REPORT ON ACTION STEPS FOR 2004-2006

President’s Office

Objective: The University will implement a comprehensive institution-wide diversity plan that will include strategies for searching, hiring and retaining a diverse faculty and staff.

Action Step: The President’s Office will review the plan of the strategic task force and after consultation, implement the plan.

Outcome: The President approved and implemented the diversity Plan of the strategic task force.

Action Step: The plan will be readily accessible to all members of the University community.

Outcome: The plan is posted on the President’s Office website. It is also accessible from the Diversity listing on the side menu of the home page.

Action Step: The plan will incorporate measurable outcomes.

Outcome: The plan incorporates measurable outcomes.

Action Step: Progress on the plan will be monitored and documented.

Outcome: The Diversity Commission met regularly and reported to the President on the plan progress. Additionally, annual reports of the diversity commission document progress. The President appointed the Dean of Institutional Diversity as his Special Assistant for Multi-Cultural Relations and appointed him to the President’s Cabinet. The Special Assistant to the President for Multi-Cultural Relations meets regularly with the President.

Objective: The President’s Office will cooperate with other offices in providing and encouraging attendance at cultural and ethnic events and in providing training opportunities for employees.

Action Step: Encourage vice presidents and other administrators to support the activities planned by our students.

Outcome: The President encouraged his senior leadership and all administrators to attend student planned activities. Additionally, the President participated in many events and attended others as his schedule would allow.

Action Step: Encourage development of training opportunities and attendance of administrators and other employees.

Outcome: The President encouraged senior leaders to develop training opportunities. One such event was held by the Student Affairs Division in April 2006 and included a national consultant who provided development activities for that division—although others were encouraged to attend.

Objective: The President’s Office will work with the University community to ensure that search committees and other University committees are diverse.

Action Step: Provide assistance and support to the Affirmative Action Office in working with committees to include members who offer diverse experiences.

Outcome: The President’s Office provided assistance and support as requested from the Affirmative Action Office with regard to search committees.
Presidential appointments to other committees included members who brought diverse ideas and experiences.

**Action Step:** Encourage administrative and bargaining units to consider diversity in making appointments to committees.

**Outcome:** The President strongly encouraged his leadership team to consider diversity in making appointments and encouraged bargaining unit leadership.

**Objective:** The President’s Office will advocate for and be involved in campus initiatives promoting diversity that will further the System’s Work Plan priorities.

**Action Step:** Support the priorities of the Minnesota State Colleges and Universities System

**Outcome:** The University’s annual work plans for 2004-05 and 2005-06 included several initiatives to promote diversity.

**Action Step:** Receive periodic reports on campus activities.

**Outcome:** The President received weekly reports from his vice presidents and other direct reports on campus activities that included progress on initiatives to promote diversity.

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

**Action Step:** Complete review of the diversity plan submitted by the Diversity Task Force.

**Outcome:** The diversity plan was reviewed and approved.

**Action Step:** Implement the plan and monitor the progress.

**Outcome:** The plan was implemented and progress monitored through periodic meetings of the co-chairs of the Diversity Commission and the President. Additionally, strategic priority funding was provided for several diversity initiatives.

**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.

**Outcome:** There were multiple opportunities for involvement in programs during the last two years including the annual Pan African Leadership Conference, Eliminate Hate Week, Diversity-International Week, Asian Pacific American Conference, Chicano-Latino conference and the Native Nations Conference. Additionally international students brought the richness of their cultures to the campus through many celebrations.

**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).
Outcome: The President encouraged senior leaders to develop training opportunities. One such event was held by the Student Affairs Division in April 2006 and included a national consultant who provided development activities for that division—although others were encouraged to attend.

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

Outcome: The President met regularly with employees individually and in groups to listen and respond to concerns.

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


Outcome: The University supported through membership fees the work of the Diversity Council and provided release time for an employee to work ½ time with the Diversity Council. Additionally, many University employees, including senior leaders, were active with committees and otherwise involved with the work of the Diversity Council.

Affirmative Action Office

Objective: Monitor effectiveness of existing approaches to campus hiring.

Action Step: Increase diversity of Search Committees.

Action Step: Assess effectiveness of ad placements.

Action Step: Document strategies of successful search committees.

Action Step: Share successful strategies with all search committees.

Outcome: The Affirmative Action Office worked with VPs, Deans and search committee chairs to develop strategies to improve the representation of persons of color in their applicant pools. The Office assists search committee with ad placement and maintains data on advertising sources and results in this plan.

Objective: Educate the campus on research-based practices designed to increase diversity of faculty and staff.

Action Step: Monitor research on best practices for diversity hires.

Action Step: Disseminate research findings to departments.

Action Step: Assist departments in finding research within their disciplines on diversity hiring.

Outcome: The Affirmative Action Office conducts training on affirmative action for search committees, staff and faculty and gives classroom presentations on the value of diversity. The Affirmative Action Officer was a member of the Diversity commission.

Objective: Maintain information on diversity.

Action Step: Monitor changes in diversity in general population locally, regionally, and statewide.

Action Step: Track changes in campus diversity.

