Saint Paul Community and Technical College, as a part of the Minnesota State System, is one of 37 institutions across the state providing access to public higher education. Celebrating over 110 years of service, Saint Paul College offers over 100 degree, certificate and diploma programs. Drawing students predominately from the Twin Cities metropolitan region, since 2010, the College has seen an increase in the number of students and employees of color. Identified as a minority-serving institution with an enrollment of over 10,000 full and part time students, during the 2018 – 19 academic year 65% of the Saint Paul College student body and 24% of employees identified as people of color.

In 2015 to provide equitable access, create and sustain an inclusive climate, address the completion gap and develop support systems for historically disenfranchised populations, the College created an Equity and Inclusion (EI) plan. As a result of the EI plan, initiatives launched between 2015 and 2018 included establishing the Pathway Advising Office, the development of the Multicultural Programs Coordinator position and formalizing the College's Equity and Inclusion Committee.

During the 2018 Higher Learning Commission accreditation reaffirmation process, concerns regarding the campus climate for faculty and staff were highlighted. In response beginning May 2019, College employees participated in a 5-month College Climate Assessment consisting of formal interviews and faculty, staff, and employees of color focus groups. As a result of the assessment, recommendations were shared with College employees encouraging the College to:

- Build employee trust in the Cabinet by honoring the process of shared governance.
- Emphasize the importance of collaborative work and the willingness to try out and adapt recommendations as a viable change approach.
- Continue to deepen equity work while recognizing the different narratives people of color may have regarding their experiences and degrees of comfort.

After receiving the recommendations, that College launch initiatives to focus on improving campus culture. Beginning with the development of a Campus Climate Workgroup with representation across Bargaining Units. The College also launched Be Well, the College's wellbeing program, departmental trainings on intercultural communication and division professional development on creating an inclusive workplace.

As the College focused on its internal campus climate, attention was also given to situations external to the College and their impact on the local and global community. Unexpectedly during Spring 2020, Saint Paul College transitioned in-person classes and services to remote delivery due to the global Coronavirus Pandemic, COVID-19. Within one year, January 2020 – January 2021, the virus caused the death of over 425,000 people within the United States and over 2 million people worldwide.

Just a few months after moving to remote services, Saint Paul College and the greater Twin Cities community, along with the national and global community, were impacted by the murder of George Floyd, an unarmed African American man by Minneapolis Police Officers. George Floyd's death was one of several racialized incidents, occurring between the months of February and May, within the United States receiving national media attention. The incident involving Mr. Floyd was preceded by the murder of Ahmaud Arbery (February 2020), Breonna Taylor (March 2020) and a videotaped interaction between Amy Cooper, a white woman, and Christian Cooper, an African American man, (no relation) in which Amy Cooper calls the police falsely accusing Christian Cooper of threatening her life (May 2020). The combination of the global pandemic along with the killing of Mr. Floyd highlighted the trauma and systemic racism experienced daily by members of the Saint Paul College community, particularly those of color. As a result, in June 2020, Saint Paul College committed to developing and sustaining a transparent anti-racist and trauma-informed college culture. The anti-racist, trauma-informed philosophy involves identifying, preventing and eliminating racism in our structures, policies, practices and attitudes while collectively supporting a culture of safety, trust, empowerment, cooperation and choice.

Following the commitment to an anti-racist, trauma-informed culture, a 21-person workgroup representing areas throughout the institution was developed. The workgroup identified priorities for the College to pursue over a five-year period (2020 – 2025) connected to its commitment. The priorities focus on the following areas within the College.

- Institutional structure,
- Policies and procedures
- Human Resources
- Employee Development, Education and Training
- Finance
- Academics
- Institutional Research

Through addressing the priorities, the College will advance in its development as an anti-racist, trauma-informed institution. The priorities are intended to:

- Demonstrate a clear commitment to creating an inclusive institution.
- Seek, develop, and value the contributions and talents of all members of the College community.
- Support shared governance and active participation at all levels in decisions that shape the institution.
- Increase representation and support of Black, Indigenous and people of color (BIPOC) throughout all levels of the institution.
- Actively engage the College in eliminating all forms of racial bias, exclusion and discrimination within the institution.
- Expand the institution's anti-racist and trauma-informed involvement and support of BIPOC communities within the greater Saint Paul community.

