

Enlarging MSUM's Racial and Ethnic Diversity

Strategic Plan

Implementation & Revision Phases:

Phase I: March 2004-December 2005

Phase II: January 2006-December 2007

Phase III: January 2008-December 2009

Phase IV: January 2010-December 2011

Phase V: January 2012-December 2013



Office of the President
www.mnstate.edu/president

Approved March 24, 2004 by the Office of the Chancellor, Minnesota State Colleges and Universities; Dolores Fridge, Associate Vice Chancellor for EOD; and Gail Olson, General Counsel

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Racial & Ethnic Diversity

at Minnesota State University Moorhead

At Minnesota State University Moorhead, we support all groups in their pursuit of higher education, regardless of race, sex, color, creed, religion, age, national origin, disability, marital status, status with regard to public assistance, sexual orientation, or membership or activity in a local commission as defined by law. . Minnesota State University Moorhead is an equal opportunity educator and employer.

In an effort to focus our attention and resources so that we can have the greatest impact, this document establishes Phase I of a strategic plan by which Minnesota State University Moorhead will enlarge the campus community's population of racially and ethnically diverse students, faculty, staff and administration. As in all efforts of strategic planning, we must focus our efforts so that we are able to realize achievable outcomes with our available resources.

This document reflects the priority areas for the next ten years, with revision processes taking place every two years. This plan focuses on the undergraduate mission and its relationship to five racial and cultural groups: African American, American Indian, Asian American, Hispanic/Latino, and New Americans (those who have permanent residency status).

This plan is the work of the President's Task Force on Diversity, a group of campus and community members called by President Roland Barden and charged with updating the MSUM diversity plan. Members are:

1. Task Force Co-Chair: Dr. Yvonne Condell, Professor Emerita
2. Task Force Co-Chair: Dr. Susanne Williams, Assistant to the President
3. President: Dr. Roland Barden
4. Chair: Strategic Planning Committee and Chair: AAO/Title IX Committee: Dr. Bette Midgarden
5. Affirmative Action Officer: Ms. Barb Seiler
6. Human Resources Director: Mr. Ben Blair
7. Associate Director, Student Support Services, Multicultural Affairs: Mr. Abner Arauza
8. Coordinator, Student Support Services, Multicultural Affairs: Mr. Gus Claymore
9. Chair, Cultural Diversity Committee: Mr. Warren Wiese
10. Chair, Indian Education Council: Dr. Judy Strong
11. Director, Financial Aid: Ms. Carolyn Zehren
12. Director, Admissions: Ms. Gina Monson
13. Assistant to the Vice President for Academic Affairs for Special Projects: Ms. Cindy Preston
14. IFO Representative: Ms. Phyllis May-Machunda
15. MSUAASF Representative: Ms. Veronica Michael
16. AFSCME Representative: Ms. Sheryl Jones
17. Chair, Moorhead Human Rights Commission: Mr. Rick Henderson
18. Student Senate Representative: Ms. Sandra Parra
19. President, MSUM Black Student Alliance: Ms. Mary Richardson
20. President, MSUM Organización Latina Americana: Mr. Lester Barahona-Gomez
21. President, MSUM American Indian Student Association: Ms. Jennifer Kolden
22. President, MSUM Asian American Student Association: Ms. Song Elston

The President created the Task Force on Diversity following the June 23-24, 2001 President's Summer Retreat on the topic of enlarging the diversity of the MSUM campus community. At that retreat event, the President heard from a portion of the campus community regarding their ideas, perceptions, and solutions for improving the campus' diversity.

Why Racial and Ethnic Diversity?

A) Improving campus diversity ensures that MSUM performs its mission. The mission of MSUM establishes diversity as a central component of excellence in teaching and learning:

The mission of Minnesota State University Moorhead is to foster excellence in teaching and learning. The University strives to provide an educational environment that supports intellectual development, **that welcomes diversity** and that develops the skills and talents of women and men so that they have the capacity to live usefully, act responsibly and be learners all their lives. The academic programs at the University are founded upon a common liberal studies experience and emphasize developing the unique talents of each person. The University provides baccalaureate-level programs in the liberal arts, natural and social sciences, teacher education, business and technology, the fine arts, and professional areas. It provides selected graduate programs in response to regional needs.

The University encourages scholarly and creative endeavors that promote a commitment by faculty and students to their disciplines, to continuing professional development, and to excellence in learning.

The University enhances the quality of life of the region with the professional, cultural, and recreational services offered by its students, faculty and staff.

B) Ensuring racial and ethnic diversity enables MSUM to accomplish the three mission statement Aims that are specific to the topic of diversity:

Aim 2) To provide instruction at all levels that stimulates and promotes commitment to life-long learning and to open inquiry, that promotes development of higher order thinking skills and of multicultural, global and international perspectives. Further, to provide instruction that encourages and empowers students to contribute as educated, compassionate, and responsible citizens within their communities, states, nations and the world.

Aim 7) To ensure a campus climate that embraces diversity and bases relationships on civility and tolerance and that acknowledges the perspectives of women, minorities and non-western cultures.

Aim 8) To provide higher education opportunities with appropriate support and encouragement for all students including international, nontraditional and traditionally under-represented groups.

C) Improving racial and ethnic diversity will assist MSUM in maintaining its enrollment goal of 7,500 students.

D) Racial and ethnic diversity is necessary to prepare MSUM students for their future roles as working professionals and community builders.

E) Improving racial and ethnic diversity allows MSUM to reflect the population that it serves.

The public school districts in Moorhead and Fargo are more racially and ethnically diverse than MSUM.

In the Moorhead public schools in 2001, the following was reported: In the elementary schools, students of color comprised 14.9 percent of the student body. At the junior high level, students of color accounted for 11.4 percent, and at the senior high level, students of color totaled 9.1 percent. The school district reported that 15 different languages are spoken at home.

The Fargo School District reported that in 2001 overall, 4.8 percent of the student body was comprised of students of color, while 14.9 percent of the student body was enrolled in the English Language Learners Program.

According to the 2000 census data and the Minnesota State Demographic Center:

- In Clay County, 7.6 percent of the population is racially diverse.
- The city of Moorhead ranks sixth among the top ten Minnesota cities with the highest American Indian/Alaska Native population in 2000 (May 2001, Population Notes).
- The state's increasing diversity is projected to continue: "Minority populations are younger on average. This younger age structure, combined with in-migration and higher rates of natural increase, make it very likely that Minnesota's population will continue to become more racially and ethnically varied" (May 2001 Population Notes).

- F) Improving racial and ethnic diversity at MSUM enables the University to fulfill its responsibility to the Minnesota State Colleges and Universities planning as articulated in the 2002-2005 MnSCU Strategic Plan:**
 “Strategic Direction: Increase access and opportunity – The Minnesota State Colleges and Universities will provide more people from different backgrounds with the opportunity to experience the benefits of higher education” (p. 4).

MSUM’s Goal:

To foster racial and ethnic diversity in the MSUM community.

MSUM’s Objectives:

- 1 To create a more racially and ethnically diverse student body at MSUM and ensure all individuals have access to higher education.
- 2 To create a more racially and ethnically diverse MSUM faculty (teaching and administrative).
- 3 To create a more racially and ethnically diverse MSUM staff.
- 4 To create a more racially and ethnically diverse MSUM administrative team.

Timeline and Process

This plan will be updated biannually based on feedback by each responsible individual or office area as gathered through their annual progress reports to the President. The President’s Task Force on Diversity is charged with updating the plan.