Action Step: Disseminate data on campus in efforts to promote diversity hiring.
Outcome: The Office maintains information on affirmative action, diversity and harassment including workforce data to monitor progress to goals.

Objective: Be involved in campus initiatives promoting diversity.
Action Step: Become a member of the President’s Diversity Task Force.
Action Step: Become a member of President’s Commission on the Status of Women.
Action Step: Join other groups as opportunity avails.
Outcome: The Affirmative Action Officer was a member of the Diversity Commission, the Commission on the Status of Women, Pan African Alliance, the National Forum for Black Public Administrators and the Kiwanis Diversity Club.

Objective: Make the Affirmative Action Office a campus resource for educational materials on affirmative action topics.
Action Step: Facilitate the borrowing of office videos and books.
Action Step: Guest lecture to classes.
Action Step: Create and distribute websites for those seeking additional information.
Outcome: The Office provides resource material to students, staff and faculty and regularly participated in classroom lectures.

Objective: Actively promote and develop training on Affirmative Action issues.
Action Step: Establish a campus-wide training committee.
Action Step: Develop a comprehensive training program that addresses affirmative action, discrimination, harassment, and diversity.
Outcomes: The office provided staff development training and participated in numerous activities related to affirmative action. The Office will establish a campus-wide training committee in 2006-2007.

Academic Affairs Division
College of Allied Health and Nursing

Objective: Increase faculty awareness and understanding of issues and strategies related to diversifying of faculty across the College.
Action Step: Invite faculty member(s) of color to present a mini workshop at the Fall or Spring General College Meeting.
Action Step: Invite outside well known speaker to present to faculty and staff on diversity and diversifying faculty and students.
Person Responsible: Cultural Diversity Committee, Leadership Team, Dean
Outcomes:
- Faculty and students in the College participated in the Third Annual Cultural Diversity Gathering held by the College in Spring 2005.
- Faculty and students from across the College planned, implemented, and participated in the Developing Countries Dinner (Typical meals from Africa, Asia, Middle East, North America, and South America) on March 6, 2006. Over 100 students and numerous faculty attended this event on issues of world hunger. Cita Kent, originally from the Philippines, presented on her experiences with hunger as a child in the Philippines and her experiences now in higher education.
The dinner was followed by a brief informational video entitled: A Multicultural Feast.

- Faculty and students from across the College planned and participated in Korean Movie Night on March 8, 2006.
- Kenneth White, Affirmative Action Director, spoke at the Spring Semester 2006 General College Meeting on diversifying faculty and the search process.
- Each unit in the College has a faculty representative to the College Diversity Committee (several members are persons of color) including two students of color.

**Objective:** Establish and cultivate ongoing relationships with minority organizations and with students and faculty of color.

**Action Step:** Develop ongoing contact with at least one minority organization by each unit.

**Action Step:** Identify and mentor a minimum of two graduate students of color for potential future faculty positions and/or involvement in the hiring process.

**Action Step:** Maintain continued communication with at least two alumni of color for networking and/or involvement in the hiring process by each unit.

**Action Step:** Develop a networking system of at least two individuals in each unit who might refer or nominate potential candidates of color in a search process.

**Action Step:** Invite faculty of color already in our College to provide suggestions and participate in the recruitment and retention process.

**Person Responsible:** Chair/Associate Dean of unit

**Outcomes:**
- All units within the College have ongoing faculty/student contact and experiences with numerous organizations that serve underserved culturally-diverse populations including Open Door Health Center, 9-county Head Start Programs, Madelia Project, Minnesota Dental Association’s annual “Give Kids a Smile”, and others. Each year the number of contacts by all units in the College increases.
- Health Science graduate student, Dermi Jarso was identified and mentored for doctoral education and future faculty position; due to family reasons she was unable to further her education at this point in time.
- Rehabilitation Counseling currently has an alumnus of color who serves on their program advisory board. The program normally has a board member on hiring committees.
- Recreation, Parks, and Leisure Services Department has in place, a network of individuals who might potentially nominate a person of color for a faculty position.
- Faculty of color in Health Science, Human Performance, and Family Consumer Science serve on search committees and provide suggestions regarding recruitment and retention process.

**Objective:** Be proactive in recruiting individuals with diverse backgrounds.

**Action Step:** Develop additional strategies related to position descriptions and search committee composition that is inviting to individuals of diversity.

**Action Step:** Develop and implement a comprehensive recruitment plan that uses multiple recruitment strategies simultaneously.

**Person Responsible:** Search Committee, Chair/Associate Dean, Dean

**Outcomes:**
- Each unit in the College has developed and included statements within position descriptions that invite diversity (refer to program vacancy notices).
A comprehensive recruitment plan that includes recruitment strategies using the internet, print, networking through colleagues and participation in professional organizations and conferences was developed and implemented.

Several disciplines in the College are working with their national professional organizations in the development of national recruitment strategy to identify and recruit individuals of diversity.

The applicant pool and the ultimate hiring of faculty of color and others representative of diversity increased across the College (specifically in Health Science and Human Performance).

