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ASSOCIATION OF COLLEGE & UNIVERSITY AUDITORS



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September 24-28, 2023 Loews Miami Beach Hotel • Miami Beach, FL



From Awareness to Action: Evaluating Your Institution's DEI Progress





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Introductions



Ashley Deihr, Partner
Baker Tilly



Jennifer Romano,
Manager Baker Tilly



Melissa Primus, Deputy
Director, Officer of
Internal Auditing,
Minnesota State



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Learning Objectives

1. Understand the key components of a DEI assessment framework: Participants will learn about the essential elements of a comprehensive DEI assessment.
2. Learn how to evaluate progress towards DEI goals: Participants will gain insights into effective methods for tracking and evaluating their institution's progress towards achieving DEI goals.
3. Develop strategies for addressing gaps and driving continuous improvement: Participants will learn about strategies for identifying gaps and opportunities for improvement in their institution's DEI efforts.



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MINNESOTA STATE

- Chancellor
- 33 Colleges and universities
- 30 Autonomous presidents



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Minnesota State System Office

- Chancellor
 - Presidents report to Chancellor
- Vice Chancellors (Finance, Human Resources, IT, Academic & Student Affairs)
 - Decentralized decision model
 - System policies and procedures



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Moonshot Goal: Equity 2030

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

Chancellor discussed during June 2019 Board study session.





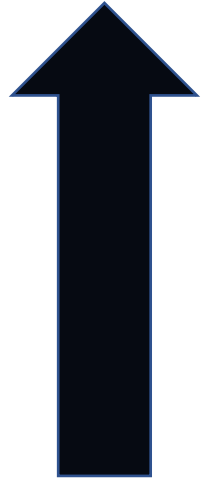
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Initial DEI Goals to Enhance Access and Increase Student Success



- Increase student retention, persistence, and graduation
- Increase the % of Minnesotans age 25 to 44 who have attained a postsecondary certificate or degree to 70% across all populations
- Increase market share of high school graduates and the transfer rate from our two-year colleges to our universities
- Increase # of post-traditional (adult) learners



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Early Equity 2030 Efforts

- Consult with internal stakeholders
- Inventory current work underway
 - Maturity and scalability of effort
 - Identify opportunities
- Engage key external stakeholders to align efforts systemwide



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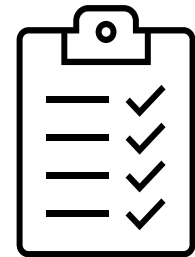
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Early DEI Workplan Activities

- Promote DEI campus tool-kits to support campus strategic plans
- Promote campus tool-kits to measure campus climate
- Develop a tool and training for equity lens policy review
- Centralize intake for civil rights compliance data





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Vice Chancellor for Diversity, Equity, Inclusion

- 2021 System Director position reclassified to Vice Chancellor (cabinet)
- System DEI office
- 33 colleges / universities (54 campuses) informally reporting to VC
 - Varying staff size
 - Some shared positions (ex: 50% DEI)
 - Varying budgets



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Minnesota State's ERP System

- Accessible Data
 - Common student, finance, and payroll system
 - Available data: student admissions, financial aid, retention, etc.
- DEI budgets or spending across system



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FY23 Audit Plan

- Annual risk assessment
- Align with strategic initiatives



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Background & Approach

In June 2019, the Board approved the Equity 2030 Goal which aims to close the educational equity gaps across race and ethnicity, socioeconomic status, and geographic location by the end of the decade at every Minnesota State college and university.

June 2022, the Audit Committee of the Board of Trustees approved an advisory review on the status of the Equity 2030 goal to provide an objective lens on the maturity and progress.

Fall of 2022, The Office of Internal Audit partnered with Baker Tilly to conduct the advisory review/assessment.



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Why is this important?

- Insufficient guidance or resources especially with multiple campuses, may adversely impact an institution's ability to reach their goals.
- A lack of defined accountability, monitoring, and measurement of outcomes may result in inconsistencies or insufficient progress against goals.



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Scope and Approach



The Office of Internal Audit, in collaboration with Baker Tilly, conducted an advisory review on the maturity and progress towards Equity 2030.



Assessed the institution's overall maturity and growth towards the Equity 2030 goal.



Selected seven (7) colleges and universities that geographically represent the system, vary in levels of progress toward Equity 2030 goals, size, demographics and are not part of other significant initiatives.



Developed for each observations identified to help the Office of Equity and Inclusion, in partnerships with other system office divisions, and the colleges and universities focus on next steps to continue their progression towards Equity 2030.



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Defined Questions

- What are the accelerators/strengths to the success their equity goals?
- What are the obstacles ? Both short-term and long-term timeframes?
- Does we have the resources needed to achieve the goals? (i.e., people, funding, budgets, and tools.)
- What are the areas of inconsistency across the campuses?
- What metrics are in place to assess the achievement of the goals outlined?



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Approach

- Understand the institutions goals, metrics, and progress through:
 - Discussions with leadership responsible for strategic direction and/or operations related equity goals
 - Review of documentation related to current state, progress to date, and anticipated future actions
 - Review of available data
 - Review internal and external communications including reporting to the Board of Trustees on Equity 2030 status
 - Select a sample of colleges and universities and for a more detailed review



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Approach Continued...

