August 9, 2022

Advancing Multifaceted Equity Strategy and Overcoming Resistance

State Higher Education Executive Officers Association
Higher Education Policy Conference

Presenters

Andriel Dees, JD

Vice Chancellor for Equity & Inclusion

Office of Equity & Inclusion

Minnesota State Colleges & Universities

Priyank Shah, PhD

Associate Vice Chancellor for Equity & Inclusion

Office of Equity & Inclusion

Minnesota State Colleges & Universities

Tarrence Robertson

Project Director for Diversity, Equity, & Inclusion

Office of Equity & Inclusion

Minnesota State Colleges & Universities

Minnesota State Colleges & Universities

- 26 colleges & 7 universities; 54 campuses
- 340,000 students annually
- Students of Color & Indigenous - 19%
- First-Generation College Students - 12%
- Low-Income Students - 25%
- Veterans and Service Members - 3%
- 15,000+ Faculty & Staff - 13% POCI
- 4,023 academic programs

MINNESOTA STATE
Extraordinary Education.
Exceptional Value.

Equity 2030

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

Strategies for Change

Equity Lens to Policy Review

Equity by Design

Campus Climate

Equity Scorecard

Equity 2030

Advancing Equity, Diversity, & Inclusion

1. Multifaceted *&* holistic

2. Student success *&* employee success

3. Integrated & embedded across divisions & branches

4. The institution's role & eliminating barriers

5. Challenging student deficit mindsets & approaches

6. Mindful of campus & local contexts

7. Maturing institution's ability to engage & realize EDI

Sustaining Efforts & Culture Change

Minnesota State

6

Strategy Fronts & Implementation

- Equity & Inclusion Council
- EDI Strategic Planning
- Equity Minded Policy Review
- Bias Response Protocol
- Toolkits for EDI
- COVID-19 Disparate Impact
- Representation on Councils

Planning & Structures

- Equity Scorecard
- Equity by Design
- Campus Climate Assessment
- Academic Program Review
- Anti-Racist Framework
- Informal Resolution Process
- Employee Resource Groups
- Finance & Resource Allocation
- HR – Recruitment & Retention

Strategy & Frameworks

- Competency Series
- Leadership & CDO Consultation
- CDO Academy
- Divisional Joint Meetings
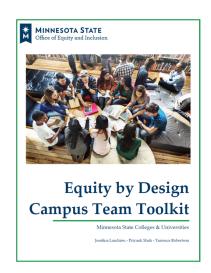- Title IX Professional Devlp.

Capacity Building

Equity Lens to Policy Review

- An approach for considering the <u>disparate impact</u> of policy design & implementation on stakeholders groups

- Particularly for <u>underserved & marginalized</u> groups

- Assess policy intent & inclusiveness

- Further prioritizes how policies can advance equity

MINNESOTA STATE
Office of Equity and Inclusion

APPLYING AN EQUITY LENS TO POLICY REVIEW

Minnesota State Colleges and Universities is an equal opportunity employer and educator.
This document is available in alternative format to individuals with disabilities.
To request an alternative format, contact Ka Her at 651- 201- 1883.

MINNESOTA STATE

Equity by Design

1. Broadest conceptualization is an approach for revealing and examining differences in the outcomes and experiences for our stakeholders, in effort to determine how disparities can be eliminated.

2. Equity by Design's methodology & principles are core to informing & shaping EDI efforts → Critical Lens

MINNESOTA STATE
Office of Equity and Inclusion

**Equity by Design
Campus Team Toolkit**

Minnesota State Colleges & Universities

Josefina Landrieu · Priyank Shah · Tarrence Robertson

"How can _we_ do better?"

Equity by Design: Broad Methodology & Strategic Lens

1. Equity Oriented Methodology & Strategic Lens:
   - A methodology for revealing & identifying disparate outcomes & experiences of stakeholders
   - Process for driving inquiry into the sources of disparities & mitigation of equity gaps

2. Critical & Intentional Inquiry:
   - Process for intentionally analyzing equity gaps & considering how our institutions can impact (shape & mitigate) disparities & improve the success of all stakeholders

3. Adaptable & Flexible:
   - A highly adaptable approach which is applicable to a wide range of facets at the institution that can be applied to impact the outcomes of all stakeholders.