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

**Action Step:** Create customized orientation for new employees of color

**Action Step:** Develop a peer mentoring program across the College

**Action Step:** Develop a link with employees of color across campus

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

**Outcomes:**

- Chairpersons in each unit and or their designee conducted a culturally sensitive orientation of new employees.
- Interim Associate Dean met informally during 2005-2006 to provide additional support of new faculty within the College.
- In conjunction with the Center for Excellence and Teaching a peer mentoring program is available to new faculty.
- Faculties of color across the College serve as a primary link for new employees.
- All units within the College maintain a close working relationship with Dr. Fagin and the Office of Cultural Diversity. This relationship led to the recruiting of students of color for Rehabilitation Counseling Program and exchange of program information between CDIS and potential “feeder” program in the New Orleans (Xavier). In 2004-2005, Rehabilitation counseling students of color participated in recruiting trips to New Orleans.

**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.

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

**Person Responsible:** Department Chairs

**Outcome:** All new faculty received orientation at the university, college, and department level. All new faculty were encouraged to participate in ongoing development and support activities (such as CETL groups as well as training and information workshops sponsored by CETL, FIG, ITS, etc.). In addition to CETL activities, some departments established formal mentoring relationships. Chairs made special efforts to “check in” on new faculty throughout the first year.
What we learned: faculty expressed appreciation for the extra efforts but also noted that they sometimes felt deluged by our anticipation that they would participate heavily in activities beyond their teaching and research responsibilities during their first year. We will be careful in the future not to “drown” new faculty in unreasonable expectations.

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.

Action Step: Invite and facilitate attendance at departmental and other professional functions.

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.

Person Responsible: Department Chairs

Outcome: New faculty received orientation (above) and chairs helped recruit new faculty to committees connected to teaching and scholarship/creative activity. Chairs made sure new faculty were encouraged to attend department activities and university events, as well as professional association activities. Departments and chairs are now involved in helping new faculty develop appropriate Article 22 Plans and Reports. Chairs try to bring to the attention of new faculty the various campus opportunities for development and interacting with people from other colleges. The dean sends reminders or suggestions to chairs about activities of interest.

What we learned: chairs tried to help new faculty identify options that were developmental and added to their experience, rather than options that just needed any warm body to do work. Thus, new faculty felt that activities in which they engaged were more meaningful than just being required. Faculty reported that they made many academic connections at these activities and that those have helped them establish themselves in the university. We will continue to emphasize this effort since we believe that persons making connections beyond the department often have a greater impetus to remain at MSU. They feel less isolated.

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

**Outcome:** Chairs made certain new faculty had a chance to contribute to the department’s plans for curriculum, scheduling, and activities within the department. New faculty were also encouraged to attend professional meetings within the discipline, regionally, nationally, internationally. These efforts help new faculty be aware of their obligations and opportunities as members of a profession, and help them begin to establish a context of performance and service with regard to the Article 22 criteria.

*What we learned:* We know that new faculty listen intently to suggestions from the department chairs, and so these efforts are particularly fruitful. We will continue to ask chairs to encourage such participation.

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**College of Business**

**Objective 1:** *The College of Business will recruit diverse faculty and staff.*

**Action Step:** Departments will continue to ensure that applicant pools mirror the availability profile of the labor market. The focus of this concern will be seeking candidates of color, female candidates and disabled candidates.

**Person(s) Responsible:** Departmental Chairpersons and the Dean

**Outcomes:**

- One female Chinese faculty and one male Chinese faculty were hired by the Marketing Department in Fall 2005.
- One male Korean faculty was hired by the Accounting and Business Law Department in Fall 2005.
- The College of Business is continuing its relationship with the Ph.D. Project whose mission is to increase the diversity of business school faculty by attracting African-Americans, Hispanic-Americans, and Native Americans to business doctoral programs, and providing a network of peer support throughout the programs.

**Objective 2:** *The College of Business will recruit students of color and international students.*

**Action Step:** Recruit prospective students at technical colleges and community colleges with high student of color populations.

**Person(s) Responsible:** Advising Office

**Outcome:**

- The Advising Office recruited at technical and community colleges throughout Minnesota and at the College Fair in Minneapolis Fall Semester 2005.
- The College of Business added two additional international partner universities during 2005-2006: Arnhem Business School in The Netherlands, IMC Fachhochschule Krems in Krems, Austria. These international partners continue to send exchange students that add to the diversity of students on campus.
- The College of Business hosted a pizza party luncheon to encourage our students to become interested in study abroad opportunities. As the number of our students going abroad increases, this also provides added spaces for foreign students to study at Minnesota State Mankato thus adding to overall diversity.

**Objective 3:** 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.

**Outcome:**
- Admitted an African American student from a Historically Black College and University (HBCU) upon the recommendation of Dr. Michael Fagin to the MBA Program.
- The College of Business co-sponsored the Collegiate Cricket Tournament, Spring Semester 2006.
- A Vietnamese student from our Netherlands exchange program was admitted to the College of Business on a full-time basis, thus adding to the diversity of the student body.
- The College of Business Advising Office hired Mr. Damien Parks as a full-time Graduate Assistant student adviser.

**Objective 4:** The College will invite women and business leaders of color for participation in the COB Executive Lecture Series, the Cultural Diversity activities, and the E-Mentoring Program.