March 24, 2004.....	Plan goes into effect
June 15, 2004.....	Annual Report Deadline (to the Office of the President)
June 15, 2005.....	Annual Report Deadline (to the Office of the President)
January 2006.....	Phase II
June 15, 2006.....	Annual Report Deadline (to the Office of the President)
June 15, 2007.....	Annual Report Deadline (to the Office of the President)
January 2008.....	Phase III
June 15, 2008.....	Annual Report Deadline (to the Office of the President)
June 15, 2009.....	Annual Report Deadline (to the Office of the President)
January 2010.....	Phase IV
June 15, 2010.....	Annual Report Deadline (to the Office of the President)
June 15, 2011.....	Annual Report Deadline (to the Office of the President)
January 2012.....	Phase V
June 15, 2012.....	Annual Report Deadline (to the Office of the President)
June 15, 2013.....	Annual Report Deadline (to the Office of the President)
January 2014.....	Final Report of 10-Year Plan

Part I:

Increasing the Recruitment and Retention of Racially and Ethnically Diverse Students

The Objective

To create a more diverse student body at MSUM.

The Challenge of Recruiting Students of Color to MSUM

1. Few students of color historically enrolled at MSUM
2. Few staff and administrators of color historically employed at MSUM
3. Few scholarship opportunities for students of color
4. Few role models/mentors for students of color
5. Perception of racism/intolerance in the community
6. Perception of racism/intolerance on campus
7. Multicultural opportunities and entertainment activities are limited
8. Campus support services for student success are limited due to budgetary limitations
9. Community support systems are limited

Current Recruitment Strategies for Students of Color

Office of Multicultural Affairs

1. Identify potential students
2. Engage in continuous review of areas, schools and education fairs where MSUM has historically recruited students of color.
3. Target recruiting areas:
 - with large populations of students of color,
 - home of current or former MSUM students,
 - where MSUM alumni of color currently live, to enlist their assistance in recruiting and/or follow-up,
 - that have already proven to be fertile sources of students,
 - where there is a window of opportunity
 - schools that allow us to provide college and career information to students in classes as early as fifth grade.
4. Personally visit potential students in areas with high populations of students of color.
5. Phone potential students
 - Train telecounselors from Office of Admissions.
 - Conduct targeted phone calls to prospective students of color.
6. Contact “influentials” of potential students
 - Contact counselors and other “centers of influence” by telephone, e-mail, or letters to develop and maintain a positive relationship that would lead them to refer students to MSUM.
 - Collaborate with organizations, such as Mujeres Unidas and tribal agencies, to work with high school students to encourage them to attend college.

7. Bring potential students to campus
 - Extend invitations and facilitate campus visits to students from areas where we recruit, particularly when a special event is scheduled at MSUM.
 - Follow up on contacts and respond to information requests by telephone, letters, e-mail and other means, such as the Multicultural Affairs and radio programs websites at www.mnstate.edu/notas and www.mnstate.edu/multicult
8. White Earth Tribal and Community College partnerships
 - Collaborate with the Education Division of the White Earth Reservation and with the Tribal and Community College in providing information and assistance in completing admissions and financial aid applications. This is accomplished by school visits and evening presentations at up to ten community centers.
 - MSUM/WETCC program coordinator enhances the recruitment of Native American students of White Earth Tribal and Community College. Office locations at MSUM and WETCC.
9. Network with alumni and current students
 - Continue to utilize students and alumni to recruit and follow-up on contacts through telemarketing efforts and personal visits.
10. Collaborate with Office of Admissions
 - Review travel plans to coordinate visits to increase our effectiveness by avoiding overlap, unless needed.
 - Dragon Days and tours.

Office of Admissions

1. Coordinate University recruitment activities
 - Provide leadership in outreach to all potential markets of the University. Facilitate efforts in congruence with University initiatives and strategic plan with particular emphasis on recruitment of diverse student body
 - Coordinate University wide recruitment activities. Develop a comprehensive strategic marketing plan with multicultural affairs office.
 - Maintain recruitment literature and supplies for university wide outreach. Support multicultural affairs with materials, staff and budget.
2. Identify potential students
 - Establish and maintain a comprehensive database of potential MSUM students. Database development will include attention to identifying and targeting diverse student groups. Where permitted, share contacts with the Office of Multicultural Affairs and the University community.
 - Purchase lists of prospective racially diverse students. Data is shared with the Office of Multicultural Affairs.
3. Recruitment visits
 - Plan and carry-out comprehensive outreach programs off campus. These include high school and college visits, agency and nontraditional recruitment opportunities. Specific emphasis is placed on recruiting diverse students through appropriate relevant referral sources.
 - Recruitment visits to high schools with high populations of students of color. For the first time, in FY 2000, the admissions counselors visited all high schools in Minneapolis and St. Paul.
 - Target American Indian Reservation areas in Minnesota, North Dakota and South Dakota.
4. MSUM Campus Visitation Program
 - Implement comprehensive on-campus visitation programs. Coordinate and facilitate visitor involvement with academic departments, financial aid, housing, disability services, and other university personnel. Plan and implement target visits for diverse groups.
5. Communication
 - Develop and maintain planned communication patterns with all potential students with particular emphasis on marketing and communication with diverse student groups.
 - Follow-up leads established by multicultural affairs with letters, e-mails and phone calls.
 - Establish planned communication with key influential sources such as parents, advisors, teachers and guidance counselors.
 - Facilitate and promote consistent, clear recruitment messages for all student groups.
 - Communicate University's commitment to diversity.
6. Staff development and training
 - Coordinate ongoing training for outreach staff with University departments and community.
 - Complete cross training with all student outreach groups with multicultural affairs.
 - Serve as liaison with these entities in sharing concerns and ideas.
 - Make a concerted effort to recruit diverse staff and students as tour guides, telecounselors, ambassadors, receptionists and recruiters.

Recruitment Goals and Strategies

MSUM will continue all current recruitment strategies in addition to the following goals and strategies:

Goal 1 Gather data from MSUM students, including students of color, to further understand the challenges for/experiences of MSUM students of color, the needs (retention issues) of MSUM students of color, the recruitment messages that would speak to students of color, and the reasons for withdrawal from MSUM.	Strategy 1A Develop methodology to assess the progress and experience of all MSUM students, including students of color. Responsibility Office of the President
	Strategy 1B Track withdrawals of students of color via the official MSUM withdrawal form. Responsibility Counseling and Career Services Office with data returned to the Office of the President
	Strategy 1C Follow-through with students who stop-out of school without communicating with their faculty advisors or the Counseling and Career Services Office. Responsibility Counseling and Career Services Office with data returned to the Office of the President.
	Strategy 1D Gather data through the readmission process. Responsibility Director of Admissions, Registrar

Goal 2 Develop an effective, collaborative recruitment plan that involves the Office of Multicultural Affairs and Office of Admissions, to recruit students of color.	Strategy 2A Develop comprehensive recruitment goals, plan and evaluation procedure. Responsibility Vice President for Student Affairs
	Strategy 2B Implement and evaluate an urban diversity recruitment plan. Responsibility Director of Admissions, and Associate Director of Student Support Services, Multicultural Affairs
	Strategy 2C Enhance on-campus visitation program for students of color. Responsibility Director of Admissions
	Strategy 2D Expand recruitment and outreach territory. Responsibility Director of Admissions

	<p>Strategy 2E Establish an urban recruitment coordinator. Responsibility Director of Admissions</p>
	<p>Strategy 2F Create an incoming “student host program” pairing interested newly-admitted students with student organizations including: American Indian Student Association, Asian American Student Association, Black Student Alliance, Organización Latina Americana, and the International Diplomats (for New Americans). Responsibility Student Organization Presidents, assisted by their faculty advisors</p>
	<p>Strategy 2G Use the enrollment management committee as an advisory group for Admissions and Multicultural Affairs for recruitment of students of color. Responsibility Vice President for Student Affairs</p>
<hr/> <p>Goal 3 Develop campus-level, need-based scholarships to complement the university’s current performance-based scholarships.</p>	<p>Strategy 3A Create a diversity tuition-waiver scholarship pool. Responsibility Assistant to the President, and Associate Director of Student Support Services, Multicultural Affairs</p>
	<p>Strategy 3B Identify and communicate grant-funding opportunities/agencies for the purpose of establishing more tuition-waivers and/or scholarship opportunities. Responsibility Programmatic Grants Officer</p>
	<p>Strategy 3C Create a group to write grants that seek funding for scholarships, non-workstudy campus employment, tuition waivers, etc.. Responsibility Associate Vice President for Academic Affairs</p>
	<p>Strategy 3D Establish an Alumni Foundation Advisory Committee on Diversity to develop strategies to engage in targeted fund-raising for diversity scholarships Responsibility MSUM Alumni Foundation President. Committee convened by MSUM President.</p>