In addition to advancing the College's commitment to becoming and anti-racist, trauma-informed institution, the priorities outlined also support the Minnesota State System's Equity 2030 Plan. The goal of the Minnesota State Equity 2030 plan is to eliminate educational equity gaps at every Minnesota State College and University. The Minnesota State System Equity 2030 Initiative requires intentional focus with an equity-minded lens across the following dimensions:

- **Enhanced Access** to a higher education by strengthening partnerships and collaboration with K-12, business and industry, community-based organizations, and philanthropic partners to expand and grow current programming and identify new ways to support students.
- **Academic Success** by establishing guided learning pathways that focus on academic preparation, progression, and accomplishment within an area of study and career.
- **Student Engagement** within the institution, both academic and non-academic, including supporting basic needs.
- **Evidence-based** decision making by building a technology infrastructure and expanding capacity for deeper data analytics.
- **Financial Resources** for students and growing the financial resource base for campuses.
- **Workforce and Talent Diversity** by incorporating the local and national context with the changing student and employee demographics and needs - focusing on cultural competence development, inclusive hiring practices, and improved campus climate.

Each of the priorities outlined in the College's Anti-Racist, Trauma-Informed Institution Plan, align with the strategic dimensions included in the Equity 2030 Initiative.

SAINT PAUL COLLEGE

PRIORITY ONE: Institutional Structure
Equity 2030 Alignment: Enhanced Access, Student Engagement, Evidence-Based Decision Making, Financial Resources, Workforce and Talent Diversity

1

Aim: *The purpose of this priority is to demonstrate the public institutional commitment of Saint Paul College to becoming and anti-racist, trauma informed institution and to internally embed this commitment through vertical and horizontal institutional structures.*

Goal #1.1 - Review and revise the mission, vision and values of the institution to reflect its antiracist, trauma informed commitment.

Action Steps	Primary	Target Date
Identify and take responsibility for how the College has historically participated in structural racism.	College President, Cabinet	Summer 2022
Create a campus-wide antiracism, trauma informed campaign	College President, Cabinet, College Leadership Team	Summer 2021/Summer 2022
Embed the College's commitment all institutional plans and processes	College President, Cabinet, College Leadership Team	Summer 2022

Goal #1.2 - Support shared governance and shared decision making across the College.

Action Steps	Primary	Target Date
Build/increase trust through demonstration of actions that move beyond basic expectations	College President, Cabinet, College Leadership Team	Fall 2023
Review College's process for reporting incidents.	Vice President of Finance and Operations	Fall 2021
Support and educate community on a campus-wide hate and bias incident reporting system with anonymous methods for reporting and addressing reports	Vice President of Finance and Operations	Fall 2022
Provide leadership development opportunities for all employees to increase/support shared ownership/responsibility for governance.	College President, Cabinet, College Leadership Team	Ongoing

Goal #1.3 - Identify, establish and support personnel resources that directly support holistic efforts.

Action Steps	Primary	Target Date
Establish an Office of Diversity, Equity and Inclusion (ODEI) • **Expand the EI Officer position to a full-time 100% allocation.** • **Provide dedicated personnel to staff and support the efforts of the ODEI** **Proactively and explicitly create and support space for BIPOC College community**	College President	Fall 2021
Increase support for mental health services within the College • **Increase the number of licensed therapists to reflect national standards** • **Complete an assessment of student mental health needs.** **Outline a plan for addressing needs using both internal and external resources.**	College President	Summer 2023

Goal #1.4 - Increase anti-racist engagement in Saint Paul BIPOC communities.

Action Steps	Primary	Target Date
Expand Institutional partnerships with community organizations and non-profits serving, supporting BIPOC. **Create or invest in shared experiences and events on campus to fight institutionalized racism on campus in partnership with local, regional, national organizations**	College President, Cabinet, College Leadership Team	Fall 2023
Increase representation of BIPOC as members of the President's Advisory Board, Program Advisory Boards, etc.	College President	Fall 2022

Audit:

- Development of a revised Saint Paul College mission, vision, values statement
- Through resource allocation, EI Officer position is expanded to full-time
- Ensure that collected data on incidents is disseminated for analysis, policy improvements and prevention.
- Criteria and goals established for increasing partnerships; Annual review taken to monitory progress and publicly report on goals and progress.
- Track the demographic representation data of all Advisory Board members. Review, analyze, and share to continue working towards eliminating barriers to participation.

Aim: *This purpose of this priority is to provide a way to review the policy manual through an anti-racism, trauma-informed lens and to change policies that provide barriers to equity.*

Goal 2.1 - Audit and revise process for approval, creation and review all institutional policies

Action Steps	Primary	Target Date
Review all College policies and procedures for inclusive language, bias in enforcement, possibly of re-traumatization, etc..	Operational Effectiveness Committee	Fall 2025
Develop a rubric for anti-racist, policy informed analysis of policies and procedures	College Equity and Inclusion Officer	Fall 2021

Goal 2.2 - Conduct routine/annual data-informed policy evaluations including racial impact data.