**Action Step:** To actively seek out women and business leaders of color for participation in the College of Business Executive Lecture Series, Cultural Diversity activities, and the E-Mentoring Program.

**Person(s) Responsible:** The Dean

**Outcome:**
- The number of female students and the number of women business executives participating in the E-Mentoring Program increased over the past year. In addition, the numbers of international students participating in the E-Mentoring Program increased during the past year.
- The College of Business did not hold the diversity reception during the past year due to low participation the previous year. We are now rethinking the best approach to garner greater involvement from students, staff, faculty, and the community.

**Objective 5:** The College will continue to seek diversity on the Advisory Council.

**Action Step:** Recruit women and persons of color to be on the College of Business Advisory Council.

**Person(s) Responsible:** The Dean

**Outcome:**
- Jennifer Thompson, CFO, Winland Electronics joined the College of Business Advisory Council 2005-2006.
College of Education

Objective: To ensure that all members of the College of Education are aware of the Affirmative action plan and the need for diverse staffing at all levels within the College of Education.

Action Step: Conduct training and education sessions on affirmative action each semester that include expert guest speakers, and discussions on the results of past MSU and College of Education Affirmative Action reports, to brainstorm about the design and content of the next plan.

Action Step: Provide an annual College of Education Affirmative Action report that will include details on how sessions progressed.

Action Step: Support MSU special commemoration/ethnic observance events throughout the year (e.g., February as African-American History Month, March as Women's History Month, May as Asian-Pacific Heritage Month, September/October as National Hispanic Heritage Month, etc) by having every department represented at each event.

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

Outcomes: Conducted search committee training for all chairs, search committees and interested college faculty and staff in Fall 2005. Conducted a series of trainings and forums (department planning, Delgado forum, and culturally responsive practice training). Diversity Committee and college reports written fall 2006 and shared broadly. Invitation and encouragement messages sent from dean and committee. Attendance noted and praised.

Objective: To increase opportunities to develop a diverse pool of applicants for each search to fill vacant faculty positions.

Action Step: To develop a recruitment plan that is designed to attract a diverse pool of applicants. The plan will be committed to:

1. Write job descriptions that intentionally incorporate language in the requirements section that reflect the department's desire to hire candidates who are from diverse populations and are committed to the development of multicultural competencies.
2. Establish guidelines for search committees to use as they prioritize these candidates through the screening, interviewing and selection process.

Action Step: Develop a pool of statements that departments can adapt as they develop required criteria for vacant faculty positions.

Action Step: Advertise in the primary journals of the various race and ethnic groups

Action Step: Provide search committees with antiracism training to enable them to review applications and interview potential candidates in an atmosphere free of ethnocentrism and intentional and unintentional racism.

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

Outcomes: Search training completed. Language of postings identified and required of all listings. Diversity priorities reviewed at chair meetings – whole and 1-on-1. All listings sent to Tribune, Chronicle, and the three primary diversity journals, as well as other list serves, etc. Antiracism training included within search committee training.
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: Develop a 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 and implement 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

Outcomes: On-going work to model and support workplace respect and civility. Climate assessed through conversation and workshop interactions. Two faculty members sent to “intercultural assessment” training in early summer 2006 to be able to more formally and completely assess individual and collective development. This training seems to be a model that will help us to accomplish these goals well. College funds used and faculty with formal assessment training selected. Workshops and forums held under the direction of the COE Diversity Committee. COE formal evaluation outside PDP process not yet implemented.

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 or CD/DVD 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: Develop and distribute a policy that explicitly state a commitment to retaining faculty from diverse backgrounds.

Person Responsible: Dean, Diversity Committee, Chairs, Faculty and Staff
Outcomes: Reading and proposal regarding retention strategies implemented by the dean. Leadership training, extra development funds, mentoring and advocacy regarding teaching, scholarship, and adjustment offered through chairs, dean, and others. Advancement of this advocacy and support as a responsibility of chairs. Informal discussions implemented. Social gatherings implemented, but not yet focused on committee and CETL interactions. Policy consideration initiated at 4-18-06 Chairs meeting [Policy consideration: It is a priority and policy of the COE to recruit and retain diverse faculty, candidates, and partners. In so doing, all members of the college are to be strongly encouraged by the diversity committee, chairs, and the dean of the college to participate in collegial support and/or mentoring for all new members of our broad learning community, develop increasing cultural competence, and to actively work to eliminate acts of discrimination, prejudice, and workplace intimidation.]

Objective: To establish the expectation of multicultural competency 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

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

Outcomes: Expectation stated at multiple full college events and venues. Policy consideration initiated at 4-18-06 Chairs meeting [Policy consideration: It is a priority and policy of the COE to recruit and retain diverse faculty, candidates, and partners. In so doing, all members of the college are to be strongly encouraged by the diversity committee, chairs, and the dean of the college to participate in collegial support and/or mentoring for all new members of our broad learning community, develop increasing cultural competence, and to actively work to eliminate acts of discrimination, prejudice, and workplace intimidation.]

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 multicultural competence.

