



## **Equity & Inclusion Plan 2022-2025**

Subcommittee members: Melissa Carrington-Irwin, Jean Egbert, Seth Flatten, Sara Meska-Flatten, Laurie Munson, Rita Raho-Gilchrest, Pao Vue (chair), Amy Whitcomb

**Dear Minnesota State College Southeast (MSCS) students, faculty, staff, and community members,**

The subcommittee for the 3-year Equity & Inclusion Plan, a subgroup of the Equity & Retention Committee (formerly the Equity & Inclusion Committee and Student Retention Committee<sup>i</sup>), is pleased to present the 2022-2025 Equity & Inclusion Plan. Diversity, equity, and inclusion (DEI) is embraced in the work we do at MSCS, and the Equity & Inclusion Plan describes our commitment. Within this plan, we detail some of the key work that the institution will be engaging in to advance DEI between Fall 2022 to Spring 2025. In following best practice, such as what is highlighted in McNair, Bensimon, and Malcolm-Piqueux's (2020) work<sup>ii</sup>, this document not only summarizes the strategic vision and goals for DEI work at MSCS but also details the actions we will deploy across the institution.

### **Background in Developing the 2022-2025 Equity & Inclusion Plan**

In conceptualizing a DEI vision and mission for the institution, the Equity & Inclusion Committee decided at the start of Fall 2021 that there was a need to update the existing equity & inclusion statement. The new "Commitment to Equity & Inclusion" statement would become a declaration and a base for which the institution would build the rest of its Equity & Inclusion Plan. Once the Commitment to Equity & Inclusion statement was fully drafted, the subcommittee for the Equity & Inclusion Plan was formed to work on the goals. The subcommittee included representation from students, faculty, staff, and administration. Once the goals were drafted, the subcommittee solicited Executive Council (leadership from across all areas of the college) to submit strategies and

actions for their department/areas and working groups in which they led for the institution. In drafting both the statement and goals, we collected feedback during two Townhalls and meetings with Faculty Shared Governance, Meet & Confer (union representatives for non-faculty employees), Student Senate for both the Red Wing and Winona campuses, Student Success Leadership (formerly Academic and Student Affairs Leadership), and the President’s Cabinet.

In assisting colleagues in preparing to submit strategies and actions to the subcommittee, we hosted a brainstorming session for all employees and held two open meetings for department/area leads to allow for questions and discussion. The subcommittee chair and Director of Equity & Inclusion also met separately with leads as requested. Once members of Executive Council submitted their strategies, which included action steps with corresponding timelines, expected outcomes, success metrics, and specifying teams and project leads, the committee provided feedback to each respective department/area. Final drafts were then submitted to the subcommittee to be finally incorporated into a cumulative draft, which reflects the collective work and commitment of the college; “cumulative” is used here to indicate that this document may be revised annually as we progress through work summarized here in the Equity & Inclusion plan.

### **Commitment to Equity & Inclusion**

*Minnesota State College Southeast welcomes and affirms students, college employees, and community members from all backgrounds. We provide learning opportunities to expand expertise and awareness on issues of diversity, equity, and inclusion. We strive to attract, support, and retain students and employees from diverse, historically underserved, and marginalized populations. We commit to graduating and transferring students from these backgrounds. We are dedicated to engaging, serving, and diversifying our partnerships with local communities and the individuals within them.*

### **Campus-wide Projects or Priorities:**

*These campus-wide initiatives are directly relevant to equity & inclusion and require substantial time, resources, and coordination from multiple areas or departments within the next three years.*

1. Develop data informed practices/programs based on equity gaps as prioritized by [Equity 2030 \(Equity by Design\)](#)
2. Develop an integrated framework to support students with academic planning & retention

3. Create more inclusive and welcoming spaces for students

**Goals:**

*These goals frame the work for strategies and actions of departments, areas, and various work groups to advance the college’s mission and vision for equity & inclusion (i.e., “Commitment to Equity & Inclusion”).*

1. Support the recruitment and retention of students, faculty, and staff from historically underserved populations
2. Assess and evaluate the practices, policies, curriculum, and campus climate for equity and inclusion
3. Support an informed transformative culture that is anti-racist and inclusive
4. Build and strengthen partnerships with local communities