Action Steps	Primary	Target Date
Conduct routine/annual data-informed policy evaluations including racial impact data.	Vice President of Student Affairs	Fall 2023

Audit:

- Review process and review schedule developed and implemented to support the analysis of all College Policies and Procedures.

Aim: *The purpose of this priority is to attract, hire, and retain BIPOC faculty and staff while supporting and expanding the goals outlined in the College's Affirmative Action Plan.*

Goal 3.1 - Embed anti-racist, trauma informed commitment in the full employment process (position development through exit interview)

Action Steps	Primary	Target Date
Embed the College's commitment throughout the onboarding process for new employees	Senior Human Resource Officer	Fall 2022
Add assessment/goals of individual development/support of institutional commitment to performance evaluations of all employees.	Senior Human Resource Officer	Fall 2021
Collect data regarding employees' experience related to the College's commitment to an anti-racist, trauma informed culture during the employees' exit process.	Senior Human Resource Officer	Fall 2022

Goal 3.2 – Develop and launch framework for anti-racist, trauma-informed search process.

Action Steps	Primary	Target Date
Critical analysis of position description including qualifications (required and preferred for bias)	Senior Human Resource Officer	Fall 2021
Evaluation of posting process for employment opportunities	Senior Human Resource Officer	Spring 2022
Require employment opportunities posted in modes accessible to/utilized by communities of color	Senior Human Resource Officer	Fall 2021
Require all members of search committees to complete institutionally provided anti-racism, trauma-informed search committee training	Senior Human Resource Officer	Fall 2021
Require all search committees to include an Equity and Inclusion Committee representative	Senior Human Resource Officer	Fall 2021
Require all members of search committees to complete institutionally provided anti-bias training	Senior Human Resource Officer	Fall 2021

Goal 3.3 - Increase recruitment and retention of employees of color at all levels, throughout the institution.

Action Steps	Primary	Target Date
Increase the percentage of employees of color to 32% by 2025	Senior Human Resource Officer	Fall 2025
Develop plan for recruiting and retaining full-time faculty of color	Vice President of Academic Affairs, Senior Human Resource Officer	Spring 2022
Develop plan for recruiting and retaining full-time administrators of color	Senior Human Resource Officer	Spring 2022

Goal 3.4 - Conduct annual institutionally provided training, addressing the Code of Conduct, 1B.1, 1B.3 and Respectful Workplace Policies of the institution and the MN State System

Action Steps	Primary	Target Date
Provide mandatory and additional training related to 1.B.1 Policy	Senior Human Resource Officer	Fall 2021
Provide mandatory and additional training related to 1.B.3 Policy	Vice President of Academic Affairs, Senior Human Resource Officer	Spring 2022
Provide mandatory and additional training related to Respectful Workplace Policy	Senior Human Resource Officer	Spring 2022

Audit:

- Human Resources will track demographic representation of faculty and staff and establish annual goals and initiatives to increase numbers of BIPOC faculty and staff.

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SAINT PAUL COLLEGE

PRIORITY FOUR: Employee Development, Education and Training
Equity 2030 Alignment: Workforce and Talent Diversity

4

Aim: *The purpose of this priority is to develop and sustain an employee base of anti-racist, trauma-informed professionals through initiatives that increase the knowledge, skills and abilities of all College employees.*

Goal 4.1 - Provide mandatory and optional opportunities for employee development on antiracism and trauma informed services

Action Steps	Primary	Target Date
Require all employees to participate in an institutionally provided anti-racism, trauma informed training • **Include required anti-racism, trauma informed training in the onboarding process for all new employees** **Include optional anti-racism, trauma-informed training in Faculty Development Days and Faculty and Staff Inservice.**	College Equity and Inclusion Officer (Lead) Dean of Academic Effectiveness and Innovation Senior Human Resource Officer	Fall 2022
Develop anti-racism, trauma-informed workshops, reading groups and teach-ins for faculty, staff and students led by experts in their respective disciplines that include BIPOC histories of racism.	College Equity and Inclusion Officer (Lead) Dean of Academic Effectiveness and Innovation	Fall 2021

Audit:

- Track participation in events
- Assessment of Training Learning Outcomes

Aim: T*he purpose of this priority is to provide resources for enacting equity work.*

Goal 5.1 - Identify and establish financial resources that directly support holistic efforts.