	<p>Strategy 3E Intentionally communicate scholarship opportunities to students of color. Responsibility Academic Deans, Director of Admissions, Associate Director of Student Support Services Multicultural Affairs, Director of Scholarships and Financial Aid, Executive Director of the Alumni Foundation</p>
<p>Goal 4 Establish and cultivate early relationships with students of color enrolled in area schools.</p>	<p>Strategy 4A Engage in a school partnership program with area schools. Responsibility Dean, College of Education and Human Services</p> <p>Strategy 4B Offer a series of on-campus enrichment opportunities beginning in grade 1 and continuing through high school. Target schools with culturally diverse students. Responsibility Academic Deans</p> <p>Strategy 4C Create a mentorship program for students in area K-12 schools, while targeting schools with culturally diverse students. Responsibility Academic Deans</p> <p>Strategy 4D Create ongoing professional development workshops and/or curricula for regional in-service educators to help them adjust to the population shifts and increasing diversity. Responsibility Dean, College of Education and Human Services</p>
<p>Goal 5 Communicate MSUM multicultural activities and that MSUM has diversity.</p>	<p>Strategy 5A Develop a video and CD publicizing MSUM cultural events and distribute to prospective students and their influentials. Responsibility Associate Director of Student Support Services, Multicultural Affairs</p> <p>Strategy 5B Create a new web site that addresses all MSUM diversity resources, activities, and organizations. Link from www.mnstate.edu. Responsibility Office of the President</p> <p>Strategy 5C Ensure that MSUM students, faculty, and staff of color are represented in university publications that include photographs.</p>

	<p>Responsibility Office of the President through the Graphic Standards Guide. Enforced by Office of Publications, Instructional Media</p>
	<p>Strategy 5D Ensure that MSUM students, faculty, and staff of color are represented in University publications that include quotations/captions. Responsibility Office of the President through the Graphic Standards Guide. Enforced by Office of Publications, Instructional Media</p>
	<p>Strategy 5E Create a “diversity promotions” group to identify the target publications and to create a process to direct communication of student activity to the MSUM News Service. Responsibility Executive Director of University Advancement, with College Student Advisory Committees</p>
	<p>Strategy 5F Promote the activity of students of color to area media including media publications that primarily target audiences of people of color. Responsibility News Service Director</p>
<hr/> Goal 6 Establish mutually beneficial recruiting partnerships with area businesses and schools to provide increased opportunities for students, including students of color.	<p>Strategy 6A Engage area businesses and MSUM students in a multi-year-mentorship program. Responsibility President</p> <p>Strategy 6B Engage representatives from communities of color, local businesses, area schools, and campus leaders to develop strategies to advance Goal 3. Responsibility President</p> <p>Strategy 6C Identify University partners from the current and future vendors. Responsibility Director of Human Resources, Vice President for Student Affairs</p>
<hr/> Goal 7 Encourage local businesses to enhance marketing of multicultural merchandise.	<hr/> <p>Strategy 7A Develop a plan to engage vendors/businesses in a “multicultural marketplace” at MSUM, designed to bring vendors and their merchandise to campus. Responsibility Vice President for Student Affairs, Director of Student Union and Activities</p>

	Strategy 7B Make multicultural merchandise consistently available on campus. Responsibility Vice President for Student Affairs, Director of Student Union and Activities
Goal 8 MSUM will provide resources for multicultural groups.	Strategy 8A Compile a resource list of MSUM service to the community. Responsibility Director of Human Resources
	Strategy 8B Establish MSUM as the venue for multicultural community events. Responsibility Associate Director of Student Support Services, Multicultural Affairs
	Strategy 8C Develop and offer workshops to train multicultural leaders in the community in areas such as grant writing, leadership development, tax reports, etc. Responsibility Director of Continuing Studies

The Challenge of Retaining Students of Color at MSUM

1. Students of color have few role models and mentors on campus and in the community.
2. Few students of color historically enrolled at MSUM
3. Few staff and administrators of color historically employed at MSUM
4. Institutional commitment to diversity is not as visibly communicated as it could be.
5. Institutional commitment to diversity needs to be adopted by the entire campus community to overcome complacency.
6. Curriculum offers few multicultural course options taught by faculty of color.
7. Multiculturalism is not infused in University-wide curriculum.
8. Limited number of scholarship opportunities.
9. Perception of racism/intolerance in the community.
10. Perception of racism/intolerance on campus.
11. Interaction of students of color and students from the majority culture is unnecessarily limited.
12. Multicultural opportunities and entertainment activities are limited.
13. Campus support services for student success are limited by budgetary restrictions.
14. Community support systems are limited.

Current Retention Practices for Students of Color

Office of Multicultural Affairs

The Multicultural Affairs Office is a comfortable place where students can learn about opportunities available to African American, American Indian, Asian American, and Hispanic/Latino students. It offers services designed to assist with students' adjustment to college life through social and cultural events as well as study skills workshops and study groups. These social and cultural activities are planned year-round to help students feel like they are a part of the campus community. The Office of Multicultural engages in the following retention activities:

- Broadcasts on KMSC and via the web, live Latino radio programs to 31 stations in Montana, North Dakota, and Minnesota. MSUM is mentioned at the beginning and the end of each hour-long program.
- Strengthens and highlights special projects that are important to the students we hope to recruit and retain, including cross-cultural events to encourage students of color to interact and learn about each other's cultures.
- Encourages communications with students through e-mail lists and the websites, in addition to personal contact, to inform of such things as scholarships, events, and deadlines.
- Works closely with student organizations to plan and organize cultural events, such as MSUM's Latino Unity Conference, Martin Luther King celebration, Black History Month, Asian American Awareness week, and the Indian Awareness Week.
- Advocates for students of color on and off campus to address needs, including personal difficulties, student-student and student-professor conflicts, scheduling problems, financial aid issues, adequate child care, and others.
- Serves as liaison to community organizations and events with students want to connect, such as the Tri-College Pow-Wow and student socials with other campuses.

Minority Study and Resource Center in CMU 223

The Resource Room is a valuable resource for students who wish to study while on campus. Equipment and reference materials include eight PCs; Internet and Email access; Laser Jet 5M Printer (paper provided); telephone for local calls; videos, books, magazines, newspapers and many other publications related to minority students; and posted information regarding internships, jobs, and scholarships of special interest to minority students.