- For each of the identified colleges and universities:
 - Understand communications and expectations
 - Interview institutional owners (e.g., Chief Diversity Officer or equivalent, school leadership, committees) to understand progress, school-level initiatives, successes, and challenges
 - Understand how well-integrated concepts are to the overall environment and activities of the school
 - Review school-level metrics and data for completeness, accuracy, and ability to adequately portray both activities and outcomes as well as accountability of achieving initiatives.
 - Assess communication pathways and protocols
 - Assess resource availability, allocation, and constraints



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Outcomes - Strength

- The System set an impressive and impactful goal for itself with Equity 2030
- Established strong foundational elements to support Equity 2030 and have raised awareness of the goal.



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Outcomes – Areas for Improvement

Inconsistency

- Develop a roadmap and guidelines
- Develop institutional level equity strategic plans
- Enhance institutional engagement

Resourcing

- Evaluating staffing
- Assess and monitor allocation of funds and tools
- Formalize processes around supplier diversity

Metrics for Success

- Continue to define purpose, standards, requirements monitoring of Equity Scorecard
- Formalize accountability and standardize metrics



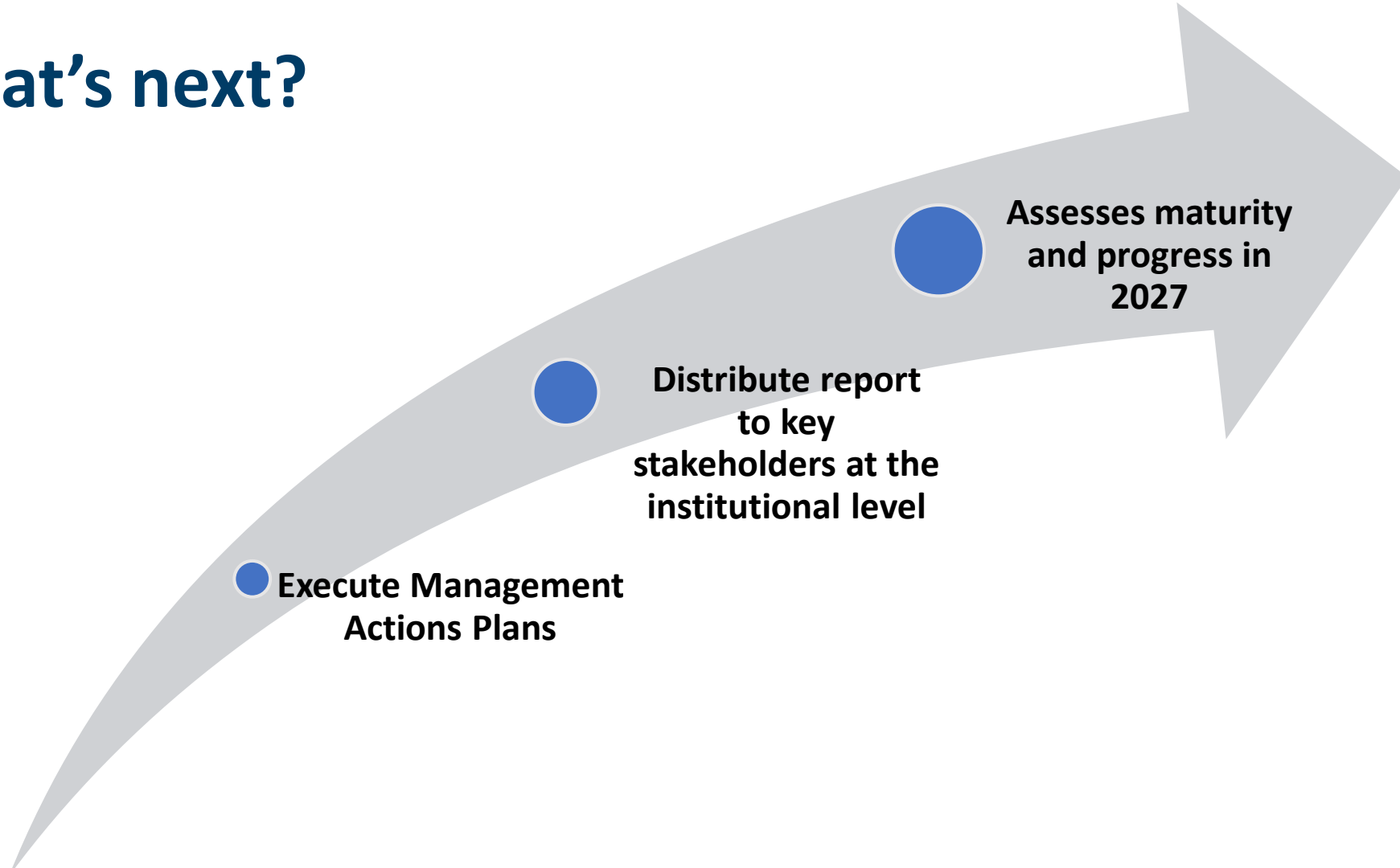
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What's next?





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Lessons Learned at your institutions?



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