<b>Goal 1: Support the recruitment and retention of students, faculty, and staff from historically underserved populations</b>				
<b>Strategy</b>	<b>Action steps &amp; timeline</b>	<b>Expected outcome(s)</b>	<b>Success metrics</b>	<b>Department(s), Area(s), Committee or Team; Project lead</b>
Develop inclusive and equity-minded advising practices	<ul style="list-style-type: none"> <li>• Provide professional development &amp; onboarding for advisors, utilizing the tools for advising (DARS, ARSA, guided pathways, etc.) The advising will be multi-directional (in-person, synchronous and asynchronous) to serve all learners.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase staff awareness of advising tools to better serve diverse learners.</li> <li>• Implement best practices to better serve culturally diverse groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Positive student feedback (e.g., SSI) and faculty survey, increased progression, program completion, or transfer.</li> </ul>	Director of Academic Support & Advising (lead), The Roost Academic Success Coordinators, Faculty advisors Student Affairs Staff (Financial Aid, Admissions), Director of Equity & Inclusion

	<ul style="list-style-type: none"> <li>• Work with professional production company to develop videos in multiple languages (various dialects of Hmong, Spanish, ASL). (FY 22 - FY 25)</li> <li>• Script processes for videos (FY 22 - FY 23)</li> </ul>			
Recruit and retain a diverse workforce	<ul style="list-style-type: none"> <li>• Draft 2022-2024 Affirmative Action Plan (FY23)</li> <li>• Revamp search committee process (FY23)</li> <li>• Review position descriptions for inclusive language and include a DEI statement in all postings (FY23, ongoing)</li> <li>• Active recruitment marketing (FY23, ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Understand current employee metrics and areas of concern</li> <li>• Increased ability to recruit diverse workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Increased diverse employee metrics</li> </ul>	Human Resources (lead), Equity & Inclusion
Advance recruitment of historically underserved populations	<ul style="list-style-type: none"> <li>• Develop inclusive recruitment materials (e.g., create Spanish versions of materials)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase enrollment of BIPOC students</li> <li>• Increase number of scholarship</li> </ul>	<ul style="list-style-type: none"> <li>• Increased enrollment of BIPOC students</li> <li>• Increase number of scholarship</li> </ul>	Papenfuss Advisor (co-lead), Admissions (co-lead), Foundation, Faculty

	<ul style="list-style-type: none"> <li>• Develop strategies to recruitment strategies for BIPOC groups, such as through Miller Mentoring, ALCs, AVID, Hispanic Heritage Festival, Hmong New Year, etc.</li> <li>• Continue connection and relationship building with Winona Area Learning Center (WALC) school administration through Papenfuss Scholarship Program</li> <li>• College overview presentations, schedule college visits, establish communication schedule (FY 23 - FY 25)</li> <li>• Create support network for student not chosen for the program (FY25)</li> </ul>	<p>applications for Papenfuss Scholarship</p> <ul style="list-style-type: none"> <li>• Increase enrollment of WALC students</li> <li>• Increase program completion of scholarship program participants</li> </ul>	<p>applications for Papenfuss Scholarship</p> <ul style="list-style-type: none"> <li>• Increase enrollment of WALC students</li> <li>• Increase program completion of scholarship program participants</li> </ul>	
<p>Improve retention of low-income students and reduce food</p>	<ul style="list-style-type: none"> <li>• Identify students who have indicated food insecurity as a</li> </ul>	<ul style="list-style-type: none"> <li>• Increase number of applications into SNAP E&amp;T program.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the student success rate (graduate/transfer) of SNAP E&amp;T participants.</li> </ul>	<p>Basic Needs Coordinator (lead), Financial Aid, IE Team, Director of</p>

<p>insecurity among students</p>	<p>challenge. (FY 23 - FY 25)</p> <ul style="list-style-type: none"> <li>• Provide targeted outreach for students are income and program eligible. (FY 23- FY 25)</li> <li>• Outreach in local communities to promote SNAP E&amp;T program at MSC Southeast. (FY 23)</li> <li>• Monthly communication and support for students enrolled in the SNAP E&amp; T program. (FY 23 - FY 25)</li> </ul>	<ul style="list-style-type: none"> <li>• Create a pipeline of new applicants to MSC Southeast and the SNAP E&amp;T program.</li> <li>• Create a baseline for successful program completion.</li> </ul>		<p>Academic Support and Advising</p>
<p>Expand capacity for lending technology to students.</p>	<ul style="list-style-type: none"> <li>• Increase available laptop pool</li> <li>• Increase available hotspot pool</li> <li>• Evaluate utilization by Diverse students</li> <li>• Include targeted messaging to Diversity communications about tech lending resources. (FY23)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased retention</li> <li>• Better engagement with Roost learning resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Device check-out logs.</li> <li>• Coordinated reporting of Roost resource usage to student success.</li> </ul>	<p>Chief Information Officer (co-lead), Roost Director (co-lead), Equity &amp; Inclusion Director</p>