Multicultural Student Organizations

- American Indian Student Association
- Asian American Student Association
- Black Student Alliance
- Organización Latina Americana

Retention Goals and Strategies

MSUM will continue all current retention strategies in addition to the following:

<p>Goal 1 Gather data from MSUM students, including students of color, to further understand the challenges for/experiences of MSUM students of color, the needs (retention issues) of MSUM students of color, the recruitment messages that would speak to students of color, and the reasons for withdrawal from MSUM</p>	<p>Strategy 1A Develop methodology to assess the progress and experience of all MSUM students, including students of color. Responsibility Office of the President</p> <p>Strategy 1B Add a voluntary racial/ethnic demographic section on the official MSUM student withdrawal form so that data may be gathered from students of color. Responsibility Counseling and Career Services Office with data returned to the Office of the President</p> <p>Strategy 1C Follow-through with students who stop-out of school without communicating with their faculty advisors or the Counseling and Career Services Office. Responsibility Counseling and Career Services Office with data returned to the Office of the President</p> <p>Strategy 1D Gather data through the readmission process. Responsibility Director of Admissions, Registrar</p>
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Goal 2	Gather data from MSUM alumni of color to further understand their experiences as MSUM students of color.	Strategy 2A	Identify and convene an Alumni Foundation Committee on Diversity to assist with evaluating the experiences of MSUM alumni of color. Responsibility MSUM Alumni Foundation President
		Strategy 2B	Develop a methodology to annually assess the MSUM experience of alumni of color. Responsibility Survey development by the MSUM Alumni Diversity Committee; Data collection by the Alumni Foundation with data returned to the Office of the President

Goal 4 Encourage students of color to become connected to the MSUM campus.	Strategy 4A Create an incoming “student host program” that refers newly admitted, interested students with student organizations including: Organización Latina Americana, Black Student Alliance, Asian American Student Association, American Indian Student Association, and the International Diplomats (for New Americans). Responsibility Student Organization Presidents (assisted by their faculty advisors) Strategy 4B Develop a plan to increase the participation of students of color in MSUM Orientation activities. Responsibility Associate Director of Student Support Services
Goal 5 Coordinate and enhance campus multicultural and/or anti-racism training opportunities and programs.	Strategy 5A Enhance existing multicultural awareness/anti-racism training programs for student leaders and student employees. Responsibility Training Our Campuses Against Racism (TOCAR) Strategy 5B Create a Student Diversity Team that educates student groups and student employees of the needs, concerns and resources for students of color. Responsibility Office of Multicultural Affairs, TOCAR Strategy 5C Provide multicultural awareness/anti-racism training to faculty and staff. Responsibility TOCAR Strategy 5D Continue the “stop the hate” program for students, faculty/staff, and community leaders. Responsibility CMU Assistant Director of Activities and Organizations
Goal 6 Develop campus-level, need-based scholarships to complement the university’s current performance-based scholarships.	Strategy 6A Create a diversity tuition waiver scholarship pool. Responsibility Assistant to the President; Associate Director of Student Support Services, Multicultural Affairs Strategy 6B Identify and communicate grant-funding opportunities/agencies that would support more tuition-waivers and/or scholarships. Responsibility Programmatic Grants Officer

	<p>Strategy 6D Create a group to write grants that seek funding support for diverse students. Responsibility Associate Vice President for Academic Affairs</p> <p>Strategy 6E Establish an Alumni Foundation Advisory Committee on Diversity to develop strategies to engage in targeted fund-raising for scholarships for diverse students. Responsibility Alumni Foundation President</p>
<p>Goal 7 Enhance the First Year Experience (FYE) course and FYE-related opportunities for students of color.</p>	<p>Strategy 7A Create a targeted campaign to encourage students of color to enroll in FYE. Responsibility Director of Advising Support Center</p> <p>Strategy 7B Encourage more faculty of color to teach in FYE. Responsibility Director of Advising Support Center</p> <p>Strategy 7C Develop diversity curriculum for FYE instructors. Curriculum should include an explanation to students of desired learning outcomes in MSUM multicultural courses. Responsibility Director of Advising Support Center, with the Multicultural Studies Department</p> <p>Strategy 7D Provide FYE instructor training for the diversity curriculum (once the curriculum is finalized). Responsibility Director of Advising Support Center</p> <p>Strategy 7E Research and develop a plan to create an Alumni Foundation FYE scholarship that would cover the tuition of FYE. Responsibility Alumni Foundation Diversity Committee</p>
<p>Goal 8 Recruit students of color for on-campus employment.</p>	<p>Strategy 8A Develop strategies to help students, including students of color, to make application for on-campus jobs early in the academic year. Responsibility Vice President for Student Affairs</p> <p>Strategy 8B Create a MSUM employer committee for the purpose of developing and implementing student recruitment strategies. Responsibility Director of Human Resources</p>

	<p>Strategy 8C Identify funding for non-workstudy on-campus jobs. Responsibility Vice President for Student Affairs, Vice President for Administrative Affairs</p>
<hr/> <p>Goal 9 Enhance curriculum.</p>	<p>Strategy 9A Infuse multiculturalism into University-wide curriculum. Responsibility Academic Deans</p> <p>Strategy 9B Offer more multicultural courses, majors, and/or programs of study. Responsibility Academic Deans</p>
<hr/> <p>Goal 10 Communicate diversity values, plans, scholarship, mentorship, and support-opportunities for students of color.</p>	<p>Strategy 10A Create a new web site that addresses all MSUM diversity activities, resources and link directly from the home page of www.mnstate.edu. Responsibility Office of the President</p> <p>Strategy 10B Ensure that MSUM students, faculty, and staff of color are fairly, accurately, and proportionately included in University publications that include photographs. Responsibility Office of the President through the Graphic Standards Guide; enforced by Office of Publications, Instructional Media</p> <p>Strategy 10C Create a “diversity promotions” group to identify the target publications and to create a process to direct communication of student activity to the MSUM News Service. Responsibility Associate Director of Student Support Services, Multicultural Affairs, with the existing College Student Advisory Committees</p> <p>Strategy 10D Promote the activity of students of color to area media including media publications that primarily target audiences of people of color. Responsibility News Service Director</p> <p>Strategy 10E Communicate MSUM’s diversity values to contractors, subcontractors and vendors who work on campus. Responsibility Vice President for Administrative Affairs, Vice President for Student Affairs</p>

Part II:

Increasing the Recruitment and Retention of Racially and Ethnically Diverse Faculty

The term “faculty” refers to teaching faculty and administrative and service faculty.

The Objective

To create a more racially and ethnically diverse MSUM faculty (teaching and administrative/service).

The Challenge of Recruiting Faculty of Color to MSUM

1. Lack of understanding of the requirements and application of nondiscrimination and affirmative action policies
2. Competition for faculty from other institutions
3. Seniority system has negative impact on faculty in the case of retrenchment
4. Students of color historically under represented at MSUM
5. Insufficient number of role models/mentors for faculty of color
6. Lack of awareness in the community of racial prejudice, stereotyping and intolerance
7. Lack of awareness on campus of racial prejudice, stereotyping and intolerance
8. Multicultural opportunities and entertainment activities are limited
9. Community support systems are limited
10. Campus support systems are limited
11. Geographical location can increase sense of isolation
12. Lack of recognition of and respect for the history and culture of people of color in this area
13. Perception of homogeneity of the region
14. School systems lack role models and a fully inclusive curriculum

Current Recruitment Strategies for Faculty of Color

Minnesota State University Moorhead Affirmative Action Plan

Minnesota State University Moorhead Recruitment and Hiring Guidelines Unclassified Personnel

Experience of the Department of Social Work and Teacher Preparation Programs in faculty searches for academic year 2001-2002.