Campus Climate

Stakeholders' experiences & sentiments regarding an institution

Student Conceptual Domains

- Sense of belonging/Sense of inclusion
- Safety – Physical
- Safety – Psychological (emotional/mental)
- Discrimination, harassment, & bias experiences
- Accessibility & facilities

Employee Conceptual Domains

- Sense of belonging/Sense of inclusion
- Safety – Physical
- Safety – Psychological
- Discrimination, harassment, & bias experiences
- Multicultural competency of employees/leaders/supervisors
- Peer/team/ Supervisor relationships

Equity Scorecard

- Holistic view of equity and disparities

- Institutionalize, normalize, & prioritize EDI

- Create awareness of disparate outcomes

- Prompt consideration & inquiry into inequities

- Convey Equity Story - Readily understandable & straight forward manner

- Provide relevant information to assess the "health" of our institutions

- Foster institutional change to address disparities & close equity gaps

Student Success

Compositional Diversity

Supplier Diversity

EQUITY SCORECARD

Campus Climate

Equity Strategy & Action

Employee Retention & Development

INTRINSICALLY LINKED

KPI 1: Undergraduate Student Success
Metric 1: First Year Outcome by Race
(Fall to Fall Persistence and Completion)
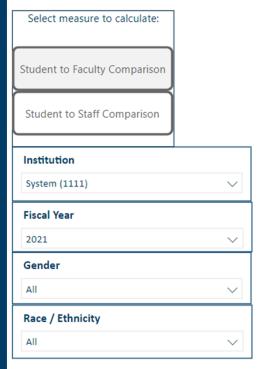
System (1111)

MINNESOTA STATE

Equity Gap Calculation: Select comparison group or set baseline
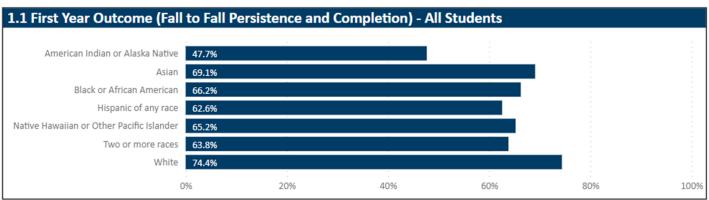
Comparison by Race

Custom Baseline Percent (0-100)

Comparison Group

White

Institution

System (1111)

Entering Cohort

Fall 2020

Gender

All

Student Load

All

Race / Ethnicity

All

Admission Category

All

1.1 First Year Outcome (Fall to Fall Persistence and Completion) - All Students

Race / Ethnicity	Rate
American Indian or Alaska Native	47.7%
Asian	69.1%
Black or African American	66.2%
Hispanic of any race	62.6%
Native Hawaiian or Other Pacific Islander	65.2%
Two or more races	63.8%
White	74.4%

0%   20%   40%   60%   80%   100%

1.1 Equity Gaps and Counts - All Students

| Race / Ethnicity	Equity Gap (Parity=0%)	3-Year Equity Gap Trend	Change in Equity Gap Over 3-Years	Success Rate	Cohort Count	Number to Reach Parity (Eliminate Equity Gap)
American Indian or Alaska Native	-26.7%	Widening	-4.6%	47.7%	300	80
Asian	-5.3%	Widening	-2.0%	69.1%	2,303	122
Black or African American	-8.1%	Narrowing	2.8%	66.2%	4,894	398
Hispanic of any race	-11.8%	Relatively Consistent	-0.4%	62.6%	3,029	358
Native Hawaiian or Other Pacific Islander	-9.2%	Widening	-1.8%	65.2%	23	Less than 5
Two or more races	-10.6%	Narrowing	0.5%	63.8%	1,647	174
White	Comparison Group	Comparison Group	Comparison Group	74.4%	23,297	Comparison Group