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

Outcomes: Expectation stated within standards and program approval processes. Expectation stated at chairs and full college events. Workshops implemented for department, program, and individual course/faculty inclusion of culturally responsive curriculum and teaching. Funds provided to all departments for retreats to infuse and make coherent the diversity learning within and across courses. Individual praise and leadership opportunities provided to those clearly implementing exemplary practice.
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, Faculty and Staff

Outcomes: Review completed by the dean.

College of Science, Engineering & Technology

Objective A: Seek to broaden the college faculty diversity so that all faculty of diverse groups have greater depth of collaboration.

Action Step: Recruit more intensely for diverse faculty across the college.

Action Step: Strive to have faculty to work across department boundaries so as to maximize the association to diverse groups. This would be socially as well as collaboratively within the discipline.

Persons Responsible: Dean, Department chairs, and department faculty

Outcome: The College supported the Hispanic Engineering Day for Middle School Students; the Black Engineering Club was provided college support to allow eight members to attend the National Conference for Black Engineers. Two faculty members were funded by the Commission on the Status of Women to do a study on Women in Computer Science. The Women in Science Learning Community had another successful year.

The College Advertised positions in Black Issues, Hispanic Outlook, and Women in Higher Education and designed position descriptions friendly to underrepresented and women candidates. The College provided all candidates greater Mankato literature to make the community more enticing. The College also extended the number of candidates to be interviewed to assure that more women and underrepresented candidates could be included.

The recruitment during the 2005-06 year included more women and underrepresented candidates that in past years. At present, the women hired are Luda Carrison, Lois Anderson for faculty positions as well as Patti Kramlinger as development director and Judith Evans as Marketing Communications director for the Center of Excellence. In addition several underrepresented include InJae Kim, Sanjel Deepak; Vincent Zhang, Jin Park, and Nuri Kayansayan as faculty and Dr. Kuma Takamura as Director of MNCEME.

Dr. Becky Bates submitted a grant proposal in 2006 to NSF designed to enhance scholarships for women and underrepresented students in the areas of science, mathematics, and engineering. Dr. Patrick Tebbe in Mechanical Engineering participated in the CETL on active learning, practiced it in his teaching, and later was success in an NSF grant on active learning. This will be important in getting diverse groups engaged in engineering.
Objective B: Schedule College activities that will be supportive of all gender and representative groups as well as educational so that each learns of the needs and interests of diverse groups.

Action Step: Host speakers from both inside and outside of the institution to lead college faculty forward in quest for current concepts on campus diversity. The speakers will:
   1. Lead discussions on improving the cultural environment for faculty, staff and students within the College and University.
   2. Raise college awareness of affirmative action policies through College-wide workshops.
   3. Work with industries with common goals in developing increased diversity in the workplace.

Persons Responsible: Dean’s Office and College Departments

Outcome: This goal was not achieved as it should have been. However, the College did have open meetings with the chairs on the importance of having a diverse hiring practice. Representatives of the college, particularly the engineering faculty, have been working with specific companies to establish better connections so that diverse student populations can be addressed. Ann Goebel developed online courses in manufacturing engineering technology to assist the incumbent workers, women, and underrepresented enter into this important field. Four faculty members have signed up to attend Project Lead the Way workshops so that they can participate in the teaching of engineering in the junior and high schools. The College supported professional development of faculty who work in areas with difficult people. Departments had several colloquia with women and people of diverse groups speak to our students. The College Advising Center hired an African American peer advisor to work with students and faculty. The college provided financial and attendance support for the Philosophy Department speaker (Peter Singer) on Ethics of Globalization as well as MLK daughter speak to the university campus community. The college also assisted female faculty member in a stop off for maternity leave. In addition the college was a supporter of the Pan African conference. The College hosted Alberto Alonzo from Mexico for three months as he participated in several classes, talked to Hispanic students on the importance of Mathematics and networked with the computer science faculty.

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

Action Step: Actively work to increase the working relationships of cultural diverse faculty.

Action Step: 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
Objective D: Recruit students of diverse backgrounds to enhance and enrich the student-faculty relationships so that a diverse faculty can visualize need for their retention.

Action Step: Actively advertise and recruit underrepresented students and women to programs within the college. This will be done by:

1. Visiting junior and senior high schools in the Twin Cities and along Highway 60 where underrepresented students exist. The focus will be partnership building with the school and community administrations.
2. Encourage students who are involved with Senior Design Projects/Applied Research projects to present to high school students.
3. Specifically target schools with high Black and Hispanic populations to learn their culture and needs so that we are better prepared to serve them as students.

Persons Responsible: Dean’s Office and College faculty/students of capstone experiences.

Outcome: Hispanic recruitment day for the College of Science, Engineering and Technology; Black Engineering Club and its ability to recruit and attend regional and national meetings. Several faculty continued their support of the youth through the Library readings by faculty to enlighten K-8 students. Faculty and the Mexican visitor visited with young students on the value of science and mathematics in engineering. These items are only representative of the many other items of similar nature that have occurred in the college this past year.

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?

Objective: SBS departments will actively pursue our recruitment plans for attracting diverse pools of candidates.

Action Step: We will advertise appropriately to reach a diversity of candidates.

Action Step: Faculty members will contact colleagues for names of good candidates and make personal contacts.