Recruitment Goals and Strategies

MSUM will continue all current recruitment strategies in addition to the following:

<p>Goal 1 Gather data from MSUM faculty, including faculty of color, to further understand the challenges facing MSUM faculty of color, the needs (retention issues) of MSUM faculty of color, the recruitment messages that would speak to faculty of color, and the reasons for leaving MSUM.</p>	<p>Strategy 1A Develop methodology to assess the employment experience of all MSUM faculty, including faculty of color. Responsibility Office of the President</p> <p>Strategy 1B Conduct structured exit interviews with probationary and tenured faculty when they resign or retire from employment at MSUM. Responsibility President</p> <p>Strategy 1C Develop a database to facilitate contact with faculty after they resigned or retired from MSUM. Responsibility Director of Human Resources</p>
<p>Goal 2 Develop an intentional faculty-of-color recruiting campaign</p>	<p>Strategy 2A Include national and regional minority media in recruiting campaigns Responsibility Academic Deans, Vice Presidents</p> <p>Strategy 2B Collaborate with business and industry to seek out potential candidates Responsibility Search Committees, Academic Deans, Vice Presidents</p> <p>Strategy 2C Cultivate relationships with graduate programs that historically serve students of color to establish MSUM as a potential employer of their graduates. Responsibility Director of Graduate Studies</p> <p>Strategy 2D Allocate resources to support the recruitment of minority candidates at national and regional conferences. Responsibility President</p> <p>Strategy 2E Direct dual-career couples to regional employment information and resources. Responsibility Assistant to the President</p>
<p>Goal 3 Refine the search process to increase the likelihood that candidates of color are considered for an open position.</p>	<p>Strategy 3A Encourage search committees, where appropriate, to develop racially diverse advisory boards who are able to identify and recruit applicants for faculty positions. Moreover, invite representative(s) from those boards to serve as voting members of search committees. Responsibility Academic Deans, Vice Presidents, or President</p>

- Strategy 3B** Ensure that search committees are as diverse as possible by expanding membership to include advisory board members, community members, or faculty/staff/student members from other departments.
Responsibility Academic Deans, Vice President, or President
- Strategy 3C** Invite faculty and staff of color to form a resource group to assist search committees throughout the search process.
Responsibility Director of Human Resources
- Strategy 3D** The Affirmative Action Officer, Academic Deans, and Vice Presidents (non academic areas) must meet with the hiring unit and potential search committee members to define the credentials and responsibilities required for a successful candidate, discuss diversity expectations, affirmative action goals, and recruitment plan, prior to Presidential authorization to search.
Responsibility Affirmative Action Officer; Academic Deans; Vice Presidents
- Strategy 3E** Vacancy notice and/or position descriptions should allow for the consideration of relevant professional and/or life experience appropriate to the position.
Responsibility Search Committees, Academic Deans, Vice Presidents
- Strategy 3F** Include statement establishing the University's commitment to diversity on all position announcements.
Responsibility Academic Deans, Vice Presidents
-

The Challenge of Retaining Faculty of Color

1. Lack of understanding of the requirements and application of nondiscrimination and affirmative action policies
2. Competition for faculty from other institutions
3. Seniority rosters in the collective bargaining unit agreements have a disproportionate negative effect on people of color (e.g. last hired, first fired)
4. Few students of color historically enrolled at MSUM
5. Few role models/mentors for faculty of color
6. Lack of awareness in the community of racial prejudice, stereotyping and intolerance
7. Lack of awareness on campus of racial prejudice, stereotyping and intolerance
8. Multicultural opportunities and entertainment activities are limited
9. Community support systems are limited
10. Campus support systems are limited
11. Geographical location can increase sense of isolation
12. Lack of recognition of and respect for the history and culture of people of color in this area
13. Perception of homogeneity of the region
14. School systems lack role models and a fully inclusive curriculum

Retention Goals and Strategies

MSUM will continue all current retention strategies in addition to the following:

<p>Goal 1 Gather data from MSUM faculty, including faculty of color, to further understand the challenges facing MSUM faculty of color, the needs (retention issues) of MSUM faculty of color, the recruitment messages that would speak to faculty of color, and the reasons for leaving MSUM.</p>	<p>Strategy 1A Develop methodology to assess the employment experience of all MSUM faculty, including faculty of color. Responsibility Office of the President</p>
	<p>Strategy 1B Conduct structured exit interviews with probationary and tenured faculty when they resign from employment at MSUM. Responsibility President</p>
<p>Goal 2 Enhance the first-year experience for faculty of color and all other new faculty</p>	<p>Strategy 2A Establish the University's official commitment to diversity at the orientation program for new faculty Responsibility President</p>
	<p>Strategy 2B From the point of hire, pair new faculty with senior faculty mentors as part of the faculty mentorship program. Responsibility Faculty Development Directors</p>
	<p>Strategy 2C Welcome first-year faculty to the campus and local community in concrete and intentional ways. Responsibility Cabinet</p>
<p>Goal 3 Develop and support all faculty.</p>	<p>Strategy 3A Develop assistance resources and/or programs to help faculty interested in pursuing terminal degrees in disciplines that would assist the University's diversity goals. Responsibility Cabinet</p>

	<p>Strategy 3B Assist New American faculty and students in transferring their credentials to the United States Responsibility Director of Human Resources</p> <p>Strategy 3C Develop faculty exchange programs by collaborating with universities that historically serve students of color. Responsibility Vice President for Academic Affairs, Vice President for Student Affairs</p>
<p>Goal 4 Provide anti-racism and diversity education to the campus community.</p>	<p>Responsibility President</p>
<p>Goal 5 Infuse multiculturalism into university life.</p>	<p>Strategy 5A Commit resources to support the development of multicultural curriculum, programs and initiatives. Responsibility President</p> <p>Strategy 5B Incorporate evaluation criteria regarding diversity efforts and accomplishments into the regular university review processes. Responsibility President</p> <p>Strategy 5C Compile and distribute information regarding current multicultural programs and initiatives. Responsibility Cabinet</p> <p>Strategy 5D Infuse multiculturalism into University-wide curriculum. Responsibility Academic Deans</p> <p>Strategy 5E Offer more multicultural courses, majors, and/or programs of study. Responsibility Academic Deans</p> <p>Strategy 5F Reward departments for developing programs and activities that support the university's diversity goals. Responsibility President</p>
<p>Goal 6 Seek external funding to support multicultural programs and initiatives Foundation</p>	<p>Responsibility MSUM Alumni Foundation, Executive Director of University Advancement and Alumni</p>

Part III:

Increasing the Recruitment and Retention of Racially and Ethnically Diverse Staff

The Objective

To create a more racially and ethnically diverse MSUM staff.

The Challenge of Recruiting Staff of Color to MSUM

1. Lack of understanding of the requirements and application of nondiscrimination and affirmative action policies
2. Staff of color historically under represented at MSUM
3. Administrators of color historically under represented at MSUM
4. Students of color historically under represented at MSUM
5. Lack of awareness in the community of racial prejudice, stereotyping and intolerance
6. Lack of awareness on campus of racial prejudice, stereotyping and intolerance
7. Multicultural opportunities and entertainment activities are limited
8. Community support systems are limited
9. Campus support systems are limited
10. Geographical location can increase sense of isolation
11. Lack of recognition of and respect for the history and culture of people of color in this area
12. Perception of homogeneity of the region
13. School systems lack role models and a fully inclusive curriculum
14. Intricate DOER and collective bargaining unit situations may limit the pool of applicants to existing employees
15. Pool of applicants are generally local and/or regional
16. Lack of affordable housing options in the area
17. English language barrier

Current Recruitment Practices for Staff of Color

Minnesota State University Moorhead Affirmative Action Plan

Minnesota State University Moorhead Recruitment and Selection Guidelines for Classified Staff

Collective Bargaining Agreements

Recruitment Goals and Strategies

MSUM will continue all current recruitment strategies in addition to the following:

Goal 1 Develop an intentional staff recruiting campaign	<p>Strategy 1A Provide regularly scheduled public presentations on the process of applying and/or bidding for staff positions at the University. Responsibility Bargaining unit leadership, Director of Human Resources</p> <p>Strategy 1B Enhance communication efforts via the Human Resources web site and printed materials to increase understanding on the process of applying and/or bidding for staff positions at the University. Responsibility Director of Human Resources</p> <p>Strategy 1C Utilize regional minority data in recruiting campaigns Responsibility Director of Human Resources</p> <p>Strategy 1D Contact individuals internally and externally to nominate potential candidates for classified vacancies. Responsibility Search Committees, Director of Human Resources, Vice Presidents, Academic Deans, Supervisors</p> <p>Strategy 1E Develop a comprehensive list of regional cultural agencies and job service agencies that serve a high percentage of persons of color. Responsibility Director of Human Resources</p>
Goal 2 Refine the search process to build the diversity of staff applicants to increase the likelihood that the pool will include persons of color.	<p>Strategy 2A Ensure that search committees are diverse whenever possible. Responsibility Director of Human Resources</p> <p>Strategy 2B Invite faculty, staff, and administrators of color to form a resource group to assist search committees throughout the search process. Responsibility Director of Human Resources</p> <p>Strategy 2C The Human Resources Office will meet with the search committee members to define the credentials and responsibilities required for a successful candidate, discuss diversity expectations, affirmative action goals, and recruitment plan.</p>

Responsibility Director of Human Resources

Strategy 2D Assist candidates in ensuring that the application process is understood and that necessary information is included in their application material.