MINNESOTA STATE
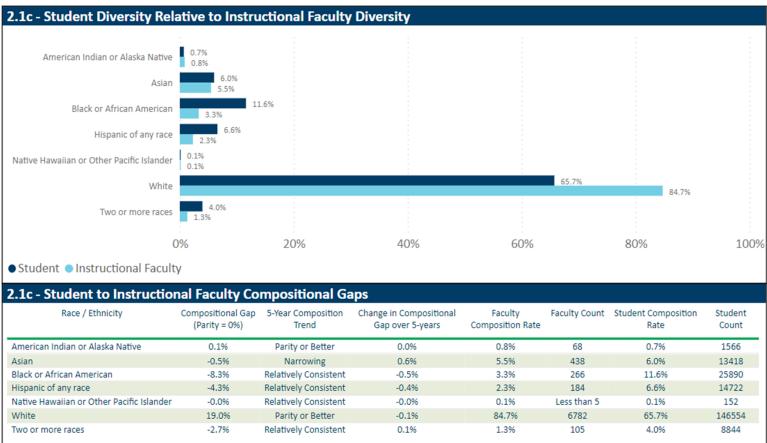
KPI 2: Compositional Diversity
Metric 1: Student Diversity Relative to Faculty and Staff Diversity
Breakout by Race

System (1111)

Select measure to calculate:

[Student to Faculty Comparison]

[Student to Staff Comparison]

Institution
System (1111) ▾

Fiscal Year
2021 ▾

Gender
All ▾

Race / Ethnicity
All ▾

2.1c – Student Diversity Relative to Instructional Faculty Diversity

Race / Ethnicity	Student	Instructional Faculty
American Indian or Alaska Native	0.7%	0.8%
Asian	6.0%	5.5%
Black or African American	11.6%	3.3%
Hispanic of any race	6.6%	2.3%
Native Hawaiian or Other Pacific Islander	0.1%	0.1%
White	65.7%	84.7%
Two or more races	4.0%	1.3%

● Student ● Instructional Faculty

2.1c – Student to Instructional Faculty Compositional Gaps

Race / Ethnicity	Compositional Gap (Parity = 0%)	5-Year Composition Trend	Change in Compositional Gap over 5-years	Faculty Composition Rate	Faculty Count	Student Composition Rate	Student Count
American Indian or Alaska Native	0.1%	Parity or Better	0.0%	0.8%	68	0.7%	1566
Asian	-0.5%	Narrowing	0.6%	5.5%	438	6.0%	13418
Black or African American	-8.3%	Relatively Consistent	-0.5%	3.3%	266	11.6%	25890
Hispanic of any race	-4.3%	Relatively Consistent	-0.4%	2.3%	184	6.6%	14722
Native Hawaiian or Other Pacific Islander	-0.0%	Relatively Consistent	-0.0%	0.1%	Less than 5	0.1%	152
White	19.0%	Parity or Better	-0.1%	84.7%	6782	65.7%	146554
Two or more races	-2.7%	Relatively Consistent	0.1%	1.3%	105	4.0%	8844

Key Challenges, Lessons Learned, & Strategies for Advancing Change

Key Challenges? Resistances? (Mis)understandings?

- Leadership buy-in & support
- Campus autonomy vs. "system-ness"
- Silos & un-concerted or collaborative efforts → "Initiative-itis"
- Student-Deficit mindsets
- Data Disaggregation, use, & literacy
- Discomfort talking about race
- Equity challenges vary from one campus to the next
- Limited resources & bandwidth
- Perception of "lowering standards"
- Getting beyond the "head nod" to activation & action
- Jumping to solutions – student deficit solutions