Action Step: We will make job descriptions attractive to candidates with interests in diversity issues.

Action Step: We will help candidates learn about the community/campus opportunities for success when they visit.

Person Responsible: Dean, search chairs, department members

Outcome: SBS advertises faculty positions in Black Issues, Hispanic Outlook, and Women in Higher Education. Searches were conducted following all of our action steps. SBS candidates are given the IFO Benefits package information found on the HR website and Appendix G, “Guidelines for Evaluation” from the IFO contract.
Objective: SBS will monitor our success in meeting hiring goals for women and persons of color.
Action Step: We will evaluate the success of our efforts at the completion of this hiring round.
Action Step: We will compare our efforts this year to previous years.
Person Responsible: Dean and department chairs
Outcome: As of May 1, of the 10 new SBS probationary and fixed term faculty hires, 3 are women and 2 are persons of color. In the previous year new hires 5 of 15 were women and 5 of 15 were persons of color

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
Outcome: The Teaching and Learning Committee hosted a new faculty reception and an end of the semester get-together. The committee also organized “Let’s Do Lunch” activities for SBS faculty to discuss teaching issues over lunch. SBS faculty members also participated in CETL mentoring and other activities: Faculty Teaching Certificate Program (FTCP I): 9 members, Faculty Teaching Certificate Program II (FTCP II): 3 members, Mentoring Program: 5 mentors, 6 mentees, Chairs Learning Community: 7 members

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
Outcome: The SBS Diversity Committee organized as a standing committee this year and the members developed their charge and goals. The SBS Diversity Committee hosted a Diversity Potluck for college faculty and staff and their family members.

Finance & Administration Division

Objective: Increase the number of employees of underrepresented groups.
Action Step: Continue to hire student workers of underrepresented groups in the Finance & Administration Division. It is hoped that we can help develop these students so they are prepared to accept possible fulltime employment at MSU when they graduate.
Outcome: Students from underrepresented groups continue to be hired by the various units in the division. Student workers are encouraged to apply for positions on campus in which they have the potential to succeed when they graduate.

Action Step: Recruit diverse staff to work in the division by specifically advertising to underrepresented groups in newspapers and publications, on the Internet, and with mailings. Position descriptions will be prepared that will create a larger pool of diverse applicants.

Outcome: Supervisors within the division have strictly adhered to the Affirmative Action and Human Resources recruitment and hiring processes and procedures. Position descriptions have been prepared to create larger pools of diverse applicants. During this timeframe, two women employees were promoted to MnSCU Administrators, three women employees were promoted to MMA positions, a person of Hispanic heritage was hired for an MMA position, two women were hired for MSUAASF positions and three individuals were hired from the protected class.

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

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.

Outcome: Supervisors and/or assigned staff members are expected to begin training new employees when they arrive on campus so they can feel that they are a productive and vital part of the unit, the division and the University as soon as possible. They are also introduced to members of the division and others with whom they will be in contact so people know who they are, where they work and what they do.

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.

Outcome: It is emphasized that supervisors are expected to allow staff members to attend as many social activities as possible in their department, the division and the University by determining how work can be completed and the office covered during the time they are gone so excellent service is still provided.

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.

Outcome: Members of the division have attended a number of training opportunities to help them understand and appreciate others and their differences and how to deal with difficult situations. A speaker has been hired to give a presentation at the May 23, 2006 all-division staff meeting on topics that include: "Refuse to Hate", "Choose to Help Others", Focus on What Is Right" and "The Strength of Caring People".

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.

Outcome: This objective was discussed with supervisors at Finance & Administrative staff meetings, and supervisors were to speak with their staff members about the expectation that everyone is to be treated with respect. Our division's "Service Objectives" reflect this objective and are to be emphasized with staff. Reported incidents have been handled through the proper channels that are available on campus.

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.

Outcome: Supervisors are expected to attend leadership training sessions in order to learn how to handle situations that may occur in their areas. They are also encouraged to immediately speak with their supervisors about problems they encounter so solutions can be found and implemented as soon as possible.

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.

Outcome: Staff members from the division have attended numerous training sessions both on and off campus regarding diversity, working relationships and teamwork. Our front-line staff members also meet weekly to discuss customer service and how to handle the situations they may encounter.

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

Student Affairs Division

Objective: Recruit and retain a diverse employee work force.

Action Step: Create divisional recruiting teams.
Action Step: Create welcoming teams.
Action Step: Create a divisional mentoring program.
Action Step: Create on-going divisional Affirmative Action Committee.
Action Step: Establish diversity goals within each department of the Division.
Action Step: Create divisional publicity advertising the University’s and Division’s commitment to diversity.