Responsibility Director of Human Resources

Strategy 2E Include statement establishing the University's commitment to diversity on all position announcements.

Responsibility Human Resources Office

The Challenge of Retaining Staff of Color

1. Lack of understanding of the requirements and application of nondiscrimination and affirmative action policies
2. Few staff of color historically employed at MSUM
3. Few administrators of color historically employed at MSUM
4. Few students of color historically enrolled at MSUM
5. Lack of awareness in the community of racial prejudice, stereotyping and intolerance
6. Lack of awareness on campus of racial prejudice, stereotyping and intolerance
7. Multicultural opportunities and entertainment activities are limited
8. Community support systems are limited
9. Campus support systems are limited
10. Geographical location can increase sense of isolation
11. Lack of recognition of the history and culture of people of color in this area
12. Perception of homogeneity of the region
13. School systems lack role models and a fully inclusive curriculum
14. Collective bargaining unit's seniority system can have a disproportionate negative effect on people of color if layoffs occur

Retention Goals and Strategies

MSUM will continue all current retention strategies in addition to the following:

Goal 1 Enhance the first-year experience for staff .

Strategy 1A From the point of hire, pair new staff with coworkers.

Responsibility Supervisors

Strategy 1B Welcome first-year staff to the campus in concrete and intentional ways.

Responsibility Cabinet, Council on Staff Affairs

Strategy 1C Reinforce the University's commitment to diversity at the new staff orientation.

Responsibility President, Vice Presidents, Supervisors, Directors, Bargaining Unit Leadership

Goal 2	Provide anti-racism and diversity education to the campus community.	Responsibility President
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Goal 3	Infuse multiculturalism into university life.	Strategy 3A Incorporate evaluation criteria regarding diversity efforts and accomplishments into the regular University review processes. Responsibility President
		Strategy 3B Reward supervisors for developing multicultural programs and initiatives. Responsibility President
		Strategy 3C Compile and distribute information regarding current multicultural programs and initiatives. Responsibility Cabinet
		Strategy 3D Allocate resources to support the development of new multicultural programs and initiatives. Responsibility President

Goal 4	Seek external funding to support multicultural programs and initiatives	Responsibility Cabinet, Academic Deans, and Alumni Foundation
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Part IV:

Increasing the Recruitment and Retention of Racially and Ethnically Diverse Administrators

The Objective

To create a more racially and ethnically diverse MSUM administrative team.

The Challenge of Recruiting Administrators of Color to MSUM:

1. Lack of knowledge about the requirements and application of nondiscrimination and affirmative action policies
2. Competition for administrators from other institutions
3. Administrators of color historically under represented at MSUM
4. Students of color historically under represented at MSUM
5. Lack of awareness in the community of racial prejudice, stereotyping and intolerance
6. Lack of awareness on campus of racial prejudice, stereotyping and intolerance
7. Multicultural opportunities and entertainment activities are limited
8. Community support systems are limited
9. Campus support systems are limited
10. Geographical location can increase sense of isolation
11. Lack of recognition of and respect for the history and culture of people of color in this area
12. Perception of homogeneity of the region
13. School systems lack role models and a fully inclusive curriculum
14. Inability to provide tenure
15. Inability to provide nationally competitive salary and benefits
16. Intricate collective bargaining unit situations

Current Recruitment Practices for Administrators of Color

Minnesota State University Moorhead Affirmative Action Plan

Minnesota State University Moorhead Recruitment and Hiring Guidelines Unclassified Personnel

Recruitment Goals and Strategies

MSUM will continue all current recruitment strategies in addition to the following:

Goal 1 Develop an intentional administrator recruiting campaign	Strategy 1A Include national and regional minority media in recruiting campaigns Responsibility Vice Presidents, President
	Strategy 1B Contact other institutions and administrators to seek out or nominate potential candidates Responsibility Search Committees, Academic Deans, Vice Presidents, President
	Strategy 1C Develop a list of institutions serving a high percentage of persons of color. Responsibility Director of Human Resources
	Strategy 1D Direct dual-career couples to regional employment information and resources. Responsibility Assistant to the President

Goal 2 Refine the search process to build the diversity of administrative applicants to increase the likelihood that the pool will include persons of color.	Strategy 2A Encourage search committees, where appropriate, to develop racially diverse advisory boards who are able to identify and recruit applicants for administrative positions. Moreover, invite representative(s) from those boards to serve as voting members of search committees. Responsibility Academic Deans, Vice Presidents, or President
	Strategy 2B Ensure that search committees are as diverse as possible. Responsibility Vice President, President
	Strategy 2C Invite faculty, staff, and administrators of color to form a resource group to assist search committees throughout the search process. Responsibility Director of Human Resources
	Strategy 2D The Affirmative Action Officer, Vice Presidents, or President will meet with the search committee members to define the credentials and responsibilities required for a successful candidate, discuss diversity expectations, affirmative action goals, and recruitment plan. Responsibility Affirmative Action Officer; Vice Presidents, or President
	Strategy 2E Vacancy notice and/or position descriptions should allow for the consideration of relevant professional and/or life experience appropriate to the position.

	Responsibility Search Committees, Vice Presidents, or President
Strategy 2F Include statement establishing the University's commitment to diversity on all position announcements.	Responsibility Academic Deans, Vice Presidents, or President

The Challenge of Retaining Administrators of Color

1. Lack of knowledge about the requirements and application of nondiscrimination and affirmative action policies
2. Competition for administrators from other institutions
3. Few administrators of color historically employed at MSUM
4. Few students of color historically enrolled at MSUM
5. Lack of awareness in the community of racial prejudice, stereotyping and intolerance
6. Lack of awareness on campus of racial prejudice, stereotyping and intolerance
7. Multicultural opportunities and entertainment activities are limited
8. Community support systems are limited
9. Campus support systems are limited
10. Geographical location can increase sense of isolation
11. Lack of recognition of and respect for the history and culture of people of color in this area
12. Perception of homogeneity of the region
13. School systems lack role models and a fully inclusive curriculum
14. Intricate collective bargaining unit situations

Retention Goals and Strategies

MSUM will continue all current retention strategies in addition to the following:

Goal 1 Enhance the first-year experience for administrators.	Strategy 1A From the point of hire, pair new administrators with administrative colleagues. Responsibility Vice Presidents, President	
	Strategy 1B Welcome first-year administrators to the campus and local community in concrete and intentional ways. Responsibility Cabinet	
Goal 2 Provide anti-racism and diversity education to the campus community.		Responsibility President
Goal 3 Infuse multiculturalism into University life	Strategy 3A Incorporate evaluation criteria regarding diversity efforts and accomplishments into the regular University review processes. Responsibility President	
	Strategy 3B Reward administrators for developing multicultural programs and initiatives. Responsibility President	
	Strategy 3C Compile and distribute information	

regarding current multicultural programs and initiatives.

Responsibility Cabinet

Strategy 3D Allocate resources to support the development of new multicultural programs and initiatives.