Lessons Learned & Strategies for Advancing Change

- **Meaningful & structural change requires a holistic view of equity**
  - Collaborative approach & forming coalitions
  - This work is about change → Don't underestimate fear & discomfort with EDI issues
  - Bring conversation back to institution's role in shaping, exacerbating,& narrowing equity gaps
  - Focus on "5 P's": Policies, Processes, Practices, Pedagogy, and Programming

- **Data**
  - Sound concept, with varying levels of "equity maturity" & infrastructure to support the work
  - Data disaggregation & ability to tell a story; data is rarely "perfect"
  - Data literacy, training, & resources

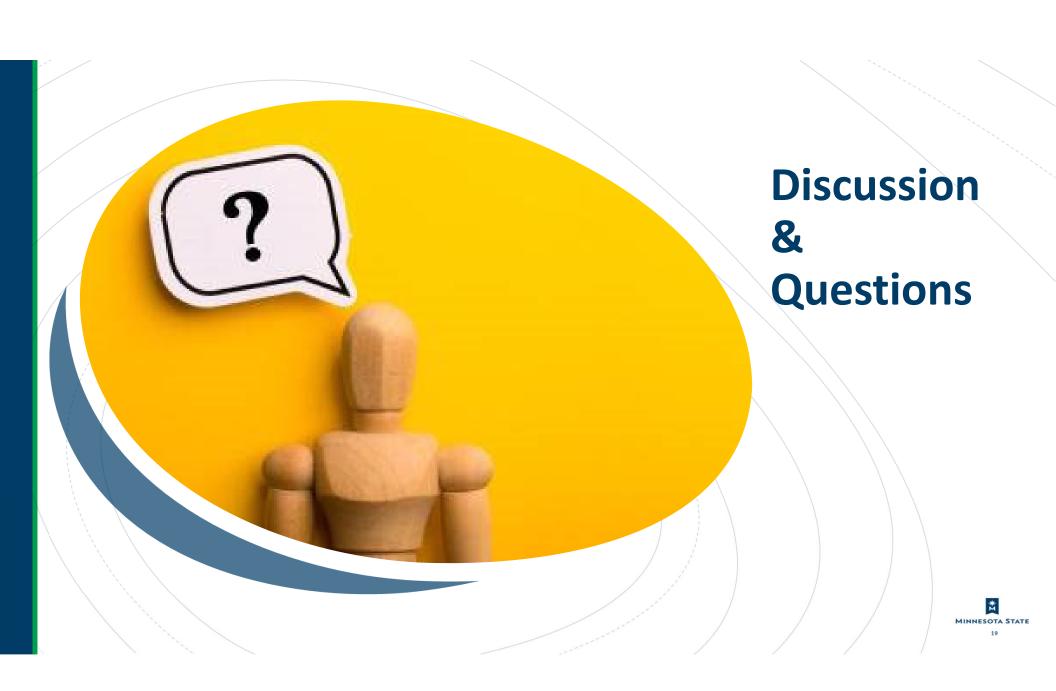- **Focusing on institution's role**
  - What can <u>we</u> do better?

- **This work is a journey; for institutions & people**
  - The work takes time and we've continued to learn
  - Equity work is not easy & progress will not always be linear
  - Meet people where they are at, but make it known where you expect them to be

Additional Lessons & Strategies for Advancing Change

- **Comprehensive communication plan that permeates beyond one stakeholder group**

- **Don't over/underestimate ability of people to lead equity conversations**

- **Avoid the urge jump to solutions – it can do more harm**

- **Context Matters – no one size fits all**

Discussion & Questions

Andriel Dees, JD

Vice Chancellor for Equity & Inclusion

Andriel.Dees@minnstate.edu

Priyank Shah, PhD

Associate Vice Chancellor for Equity & Inclusion

Priyank.Shah@minnstate.edu

Tarrence Robertson

Project Director for Diversity, Equity, & Inclusion

Tarrence.Robertson@minnstate.edu

www.MinnState.edu/equity

MINNESOTA STATE

30 East 7th Street, Suite 350
St. Paul, MN 55101-7804

651-201-1800
888-667-2848

www.MinnState.edu