<p>Formulate strategies to increase qualified scholarship applications from diverse populations</p>	<ul style="list-style-type: none"> <li>• Explore options of communication; review applications to ensure they are streamlined and easy to complete (Fall 2022)</li> <li>• Explore on-campus or virtual application events to help students complete apps or be available for questions (Fall 2022, ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of underserved populations that apply for and receive scholarships</li> </ul>	<ul style="list-style-type: none"> <li>• Scholarship applicant data will be compared year to year to find trends or dips.</li> </ul>	<p>Foundation (lead), Marketing &amp; Communications</p>
<p>Develop a DEI plan for engagement and to improve diverse representation in Marketing &amp; Communications content</p>	<ul style="list-style-type: none"> <li>• Identify methods and places for increasing these stories (e.g., local press releases, snippets used in our social media, etc.) (FY23, ongoing)</li> <li>• Create an assessment tool to identify diversity (age, gender, ability, race, etc.) in our stories, photos, social media, and publications. Review data and identify strategies and</li> </ul>	<ul style="list-style-type: none"> <li>• Stories that showcase our students and diversity.</li> <li>• Increased diverse representation in Marketing and Communications content as well as branding on physical campuses.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in human interest stories</li> <li>• Track data relevant to diversity and data used to continuously improve representation of diverse groups</li> <li>• Increase of underserved students inquiring, applying, and attending</li> <li>• Increased number of art, photos, and artifacts added to campuses</li> </ul>	<p>Marketing &amp; Communications (co-lead), VP of Strategic (co-lead)</p>

	<p>opportunities for improvement annually (FY 23, ongoing)</p> <ul style="list-style-type: none"> <li>• Partner with Admissions to develop print materials for recruitment specific to various populations (FY23, ongoing)</li> <li>• As part of the Lumina grant, develop an action plan to look at representation in art, photos, and artifacts, with a goal to increase representation in all of these areas. Initial implementation in Spring 2023 and detail actions (and budget) for FY24 and FY25.</li> </ul>			
Enact strategic plan goal 3 action items ("Become an employee-ready college that hires, retains, and engages a highly diverse workforce").	<p>Actions TBD summer 2022</p> <ul style="list-style-type: none"> <li>• Reintroduce faculty development sessions to address equity in course design/course materials</li> </ul>	<p>TBD</p> <ul style="list-style-type: none"> <li>• Faculty will review and update materials and utilize available technology/LMS tools to enhance student success</li> </ul>	<p>TBD</p> <ul style="list-style-type: none"> <li>• Tracking of tools/materials usage in D2L</li> </ul>	<p>TBD</p> <ul style="list-style-type: none"> <li>• Dean of Faculty &amp; Academic Operations, Director of Teaching Excellence</li> </ul>
Enact strategic plan goal 4 action items ("Become a student-	<p>Actions TBD summer 2022</p> <ul style="list-style-type: none"> <li>• Disaggregate data &amp; develop strategies to</li> </ul>	<p>TBD</p> <ul style="list-style-type: none"> <li>• Close academic equity gaps</li> </ul>	<p>TBD</p>	<p>TBD</p> <ul style="list-style-type: none"> <li>• Academic Deans (co-lead), VP of</li> </ul>



ready college to increase success across all groups of students").	<ul style="list-style-type: none"> <li>support student retention and success</li> <li>Pursue grant-funded opportunities to advance DEI (e.g., Title III, TRiO)</li> </ul>	<ul style="list-style-type: none"> <li>Attain resources to support student success for historically underserved groups</li> </ul>	<ul style="list-style-type: none"> <li>Improved retention and success rates for BIPOC students</li> <li>Attain resources to support student success for historically underserved groups</li> </ul>	<p>Student Success (co-lead), Director of Equity &amp; Inclusion (co-lead)</p> <ul style="list-style-type: none"> <li>VP of Strategic Initiatives (lead)</li> </ul>
Enact strategic plan goal 5 action items ("Proactively engage, recruit, and enroll learners of all backgrounds and identities").	Actions TBD summer 2022	TBD	TBD	TBD