Responsibility President

Goal 4 Seek external funding to support multicultural programs and initiatives

Responsibility Cabinet, Academic Deans, MSUM Alumni Foundation

Part V:

Establishing MSUM as The Multicultural Regional Resource

Goals and Strategies

Goal 1	Provide anti-racism and diversity education to the community	Responsibility President
Goal 2	Establish mutually beneficial recruiting partnerships with area businesses and schools to provide increased opportunities for all students, including students of color.	Strategy 2A Engage area businesses and MSUM students in a multi-year-mentorship program. Responsibility President
		Strategy 2B Engage representatives from communities of color, local businesses, area schools, and campus leaders to develop strategies to advance Goal 3. Responsibility President
		Strategy 2C Identify University partners from the current and future vendors. Responsibility Director of Human Resources, Vice President for Student Affairs
Goal 3	Encourage local businesses to enhance marketing of multicultural merchandise.	Strategy 3A Develop a plan to engage vendors/businesses in a “multicultural marketplace” at MSUM, designed to bring vendors and their merchandise to campus. Responsibility Vice President for Student Affairs, Director of Student Union and Activities
		Strategy 3B Make multicultural merchandise consistently available on campus. Responsibility Vice President for Student Affairs, Director of Student Union and Activities
Goal 4	MSUM will provide resources for multicultural groups.	Strategy 4A Compile a resource list of MSUM service to the community. Responsibility Director of Human Resources

Strategy 4B Establish MSUM as the venue for multicultural community events.
Responsibility Associate Director of Student Support Services, Multicultural Affairs

Strategy 4C Develop and offer workshops to train multicultural leaders in the community in areas such as grant writing, leadership development, tax reports, etc.
Responsibility Director of Continuing Studies

Part VI:

Data

Student Racial Demographic Data

STUDENT LEVEL	RACE/ETHNICITY	30th Day														
		FALL 90	FALL 91	FALL 92	FALL 93	FALL 94	FALL 95	FALL 96	FALL 97	FALL 98	FALL 99	FALL 00	FALL 01	FALL 02		
Undergraduate	White/Unknown	8359	8058	7511	6773	6254	5778	5704	5801	6014	6364	6655	6664	6822		
	African American	24	23	35	38	46	40	42	39	33	38	44	34	39		
	Asian American	65	68	68	84	85	73	79	67	50	56	55	53	53		
	Hispanic	43	54	61	73	62	76	74	54	55	67	72	74	70		
	Native American	82	84	78	77	83	73	65	58	60	70	83	90	92		
	Minorities Subtotal	214	229	242	272	276	262	260	218	198	231	254	251	254		
	International	136	154	118	111	89	75	86	93	97	113	135	133	177		
	SUBTOTAL	8709	8441	7871	7156	6619	6115	6050	6112	6309	6708	7044	7048	7253		
	Graduate	White/Unknown	410	415	381	358	368	357	323	352	336	327	357	368	395	
		African American	1	2	0	1	2	1	2	1	0	0	0	1	0	
Asian American		4	5	2	5	7	3	3	1	5	2	3	5	2		
Hispanic		1	2	3	1	0	3	2	0	1	3	2	2	3		
Native American		2	1	1	3	3	3	4	9	2	1	2	3	3		
Minorities Subtotal		8	10	6	10	12	10	11	11	8	6	7	11	8		
International		67	67	50	33	26	19	10	10	5	7	10	4	5		
SUBTOTAL		485	492	437	401	406	386	344	373	349	340	374	383	408		
ALL STUDENTS		White/Unknown	8769	8473	7892	7131	6622	6135	6027	6153	6350	6691	7012	7032	7217	
		African American	25	25	35	39	48	41	44	40	33	38	44	35	39	
	Asian American	69	73	70	89	92	76	82	68	55	58	58	55	55		
	Hispanic	44	56	64	74	62	79	76	54	56	70	74	76	73		
	Native American	84	85	79	80	86	76	69	67	62	71	85	93	95		
	Minorities Subtotal	222	239	248	282	288	272	271	229	206	237	261	262	262		
	International	203	221	168	144	115	94	96	93	102	120	145	137	182		
	TOTAL	9194	8933	8308	7557	7025	6501	6394	6475	6658	7048	7418	7431	7661		

Fall 90 - Fall 96 from UNISYS reports. Fall 97 on from ISRS TermData datafiles.

*Faculty, Staff and Administrator
Racial Demographic Data*

**RACE/ETHNIC ORIGIN FOR EMPLOYEES
MINNESOTA STATE UNIVERSITY MOORHEAD**

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03
		May	Oct	Apr	May	Oct	May	Aug	Sept	Apr	Sept	Oct
Faculty	White/Unknown	314	310	310	272	277	284	268	268	309	300	317
	African American	10	8	9	7	5	5	6	8	10	9	9
	Asian American	24	20	18	17	9	11	16	16	17	17	14
	Hispanic	7	4	4	2	1	2	1	4	4	3	2
	Native American	4	3	4	3	1	1	2	2	2	4	5
	Minorities Subtotal	45	35	35	29	16	19	24	28	31	34	30
SUBTOTAL	359	345	345	301	293	303	292	296	340	334	347	
Nbrs As Of												

CATEGORY RACE/ETHNICITY FY93 FY94 FY95 FY96 FY97 FY98 FY99 FY00 FY01 FY02

Exec/Admin/ Managerial	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
		15	17	18	14	13	16	14	14	16	14
White		2	2	2	2	2	1	1	1	1	1
African American		0	0	0	0	0	0	0	0	0	0
Asian American		0	0	0	0	0	0	0	0	0	0
Hispanic		0	0	0	0	0	0	0	0	0	0
Native American		0	0	0	0	0	0	0	0	0	0
Minorities Subtotal		2	2	2	2	2	1	1	1	1	1
SUBTOTAL		17	19	20	16	15	17	15	15	17	15

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
Professional Non-Faculty	White	71	76	79	77	77	81	82	87	88	89
	African American	1	1	0	1	2	0	1	1	1	1
	Asian American	0	0	0	0	0	0	0	0	0	0
	Hispanic	2	1	1	1	1	1	1	1	1	1
	Native American	3	3	3	3	3	3	3	3	3	3
	Minorities Subtotal	6	7	5	4	5	6	4	5	5	5
	SUBTOTAL	77	83	84	81	82	87	86	92	93	94

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
Secretarial / Clerical	White	107	112	110	106	97	102	95	92	89	95
	African American	0	0	0	0	0	0	0	0	0	0
	Asian American	1	1	1	1	1	1	1	2	3	3
	Hispanic	0	0	0	0	0	0	0	0	0	0
	Native American	0	0	0	0	0	0	0	0	0	0
	Minorities Subtotal	1	1	1	1	1	1	1	1	2	3
	SUBTOTAL	108	113	111	107	98	103	96	93	91	98

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
Skilled Crafts	White	19	20	20	13	13	14	16	15	15	17
	African American	0	0	0	0	0	0	0	0	0	0
	Asian American	0	0	0	0	0	0	0	0	0	0
	Hispanic	1	1	1	1	0	0	0	0	0	0
	Native American	0	0	0	0	0	0	0	0	0	0
	Minorities Subtotal	1	1	1	1	1	0	0	0	0	0
	SUBTOTAL	20	21	21	14	14	14	16	15	15	17

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
Technical / Paraprofesnl	White	22	23	24	25	27	25	25	28	24	23
	African American	0	0	0	0	0	0	0	0	0	0
	Asian American	0	0	0	0	0	0	0	0	0	0
	Hispanic	0	0	0	0	0	0	0	0	0	0
	Native American	0	0	0	0	0	0	0	0	0	0
	Minorities Subtotal	0	0	0	0	0	0	0	0	0	0
	SUBTOTAL	22	23	24	25	27	25	25	28	24	23

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
Service / Maintenance	White	20	21	24	66	67	66	62	59	58	55
	African American	0	0	0	0	0	0	0	0	0	0
	Asian American	0	0	0	0	0	0	1	0	0	0
	Hispanic	1	1	4	2	1	2	3	3	3	3
	Native American	1	0	0	3	3	1	1	3	1	0
	Minorities Subtotal	2	1	1	7	5	2	4	6	4	3
	SUBTOTAL	22	22	25	73	72	68	66	65	62	58