Persons Responsible: Vice President for Student Affairs, Department Directors and Student Affairs Employee Diversity Committee.
Outcome: The following outcomes have been achieved:

- Recruiting materials designed highlighting diverse employees and allies within the Division and resources within the campus and local community.
- Development of a web page highlighting diverse employees and allies within the Division and resources within the campus and local community initiated.
- Welcoming Teams established to make contact, offer resources and arrange custom information opportunities during on-campus interviews for all unclassified, excluded, classified and graduate assistant finalist applicants.
- Divisional mentoring program implementation established for fall 2006.
- The Student Affairs Employee Diversity Committee was established with the following charge: The Student Affairs Employee Diversity Committee is dedicated to 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, is 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.
- Divisional Goal for 2005-2006: Develop, Promote and Enhance Diversity and International Program and Services. Each department within the division submitted goals and action items supporting the Division’s priority.
- A Student Affairs Council Diversity Retreat was held on November 30, 2005 to discuss division and campus initiatives regarding diversity.
- The following professional development opportunities were provided for all staff, including graduate assistants, within the division: Divisional Fall Welcome, Fall Semester Celebration, Divisional Convocation, Professional speakers Vernon Wall and Audrey Nelson, and an End-of-Year Divisional Social.
- All MSUAASF position descriptions submitted for classification review or search were reviewed for position qualifications regarding diversity. All position descriptions contained or added qualification of demonstrated ability to work with a diversity population of students, faculty and staff.
- A Diversity Framework for the Division of Student Affairs was established to support communication and guide planning for the future. 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

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Intentional Integration of Diversity into the University Experience with Accountability and Integrity

Objective: Increase the numbers of graduate students from diverse backgrounds and reduce feelings of isolation once employed.

Action Step: Explore ways to “grow our own” hires for graduate assistant positions and entry level people.

Action Step: Funding to support hiring diverse graduate assistants.

Action Step: Provide opportunities for graduate assistants within the Division to interact.

Persons Responsible: Vice President for Student Affairs, Department Directors and Student Affairs Employee Diversity Committee.

Outcome: The following outcomes have been achieved:
- Implementation of the National Association of Student Personnel Administrators Undergraduate Fellows Program developed for Fall 2006.
- Strategic Priority Funding Request submitted as a part of the Institutional Strategic Priority Funding process to support a Pre-Doctoral Fellow.
- Funding to the support the hiring of diverse Graduate Assistants provided to the Women’s Center and Student Rights and Responsibilities.
- The following professional development opportunities were provided for all staff, including graduate assistants, within the division: Divisional Fall Welcome, Fall Semester Celebration, Divisional Convocation, Professional speaker: Vernon Wall, and End-of-Year Divisional Social.

University Advancement Division

Objective: To include alumni of color or from other underrepresented groups in the development of our “Famous Alumni” program. “Famous Alumni” is an initiative to highlight, through print, displays and through the web, exceptional MSU alumni who have distinguished themselves in their careers or personal lives in a truly unique or groundbreaking manner.

Action Step: To be conscious of profiling alumni of color or from other underrepresented groups when selecting our “Famous Alumni.”

Persons Responsible: Director of Alumni Relations & Special Events, Assistant Vice President of Integrated Marketing.

Outcome: The Famous Alumni project did not materialize as it had been planned.

Objective: To select students of color or from other underrepresented groups as volunteers or participants in alumni programs or activities such as the annual E-mentoring program, student marshals at Commencement, etc.

Action Step: To be conscious of and seek out diverse students for any volunteer or alumni programming opportunities.

Persons Responsible: Director of Alumni Relations & Special Events
Outcome: Students of color or from other underrepresented groups are visible components of many events overseen by the Alumni Relations and Special Events office. The volunteer help of the International Student office ensures that the international flags are inventoried, steamed and free of rips for use in the two days of graduation ceremonies and other events held throughout the year. Student marshals at commencement are comprised of a range of student groups that already reflect a diverse composition: the student ambassadors, annual fund callers and work-study help with our division. At the Foundation Gala, the presidential scholars were invited to serve as student hosts.

Objective: Maintain direct, frequent dialogue with the Affirmative Action Officer and the Dean for Institutional Diversity and Multicultural Relations and Special Assistant to the President for Multicultural Affairs regarding representation of diversity in publications.

Action Step: Initiate contact with the Dean of Institutional Diversity & Special Assistant to the President for Multicultural Affairs and the Affirmative Action Officer, who have agreed to serve as advisors-on-call regarding issues of diversity in MSU publications.

Persons Responsible: Director of Publications, Assistant Vice President of Integrated Marketing & Communications

Outcome: Ann Rosenquist-Fee has met with both Dean Fagin and Affirmative Action Officer White. In addition, the Integrated Marketing Team recently formulated a marketing plan for Institutional Diversity that the team is helping ID execute.

Objective: Show diversity in age, gender, culture, and physical ability in University Advancement Division print and electronic publications.

Action Step: Propose and select photo subjects reflecting diversity.

Persons Responsible: Director of Publications, Assistant Vice President of Integrated Marketing Communications

Outcome: The Annual Report for the Foundation reflects diversity of many kinds, as does the Campus E-newsletter edited by Mike Cooper. In addition, Advancement was one of the lead divisions supporting the President’s presentation on our university at the January meeting of the MnSCU Board of Trustees, and that presentation featured one of two students from underrepresented groups.

Objective: Represent diversity in age, gender, culture, and physical ability in the masters of ceremonies, honorees, featured speakers, and vendors at Advancement/MSU Foundation events.

Action Step: Project managers will propose and select masters of ceremonies, honorees, featured speakers, and vendors reflecting diversity.