**Goal 2: Assess and evaluate the practices, policies, curriculum, and campus climate for equity and inclusion**

<b>Strategy</b>	<b>Action steps &amp; timeline</b>	<b>Expected outcome(s)</b>	<b>Success metrics</b>	<b>Department(s), Area(s), Committee or Team; Project lead</b>
Review Policy through an Equity Lens	<ul style="list-style-type: none"> <li>Review Policies for 300 Admin, 400 HR, 500 Finance, 600 Operations, 700 Safety (FY23)</li> <li>Review 200 Academic Affairs (FY24)</li> <li>Review 100 Student Affairs (FY25)</li> </ul>	<ul style="list-style-type: none"> <li>More inclusive and accessible language in policies</li> <li>Identify areas for growth/improvement across the institution</li> <li>Develop a more inclusive campus culture</li> </ul>	<ul style="list-style-type: none"> <li>Improved campus climate and SSI scores</li> <li>Improved retention of employees</li> <li>Improved retention of students</li> </ul>	Equity & Retention Committee / Subcommittee for Policy Review (lead)

<p>Develop a process for data dissemination and prioritization to close equity gaps</p>	<ul style="list-style-type: none"> <li>• Announce Priority Areas (Fall 2022)</li> <li>• Determine specific needs, definitions, and platforms (Fall 2022)</li> <li>• Retention Summit (Fall 2022, Spring 2023)</li> <li>• Create and deliver college-wide professional development in data utilization (Spring 2023)</li> <li>• Reassess data &amp; needs (FY24, ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a stronger culture of data informed practices</li> <li>• Increased data literacy across campus</li> <li>• Improved capacity to close equity gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Improved retention for diverse student groups (e.g., BIPOC, first generation, Pell)</li> <li>• Improved utilization of data (e.g., data referenced in work plans and development of programs)</li> </ul>	<p>Equity &amp; Retention Committee (lead), Accreditation, Institutional Effectiveness, Cabinet</p>
<p>Formalize the policies &amp; procedures surrounding scholarships</p>	<ul style="list-style-type: none"> <li>• Research system office policies, state/federal laws, and CASE literature and incorporate findings to compose section in policy/procedure guide related to equity scholarships (AY 23)</li> <li>• Create a draft document outlining all policies and</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that scholarships are inclusive and are in compliance.</li> <li>• A formal Foundation scholarship policy &amp; Procedure manual exists. There has never been one generated before. With regard to equity and inclusion, a section would exist specifically related to</li> </ul>	<ul style="list-style-type: none"> <li>• Develop communication of what can or cannot be agreed to with donors or other constituents when instituting diversity minded scholarships.</li> <li>• That anyone looking for policies related to scholarships is able to locate and use them accordingly.</li> </ul>	<p>Foundation</p>

	<p>procedures related to scholarship awards. (Fall 2022)</p> <ul style="list-style-type: none"> <li>• Solicit feedback to refine document (Spring 2023)</li> <li>• Incorporate feedback and finalize scholarship guide (Summer 2023)</li> </ul>	<p>those guidelines and policies.</p>		
Evaluate Campus Climate	<ul style="list-style-type: none"> <li>• Administer Higher Education Data Sharing Consortium (HEDS) survey to students and employees (FY23)</li> <li>• Administer Intercultural Development Inventory (IDI) to Executive Council (FY23)</li> <li>• Administer Noel-Levitz Student Satisfaction Inventory (SSI) to students (FY24)</li> <li>• Administer internal employee climate survey (FY24)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify priorities for equity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Develop new equity &amp; inclusion strategies / actions based on data</li> <li>• Data and action items referenced in work plans</li> <li>• Improved survey scores over time</li> <li>• Improved retention of students and employees</li> </ul>	<p>Student Success (lead), Institutional Effectiveness</p>

<p>Develop and assess culturally responsive and inclusive curriculum in the Nursing program</p>	<ul style="list-style-type: none"> <li>• Assess curriculum to ensure it is inclusive (e.g., remove case study or PowerPoint descriptors of race if unnecessary); 50% of all nursing courses to include course materials that support learning of cultural diversity (FY23)</li> <li>• Create exam policy to include utilization of native language to English dictionary</li> <li>• Highlight college services and resources available to students in nursing orientation and first weeks of courses; 100% of newly admitted nursing students will sign acknowledgement of contents of Nursing Student Handbook.</li> </ul>	<ul style="list-style-type: none"> <li>• The Nursing program will have culturally responsive and inclusive curriculum to better serve students and the broader community; 50% of all nursing courses to include course materials that support learning of cultural diversity (FY23)</li> <li>• Students will utilize resources as needed throughout program</li> </ul>	<ul style="list-style-type: none"> <li>• Improved retention of students and overall student success rates</li> <li>• Increase in use of Nursing tutor</li> </ul>	<p>Associate Dean of Nursing and/or Nursing Orientation Lead, Nursing Faculty, The Roost</p>
<p>Enhance reporting &amp; retention tools with diversity metrics.</p>	<ul style="list-style-type: none"> <li>• Complete enhanced data feeds for Starfish to include the</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of institutional achievement gap KPI</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease academic equity gap metrics</li> </ul>	<p>IT (lead), Retention Teams, Equity &amp; Inclusion</p>

