



MINNESOTA STATE
Board of Trustees

AGENDA ITEM SUMMARY

NAME: Diversity, Equity and Inclusion Committee

DATE: April 17, 2024

TITLE: Normandale Community College: Strategic Framework and Equimetrics

Action

Review and Discussion

This item is required by policy

PRESENTERS

Joyce Ester, President, Normandale Community College

Corey Crowder, Associate Vice President of Equity & Inclusion, Normandale Community College

Francie Streich, Director of Institutional Research, Normandale Community College

PURPOSE

Normandale Community College has been asked to present on our Strategic Framework and equity initiatives. Normandale is committed to the Equity 2030 vision of the Minnesota State system and has been working toward our strategic goals since 2020. We have implemented initiatives focused on closing equity gaps, improving degree completion and transfer rates, and improving our campus climate and culture at every level of the organization. While there is no one solution, we feel that our many programs and projects from foundational policy to professional development have created an environment of equity and inclusion that supports student success.

BACKGROUND INFORMATION

Normandale Strategic Framework

In Fall 2020, Normandale began forming a new strategic plan by reviewing our mission, vision, and values and announcing the Big 3 Strategic Goals. In the Fall of 2021, the mission, vision, and values were restated and approved by the Board of Trustees and building from our strategic goals and extensive initiative implementation on campus, the Normandale Strategic Framework was announced. The Framework consists of the Big 3 Goals, measures for each of those goals, and 7 Key Strategies that support the Goals.

Normandale's mission:

- to cultivate a welcoming college community
- to foster every student's talents
- to build an equitable world

Normandale's vision:

Limitless human potential realized.

Normandale's values:**Caring**

We cultivate a college community where people feel a sense of belonging and connectedness. We recognize that people learn and work better when their needs are met and they feel safe. We have the courage to communicate with compassionate candor. We are a community of kindness and respect.

Curiosity

We nurture curious minds in our students and in our employees. We are genuinely curious about one another. Curiosity fuels our pursuit of learning and inspires us to find better ways of doing things. It drives us to ask good questions and to seek information to answer them. We are a community of curious people.

Commitment

We work hard to achieve our mission and goals. We dedicate ourselves to meeting all our students where they are and helping them pursue their aspirations. We are conscientious stewards of the college's resources. We are a community that expects a lot of ourselves and takes pride and joy in our work.

Big 3 Goals**1. Achieve racial equity in educational outcomes by 2025**

Measures:

- Placement rates
- College level course completion rates
- Credits earned by 1st Spring
- Course Success
 - GPA (C or better)
 - Withdrawal rates
 - Warning rates
 - Suspension rates
- Fall to Fall retention rates
- Completion rates
- Transfer rates

2. Achieve associate degree completion or baccalaureate transfer rate of 50% or better for degree seeking students by 2030

Measures:

- Completion of associate degree within 3 years
- Transfer to baccalaureate program within 3 years

3. Support and sustain a pervasive college culture that is culturally responsive and service oriented.

Measures:

- By fall 2025, every business unit will have a customized definition of good customer service and a plan to assess at least one priority element of it.

- By 2025, all employees will have completed and be held to ongoing Diversity, Equity, and Inclusion (DEI) mandatory training established by Normandale's E&I team.
- By December 2025, all employees will have completed at least one of either the Intercultural Development Inventory (IDI) program or Culturally Responsive Pedagogy (CRP) as established and offered at Normandale.
- Biannual campus climate survey results will demonstrate increased proficiency and agreement with Normandale's progress towards its equity goals.

7 Key Strategies

1. Provide holistic student support that meets students' basic, non-academic needs, allowing them to make academic progress and succeed in their Normandale journey.
2. Sustain and continuously improve our approach to teaching and how we foster learning to support student equity, retention, and success at Normandale.
3. Evaluate and continuously improve employee hiring and engagement practices to ensure a diverse employee body that is valued, engaged, and reflective of student body demographics.
4. Provide ongoing, comprehensive professional development opportunities for employees designed to advance understanding, skills, and leadership to achieve equity goals, and a culturally competent (equity-minded) and service-oriented (student-ready) campus community.
5. Evaluate campus spaces (physical and virtual) using an equity lens and current research to decenter whiteness and create an environment that is welcoming and inclusive for historically marginalized students and employees.
6. Evaluate and continuously improve all college policies and procedures to remove barriers for students, disrupt structural inequalities, and achieve racial equity for students and employees.
7. Use data and equity frameworks to ensure systemic change.