Persons Responsible: Vice President for University Advancement, Associate Vice President for University Advancement, Assistant Vice President of Integrated Marketing & Communications, Director of Alumni Relations & Special Events
Outcome: Alumni Relations and Special Events worked with two vendors from underrepresented populations for the 2005 Taste of Mankato. The featured speaker at the 2005 Wood Scholarship Dinner was Native American leader Clyde Bellecourt. In 2006, of the seven distinguished alumni recipients, two are from diverse ethnic backgrounds: Mexican-American and Hmong. The recipient of the Foundation’s Volunteer of the Year Award is an octogenarian known for her work in organizing and communicating with seniors within the MSU community. The tradition of having alumni speak at commencement has been shifted to a student focus. In all ceremonies, at least one student speaker is from a diverse background. The last alumni who served as a guest speaker is an Iranian-American.

Objective: Feature more students and alumni of color or from other underrepresented groups in TODAY magazine.

Action Step: Pursue stories that include diversity but perhaps aren’t the obvious “diversity” stories—intramurals/campus recreation, the Reporter, student crossing guards/traffic workers, students’ own writing on diversity, etc.

Persons Responsible: Director of Publications, Assistant Vice President of Integrated Marketing Communications

Outcome: Ann Rosenquist-Fee always keeps diversity in mind as she assigns writing and photography for Today magazine. Some recent examples are stories on a donor of color and the new tech-rec center.

Objective: Seek writers of color or from other underrepresented groups when developing a freelance pool for TODAY at MINNESOTA STATE.

Action Step: Mention this goal to faculty and students during guest lectures, and encourage students to send freelance inquiries once they become alumni.

Persons Responsible: Director of Publications, Assistant Vice President of Integrated Marketing Communications

Outcome: Ann Rosenquist-Fee hired an African-American freelance writer for Today magazine this past year.

Objective: Promote special needs services for Advancement events in all marketing mediums (electronic, print and internet).

Action Step: Event managers will include the affirmative action/special needs statement on all promotional efforts.

Persons Responsible: Vice President for University Advancement, Assistant Vice President of Integrated Marketing Communications, Director of Alumni Relations, Assistant Director of Marketing & Communications

Outcome: On all communications (electronic and print) that originate from University Advancement, every effort has been made to ensure that the affirmative action/equal opportunity/special needs statement is included on at least one piece or page. Designers working in the print shop work closely with internal clients to ensure compliance.

Objective: To aggressively search for newsworthy stories about students from underrepresented groups that could be pitched to the media for extensive news coverage.
**Action Step:** Continue to build relationships with those clubs and organizations across campus that focus on the issues, challenges, and accomplishments of students from underrepresented groups.

**Persons Responsible:** Assistant Director of Marketing & Communications

**Outcome:** Mike Cooper does pitch stories and write releases on many diversity events and the students involved in underrepresented groups. In addition, KMSU has reserved Saturdays for Hispanic programming, which helps show the community that diversity is welcome on our campus.

**Objective:** Maintain a campus image bank, or photo library, that depicts a multicultural student body and make those photos available to faculty, staff, and students.

**Action Step:** Consider MSU’s substantial diversity goals when planning photo shoots; make photos showing diversity identifiable and available through the image bank developed with MSU’s ITS staff.

**Persons Responsible:** Director of Publications, Assistant Vice President of Integrated Marketing Communications

**Outcome:** In addition to the diversity photos already in the new online image library, more are being shot this spring of underrepresented faculty, staff and students.

**Objective:** Endeavor to add diversity to the MSU Foundation and Alumni Association Boards.

**Action Step:** Develop listings of prospective members for each Board that include individuals from underrepresented groups. Recruit such members.

**Persons Responsible:** Vice President for University Advancement and Director of Alumni Relations & Special Events

**Outcome:** The Director of Alumni Relations conducted a work session with the Office of Institutional Diversity, seeking input on creation of a list of alumni who would be defined as “engaged” as logical recruits for the Alumni Association or Foundation Board of Directors. Names on that list continue to be researched. Also, an effort was made to further fortify the alumni database with the coded field that denotes ethnic diversity. Recruitment of these individuals continues, to either board continues. Currently, on college advisory boards, there are a number of candidates from diverse or underrepresented backgrounds who, when their advisory board terms expire, are likely to be recruited to one of the campus-wide boards.

The Alumni Association Board has one of 27 members from diverse groups and 12 members are women.

The MSU Foundation Board currently counts three of 34 members from diverse groups. Seven of the Board members are women.

**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. **Outcome:** No new diverse employees hired during this period.

2. MSU’s commitment to diversity will be kept visible by continuing dialog on the value of diversity within the University community. **Outcome:** At least one bimonthly divisional meeting each year has included a special presentation on the value of diversity.

3. Provide a mentoring program for employees from protected groups. **Outcome:** Both the vice president and associate vice president provide mentoring and career encouragement to diverse staff in the division.

4. Conduct on-campus training to assure that employees from protected groups have the necessary skills to succeed in their positions. **Outcome:** We have encouraged all division employees, whether of diverse background or not, to attend all offered workshops and training opportunities in the area of diversity.