	<p>demographics module (FY23)</p> <ul style="list-style-type: none"> <li>Update dashboards to include enhanced metrics for diversity statistics with visibility to the program level (FY23)</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced ability to analyze academic equity gaps and target resources</li> </ul>		
Create a "Diversity Center"	<ul style="list-style-type: none"> <li>Determine official name (Fall 2022)</li> <li>Organize space (Fall 2022)</li> <li>Grand opening (Spring 2023)</li> <li>Hire &amp; maintain student staff (FY24)</li> <li>Evaluate needs (Spring 2024, ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>Increased engagement with diverse student populations</li> <li>Increased ability to recruit diverse student populations</li> </ul>	<ul style="list-style-type: none"> <li>Positive student feedback (e.g., SSI, annual survey/evaluation)</li> <li>Increased recruitment and retention of diverse student populations</li> </ul>	Equity & Inclusion (lead), Finance, Facilities
Promote options to students who do not have the money to pay tuition all at once	<ul style="list-style-type: none"> <li>Assess and develop a plan of communication</li> </ul>	<ul style="list-style-type: none"> <li>Provide financial support to diverse groups</li> </ul>	<ul style="list-style-type: none"> <li>Increase payment plan participation</li> </ul>	Business Office
Enact strategic plan goal 6 action items ("Implement high-impact practices to support faculty in developing student-ready learning experiences").	<p>Actions TBD summer 2022</p> <ul style="list-style-type: none"> <li>Reintroduce faculty development sessions to enhance outreach through improved use of LMS and other tools</li> </ul>	<p>TBD</p> <ul style="list-style-type: none"> <li>Increased use of 'intelligent agents' and 'rubrics' tools in D2L Brightspace for enhanced student learning</li> <li>Coordination of efforts across all academic</li> </ul>	<p>TBD</p> <ul style="list-style-type: none"> <li>Tracking usage of support tools in LMS</li> <li>Tracking usage of created site or Teams or Sharepoint for internship resources</li> </ul>	<p>TBD</p> <p>Dean of Faculty &amp; Academic Operations, Dean of Academic Innovation, Director of Teaching</p>

	<ul style="list-style-type: none"> <li>Develop a centralized resource base for student internship sites and practices</li> </ul>	programs featuring internships		Excellence, Associate Dean of Nursing & Health Sciences
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**Goal 3: Support an informed transformative culture that is anti-racist and inclusive**

<b>Strategy</b>	<b>Action steps &amp; timeline</b>	<b>Expected outcome(s)</b>	<b>Success metrics</b>	<b>Department(s), Area(s), Committee or Team; Project lead</b>
Assess needs and develop campus community in intercultural fluency/awareness	<ul style="list-style-type: none"> <li>Contract Project FINE to administer Intercultural Development Inventory (IDI) to campus leadership (Fall 2022)</li> <li>Determine development needs for campus (Spring 2023)</li> <li>Launch/revamp DEI training (FY24)</li> <li>Assess DEI training needs (FY24, ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>Improved commitment to DEI work from campus community</li> <li>Improved campus climate</li> <li>Improved relations in the local community</li> </ul>	<ul style="list-style-type: none"> <li>IDI and annual survey (improved ability to identify DEI training needs)</li> <li>Positive employee feedback (climate and annual survey)</li> </ul>	Equity & Inclusion (lead), Executive Council
Provide interpreters for students & families during in person advising sessions	<ul style="list-style-type: none"> <li>Identify funding and determine appropriate interpreters for population being</li> </ul>	<ul style="list-style-type: none"> <li>Increased engagement with students &amp; families</li> <li>Increased sense of belonging for students</li> </ul>	<ul style="list-style-type: none"> <li>Positive student feedback (SSI) and increased progression, program completion, or transfer.</li> </ul>	Director of Academic Support and Advising (lead), Perkins Coordinator,

	served (FY23, ongoing)			Director of Equity & Inclusion
Enact strategic plan goal 2 action items ("Create new mission, vision, and values statements that push the college to its highest-level purpose and aspirations for all stakeholders").	<ul style="list-style-type: none"> <li>• Actions TBD summer 2022</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	TBD