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
STAFF											
SUBTOTAL	White	254	269	275	301	294	304	294	295	290	292
	African American	3	3	2	3	3	3	1	2	2	2
	Asian American	1	1	1	1	1	1	2	1	2	3
	Hispanic	4	4	3	6	4	2	3	4	4	4
	Native American	4	4	3	6	6	4	4	6	4	3
	Minorities Subtotal	12	12	10	15	14	10	10	13	12	12
	SUBTOTAL	266	281	285	316	308	314	304	308	302	305

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
ALL											
EMPLOYEES	White	568	579	585	573	571	588	562	563	599	592
	African American	13	11	12	9	8	8	6	8	10	12
	Asian American	25	21	19	18	10	12	18	17	19	20
	Hispanic	11	8	7	8	5	4	4	8	8	7
	Native American	8	7	7	9	7	5	6	8	6	7
	Minorities Subtotal	57	47	45	44	30	29	34	41	43	46
	SUBTOTAL	625	626	630	617	601	617	596	604	642	639

**RACE/ETHNIC ORIGIN FOR EMPLOYEES -- PERCENTAGES
 MINNESOTA STATE UNIVERSITY MOORHEAD**

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	30th day
												FY03
Faculty	White/Unknown	87.5%	89.9%	89.9%	90.4%	94.5%	93.7%	91.8%	90.5%	90.9%	89.8%	91.4%
	African American	2.8%	2.3%	2.6%	2.3%	1.7%	1.7%	1.7%	2.0%	2.4%	3.0%	2.6%
	Asian American	6.7%	5.8%	5.2%	5.6%	3.1%	3.6%	5.5%	5.4%	5.0%	5.1%	4.0%
	Hispanic	1.9%	1.2%	1.2%	0.7%	0.3%	0.7%	0.3%	1.4%	1.2%	0.9%	0.6%
	Native American	1.1%	0.9%	1.2%	1.0%	0.3%	0.3%	0.7%	0.7%	0.6%	1.2%	1.4%
	Minorities Subtotal	12.5%	10.1%	10.1%	9.6%	5.5%	6.3%	8.2%	9.5%	9.1%	10.2%	8.6%
	SUBTOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	Nbrs As Of	May	Oct	Apr	May	Oct	May	Aug	Sept	Apr	Sept	Oct

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
Exec/Admin/ Managerial	White	88.2%	89.5%	90.0%	87.5%	86.7%	94.1%	93.3%	93.3%	94.1%	93.3%
	African American	11.8%	10.5%	10.0%	12.5%	13.3%	5.9%	6.7%	6.7%	5.9%	6.7%
	Asian American	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%
	Hispanic	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%
	Native American	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%
	Minorities Subtotal	11.8%	10.5%	10.0%	12.5%	13.3%	5.9%	6.7%	6.7%	6.7%	5.9%
	SUBTOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
Professional Non-Faculty	White	92.2%	91.6%	94.0%	95.1%	93.9%	93.1%	95.3%	94.6%	94.6%	94.7%
	African American	1.3%	1.2%	1.2%	0%	1.2%	2.3%	0%	1.1%	1.1%	1.1%
	Asian American	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%
	Hispanic	2.6%	2.4%	1.2%	1.2%	1.2%	1.1%	1.2%	1.1%	1.1%	1.1%
	Native American	3.9%	4.8%	3.6%	3.7%	3.7%	3.4%	3.5%	3.3%	3.2%	3.2%
	Minorities Subtotal	7.8%	8.4%	6.0%	4.9%	6.1%	6.9%	4.7%	5.4%	5.4%	5.3%
	SUBTOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
Secretarial / Clerical	White	99.1%	99.1%	99.1%	99.1%	99.0%	99.0%	99.0%	98.9%	97.8%	96.9%
	African American	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%
	Asian American	0.9%	0.9%	0.9%	0.9%	1.0%	1.0%	1.0%	1.1%	2.2%	3.1%
	Hispanic	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%
	Native American	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%
	Minorities Subtotal	0.9%	0.9%	0.9%	0.9%	1.0%	1.0%	1.0%	1.1%	2.2%	3.1%
	SUBTOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
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Skilled Crafts	White	95.0%	95.2%	95.2%	92.9%	92.9%	100%	100%	100%	100%	100%	100%	100%
African American	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Asian American	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Hispanic	5.0%	4.8%	4.8%	7.1%	7.1%	0%	0%	0%	0%	0%	0%	0%	0%
Native American	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Minorities Subtotal	5.0%	4.8%	4.8%	7.1%	7.1%	0%	0%	0%	0%	0%	0%	0%	0%
SUBTOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

CATEGORY RACE/ETHNICITY

Technical / Paraprofesnl	White	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
African American	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Asian American	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Hispanic	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Native American	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Minorities Subtotal	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
SUBTOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

CATEGORY RACE/ETHNICITY

Service / Maintenance	White	90.9%	95.5%	96.0%	90.4%	93.1%	97.1%	93.9%	90.8%	93.5%	94.8%
African American	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0.0%
Asian American	0%	0%	0%	0%	0%	0%	0%	1.5%	0%	0%	0.0%
Hispanic	4.5%	4.5%	4.0%	5.5%	2.8%	1.5%	3.0%	4.6%	4.6%	4.8%	5.2%
Native American	4.5%	0%	0%	4.1%	4.2%	1.5%	1.5%	4.6%	4.6%	1.6%	0.0%
Minorities Subtotal	9.1%	4.5%	4.0%	9.6%	6.9%	2.9%	6.1%	9.2%	6.5%	6.5%	5.2%
SUBTOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
STAFF											
SUBTOTAL	White	95.5%	95.7%	96.5%	95.3%	95.5%	96.8%	96.7%	95.8%	96.0%	95.7%
	African American	1.1%	1.1%	1.1%	0.6%	1.0%	1.0%	0.3%	0.6%	0.7%	0.7%
	Asian American	0.4%	0.4%	0.4%	0.3%	0.3%	0.3%	0.7%	0.3%	0.7%	1.0%
	Hispanic	1.5%	1.4%	1.1%	1.9%	1.3%	0.6%	1.0%	1.3%	1.3%	1.3%
	Native American	1.5%	1.4%	1.1%	1.9%	1.9%	1.3%	1.3%	1.9%	1.3%	1.0%
	Minorities Subtotal	4.5%	4.3%	3.5%	4.7%	4.5%	3.2%	3.3%	4.2%	4.0%	3.9%
	SUBTOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

CATEGORY	RACE/ETHNICITY	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
ALL											
EMPLOYEES	White	90.9%	92.5%	92.9%	92.9%	95.0%	95.3%	94.3%	93.2%	93.3%	92.6%
	African American	2.1%	1.8%	1.9%	1.5%	1.3%	1.3%	1.0%	1.3%	1.6%	1.9%
	Asian American	4.0%	3.4%	3.0%	2.9%	1.7%	1.9%	3.0%	2.8%	3.0%	3.1%
	Hispanic	1.8%	1.3%	1.1%	1.3%	0.8%	0.6%	0.7%	1.3%	1.2%	1.1%
	Native American	1.3%	1.1%	1.1%	1.5%	1.2%	0.8%	1.0%	1.3%	0.9%	1.1%
	Minorities Subtotal	9.1%	7.5%	7.1%	7.1%	5.0%	4.7%	5.7%	6.8%	6.7%	7.2%
	SUBTOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Faculty counts are from the HR3140 report. However, some fiscal years show numbers from the beginning of the academic year (94, 97, 99, 00) and other years show numbers from the end of the academic year (93, 95, 96, 98, 01).

Faculty counts exclude adjuncts and those on full-year sabbaticals. Both full and part-time regular faculty are counted.

Staff counts are from the HR3170 report. The categories used are federal reporting categories. The Professional Non-Faculty category contains mainly the MSUAASF and MAPE bargaining units but some MMA (but not all) are included.
Information provided by Iris Gill, Institutional Research (6/1/01) Updated 10/15/02