Strategic Planning Timeline

The current plan, the Normandale Strategic Framework, will be in effect until the end of Fall 2025. At that time a full assessment of the Framework, its outcomes, and processes will be conducted. In Spring 2026, work on a new strategic plan will begin with an aim to launch the new plan in Fall 2026.

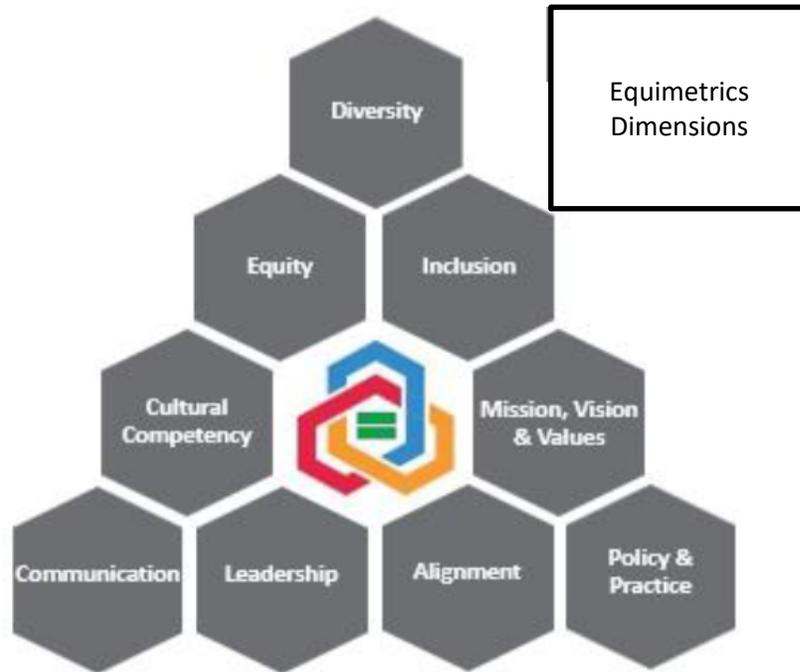
Equity Programs and Initiatives

To support our Strategic Framework, Normandale has instituted innovative programs and initiatives in every division of the college. These projects range from revamping our advising services and professional development programs, to redesigning our physical space to be more equitable. We believe it will take this comprehensive effort to close our equity gaps.

One step in our work has been to complete the Equimetrics campus climate survey. In 2021, we sought to find an instrument to help us gauge our campus climate among employees in pursuit of Goal #3. Equimetrics, a product of Infinity Systems, was chosen for several reasons. The Equimetrics tool measures the specific topics of interest to Normandale, and Infinity Systems demonstrated the psychometric reliability of the survey and its sub-dimensions. Infinity

Systems has a proven background in this assessment, they were already working with other Minnesota State institutions, and they are a local, minority-owned institution. We were able to launch our first assessment in fall of 2021.

The survey contains 29 main questions which participants respond to on a 1-10 scale. Equimetrics uses a net promoter model, meaning that the institution is evaluated on how many respondents choose “agree” or “strongly agree” in support of the questions asked. The survey measures the college on 9 dimensions that are standard in the tool as well as a set of items uniquely designed for Normandale.



We completed a second assessment in 2023 and improved our scores in all of the 9 focus areas.

Equimetrics® Data Review

Focus Area Scores - Comparison
(Year 1 vs. Year 2)

Focus Area	EQ Score (Strongly Agree %)	
	2023	2021
Mission, Vision & Values	60.0	48.4
Alignment	58.4	47.5
Policy & Practice	58.3	47.1
Leadership	49.6	45.6
Inclusion	47.8	36.0
Communication	47.2	39.8
Diversity	46.1	37.0
Cultural Competency	42.5	37.9
Equity	39.0	32.9
Equimetrics® Score	49.1	40.7



We are able to analyze the data in a variety of ways. It has been particularly helpful to see differences in responses between specific employee groups, such as years of service. Given the information below, for example, we were able to create programming targeting new employees (those in the 0-4 year range) and saw significant improvement in their responses from 2021 to 2023.

Equimetrics® Data Review

Demographic Data

49.1
Equimetrics Score



equimetrics

Different categories in Year 1: *11-20 years *21-30 years

Our presentation will focus on the Equimetrics Survey and related programs. However, we have asked several faculty and staff key to other initiatives at the college such as our Culturally Responsive Pedagogy, Equity Fellows, Strategic Enrollment Management, Intercultural Development, Student-Ready College, and Undocuscholars programs to attend and be available for discussion after the meeting. Please seek them out if you are available (they'll be wearing red "Ask Me" buttons).