<b>Goal 4: Build and strengthen partnerships with local communities</b>				
<b>Strategy</b>	<b>Action steps &amp; timeline</b>	<b>Expected outcome(s)</b>	<b>Success metrics</b>	<b>Department(s), Area(s), Committee or Team; lead</b>
Community outreach to develop partnerships with agencies/businesses that address students basic needs (housing, childcare, transportation, food, technology, mental and physical health, emergency financial assistance.)	<ul style="list-style-type: none"> <li>• Engage agencies, collect information about collaboration opportunities (FY 23)</li> <li>• Develop strategies to ensure the collaboration is beneficial to both the college and the organization (FY 24)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop stronger ties to the community in order to support students who require assistance in these areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a baseline number of community partnerships of five by FY 23.</li> </ul>	Basic Needs Coordinator (lead), Americorp Vista

<p>Advance DEI efforts through community impact and strengthen relationships with nonprofit organizations and city government officials</p>	<ul style="list-style-type: none"> <li>• Host/collaborate with regional partners to provide DEI programming and education (FY23, ongoing)</li> <li>• Attend events and engage with local nonprofits and community groups (FY23, ongoing)</li> <li>• Partner with local nonprofits and other community groups (FY23, ongoing)</li> <li>• Continue to seek opportunities to diversify vendors/suppliers (FY23, ongoing)</li> <li>• Participate in Winona Area Nonprofit Alliance; meet with Winona and Red Wing City Administrators and Mayors to make connections and discuss partnership opportunities (FY23, ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• Improved capacity to provide innovative solutions to inclusion challenges in the region</li> <li>• Improved visibility and reputation in local communities</li> <li>• Improved capacity to serve local communities</li> <li>• New opportunities to partner on grants, projects, and community-based initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of engagements with diverse community groups</li> <li>• Community feedback</li> <li>• Increase in letters of support/joint grants, increase in programming through/with local nonprofits that the college hosts and/or is part of</li> </ul>	<p>VP of Strategic Initiatives (co-lead), Equity &amp; Inclusion (co-lead), various departments/areas (e.g., President's Office, Admissions, Business Office), Continuing Education and Custom Training</p>
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Identify key donors and prospects (individual and businesses/organizations) to connect with and build relationships who are part of--or representative of--historically excluded and underserved groups	<ul style="list-style-type: none"> <li>Review current donor database for individuals who fall into this category, identify prospects in Red Wing and Winona (spring 2023 and beyond)</li> </ul>	<ul style="list-style-type: none"> <li>Deeper relationships in the community and new Foundation connections with underserved and marginalized communities</li> </ul>	<ul style="list-style-type: none"> <li>Increased philanthropy and partnership from community organizations and/or those in underserved communities</li> </ul>	VP of Strategic Initiatives
Identify and engage diverse publications that should be added to our media contacts list	<ul style="list-style-type: none"> <li>Research and identify local, regional, and national publications focused on diverse populations that we should add to our general media contacts list and/or for certain stories related to topics of interest</li> </ul>	<ul style="list-style-type: none"> <li>Stories about MSCS being covered in new media, raising our profile in diverse communities</li> </ul>	<ul style="list-style-type: none"> <li>Placement of stories in publications</li> </ul>	Marketing and Communications, Equity & Inclusion
Enact strategic plan goal 1 action items ("Increase the size, breadth, and diversity of the region's skilled workforce").	Actions TBD summer 2022	TBD	TBD	TBD
Enact strategic plan goal 7 action items ("Offer a responsive program mix that leads to economic mobility and vitality").	Actions TBD summer 2022	TBD	TBD	TBD

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<sup>i</sup> The Equity & Inclusion Committee and Student Retention Committee were merged in January 2022 to form the Equity & Retention Committee in order to better coordinate efforts to advance the institution toward closing equity gaps as identified as priorities by the Minnesota State system office's vision of [Equity 2030](#).

<sup>ii</sup> McNair, T.B., Bensimon E.M., & Malcolm-Piqueux, L. (2020). *From Equity Talk to Equity Walk: Expanding Practitioner Knowledge for Racial Justice in Higher Education*. Jossey-Bass, A Wiley Brand.