.

Action Step: Implement immersions, travel opportunities, workshops, and assessments that advance cultural competence.

Person Responsible: Dean, Chairs, Diversity Committee, Faculty and Staff

Objective: *To establish the expectation that all faculty and staff in the College of Education are responsible for infusing diversity into their program and courses.*

Action Step: Review the manner in which diversity is addressed in the curriculum and in courses of all departments.

Action Step: Develop incentives and rewards for faculty efforts to promote diversity and cultural competence.

Person Responsible: Dean, Diversity Committee, Chairs, Faculty and Staff

Objective: *To examine the promotion and tenure criteria in the College of Education to analyze their impact on the retention of faculty from diverse backgrounds.*

Action Step: Evaluate the impact of the promotion and tenure criteria on the retention of faculty from diverse backgrounds.

Action Step: Identify how the promotion and tenure criteria incorporates the additional unwritten responsibilities of faculty from diverse backgrounds.

Person Responsible: Dean, Diversity Committee, Chairs, Departmental Personnel committees, Faculty and Staff

College Of Science, Engineering and Technology

Objective: *Develop faculty team teaching groups with multicultural representation so that retention of cultural diverse views of teaching and learning styles is well rooted in the curriculum.*

Action Steps:

1. Actively work to increase the working relationships of cultural diverse faculty.
2. Promote the inclusion of instructional materials throughout the college curriculum that will promote a better understanding of the needs of culturally diverse populations.

Persons Responsible: Dean's Office and Faculty of individual Departments

Report: To be completed in 2008

College of Social and Behavioral Sciences

Statement of Objective

SBS will recruit and retain a diverse faculty, staff, and student body. The College of Social and Behavioral Sciences will create a learning environment that fosters respect and understanding, and responds to the needs of a diverse campus.

What is to be accomplished?

A. Retention Goals

Objective: *SBS will mentor new faculty members by hosting new faculty events and by encouraging new faculty members to participate in CETL's mentoring program.*

Action Step: SBS dean and department chairs will encourage new faculty to participate in CETL programs.

Action Step: Teaching and Learning Committee will host events for new faculty.

Person Responsible: Dean, Teaching and Learning Committee members

B. Learning Environment and an Engaged Campus

Objective: *SBS will continue to improve the campus climate for underrepresented groups of faculty, staff, and students.*

Action Step: We will continue efforts of the College and the SBS Diversity Committee, such as workshops and seminars on diversity issues.

Action Step: We will support and participate in campus wide diversity events, workshops, and seminars.

Person Responsible: Dean, College Diversity Committee members

Finance and Administration Division

Objective: *Create a friendly, helpful environment for all employees, especially underrepresented groups.*

Action Step: Ensure that new employees receive a complete orientation regarding all aspects of their department, the Finance & Administration Division and the University.

Action Step: Ensure that all employees are encouraged to participate fully in the social activities of their department, the Finance & Administration Division and the University.

Action Step: Provide and encourage employees to participate in training on teamwork, how to achieve a positive working environment, customer service, diversity, supervision (if appropriate) and other pertinent topics.

Person Responsible: Vice President for Finance & Administration and Division Supervisors

- Objective:** *The Finance & Administration Division will not tolerate any comments, written or oral, which may be construed as inflammatory, sexist, racist or insensitive to anyone.*
- Action Step:** The Vice President for Finance & Administration will discuss this objective with the members of the Division. Any reported incidents will be reviewed and appropriate action will be taken.
- Action Step:** Finance & Administration Division supervisors will receive training on leadership and supervision that includes the handling of situations related to diversity, working relationships and other interpersonal issues they may encounter with their staff members.
- Action Step:** Training opportunities on diversity, working relationships, teamwork and other pertinent topics will be provided to all division staff members during this time period through videos, workshops, and speakers. Staff members will also be encouraged to attend training both off campus and on campus.
- Action Step:** The division's "Service Objectives" will be discussed on a regular basis with supervisors and staff members. To help make the "Service Objectives" become part of everyone's work ethic, they will be posted in each unit and periodic group discussions will be held regarding how putting the objectives into practice can positively affect each of us and the quality of our service and dealings with our co-workers and our customers.
- Person Responsible:** Vice President for Finance & Administration and Division Supervisors

Student Affairs Division

- Objective:** *Retain a Diverse Workforce of Faculty, Staff, Students and Administration.*
- Action Step:** Implement a Student Affairs Diversity Read Program.
- Action Step:** Implement a Divisional Mentoring Program.
- Action Step:** Student Affairs Employee Diversity Committee charged with promoting and supporting diversity within the Division of Student Affairs at Minnesota State University, Mankato. The committee, under the direction of the Vice President for Student Affairs, charged with assisting the division, in consultation with the Student Affairs Council, in developing and implementing programs and services that support the recruitment and retention of a diverse workforce of faculty, staff, administration and graduate students within the Division of Student Affairs.
- Action Step:** Provide a Brown Bag Lunch professional development series for faculty, staff and graduate assistants within the Division.
- Action Step:** Pilot a New Employee Reception at the beginning of Fall 2006.
- Action Step:** Implement the Division of Student Affairs Diversity Framework to support communication and guide future planning.
The framework consists of the following components:
A PLURALISTIC LEARNING COMMUNITY

- Recruiting and Retaining a Diverse Workforce of Faculty, Staff, Students and Administration
- Recruiting and Retaining a Diverse Student Body
- Diverse Culture and Welcoming Climate

THE STUDENT LEARNING ENVIRONMENT

- Teaching, Learning and Life-Long Learning Experiences
- Campus and Community Life

FULLY INTEGRATED CULTURE

- Communication and Meaningful Linkages
- Intentional Integration of Diversity into the University Experience with Accountability and Integrity

Action Step: Research “best practices” in the retention of diverse employees.

Action Step: Develop a connection with the Greater Mankato Diversity Council and strengthen connection with Institutional Diversity.

Action Step: Continue required diversity component/standard within Department Comprehensive Program Reviews.

Action Step: As position descriptions are reviewed or searched within the Division, demonstrated commitment to diversity and ability to work with diverse faculty, staff and students as applicable added as a position qualification.

Person Responsible: Vice President for Student Affairs, Student Affairs Directors and Student Affairs Employee Diversity Committee

University Advancement Division

Comments: *The Division of University Advancement is the smallest division on the MSU campus with approximately 50 employees. Therefore, retention activities will be led by the Vice President and/or Associate Vice President.*

1. The Vice President and Associate Vice President are committed to remaining in personal contact with employees from protected groups to assure that the adjustment process to the Division, MSU and the Mankato community is going well.
2. MSU’s commitment to diversity will be kept visible by continuing dialog on the value of diversity within the University community. We will continue to use at least one of our division bimonthly meetings to focus on diversity issues.
3. Provide a mentoring program for employees from protected groups.
4. Conduct on-campus training to assure that employees from protected groups have the necessary skills to succeed in their positions. We will continue to encourage all division employees to attend campus workshops and program opportunities on diversity.
5. All employees, especially those of diverse backgrounds, will be encouraged to enroll in the University’s Leadership Institute.