Action Steps	Primary	Target Date
Identify and establish financial resources that directly support holistic efforts.	Vice President of Finance	Fall 2021

Goal 5.2 - Audit/evaluate financial measures of success.

Action Steps	Primary	Target Date
Audit/evaluate financial measures of success.	Vice President of Finance	Fall 2024

Goal 5.3 - Follow contract language for ratios of full-time faculty

Action Steps	Primary	Target Date
Reduction of use of adjunct and TPT instructors.	Vice President of Finance Vice President of Academic Affairs Senior Human Resource Officer	Ongoing

Goal 5.4 - Develop and launch plan to increase and sustain support of BIPOC owned businesses.

Action Steps	Primary	Target Date
Develop and launch plan to increase and sustain support of BIPOC owned businesses.	Vice President of Finance	Spring 2022

Audit:

- Increased budget for EI, ARTI work in staff and academic areas.
- Track data on BIPOC student retention and completion success and translate to into ROI
- Track employment percentages of adjuncts, TPTs and UFTs—Identify high areas of adjuncts and TPTs and create plan to convert those areas
- Set goals to dedicate that a percentage of work contracts go to BIPOC-owned businesses.

SAINT PAUL COLLEGE

PRIORITY SIX: Academics
Equity 2030 Alignment: Academic Success, Student Engagement, Evidence-Based Decision Making, Financial Resources, Workforce and Talent Diversity

6

Aim: *The purpose of this priority to embed the College's commitment throughout the academic experience and improve teaching and learning through culturally responsive, anti-racist and trauma-informed curriculum and pedagogy.*

Goal 6.1 - Provide mandatory and additional training in anti-racist, trauma-informed pedagogy and classroom management.

Action Steps	Primary	Target Date
Provide mandatory and additional training in anti-racist, trauma-informed pedagogy and classroom management.	Dean of Academic Effectiveness and Innovation	Fall 2021

Goal 6.2 - Incorporate anti-racist and trauma-informed pedagogy throughout the academic experience.

Action Steps	Primary	Target Date
Review standard syllabus policies for equity and clarity	Vice President of Academic Affairs	Fall 2022
Create, review and revise curricula to be anti-racist and trauma informed	Vice President of Academic Affairs	Fall 2024

Goal 6.3 - Expand curriculum to provide additional courses on range of cultural competencies and awareness.

Action Steps	Primary	Target Date
Require all students to complete a cross-cultural competency course	Vice President of Academic Affairs	Fall 2023

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Goal 6.4 - Review and revise all academic and classroom policies, addressing bias in policy enforcement, barriers to completion, inclusive language, etc.

Action Steps	Primary	Target Date
Review and revise all academic and classroom policies, addressing bias in policy enforcement, barriers to completion, inclusive language, etc	Vice President of Academic Affairs	Fall 2024

Goal 6.5 – Establish guided learning pathways for all academic programs.

The College will follow the structure and timeline developed by the MN State System Office.

Goal 6.6 – Participate fully in the Minnesota State Equity by Design Initiative

The College will follow the structure and timeline developed by the MN State System Office.

Audit:

- Disaggregated success rates of BIPOC students
- Addition of questions related to equity on courses evaluations
- Evaluation of course success rates
- Utilization of Equity by Design toolkit

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Aim: *The purpose of this priority is to provide support for understanding where efforts should be focused as well as benchmarking progress in all priority areas.*

Goal 7.1 - Develop an anti-racist and trauma informed practice of data collection and analysis

Action Steps	Primary	Target Date
Develop an anti-racist and trauma informed practice of data collection and analysis.	Dean of Institutional Research, Planning and Grants	Spring 2022

Goal 7.2 - Develop a process to prevent the weaponization of data

Action Steps	Primary	Target Date
Develop a process to prevent the weaponization of data.	Dean of Institutional Research, Planning and Grants	Spring 2023

Goal 7.3 - Analyze student and employee experience identifying equity gaps

Action Steps	Primary	Target Date
Analyze student and employee experience identifying equity gaps.	Dean of Institutional Research, Planning and Grants	Ongoing

This section provides definitions to key concepts and theories referenced throughout the ARTI plan.

BIPOC – an inclusive term used to identify Black and Indigenous and people of color, while emphasizing the systemic racism experienced by Black and Indigenous communities within the United States.

RACE – a socially constructed category of identification based on physical characteristics, ancestry, historical affiliation or shared culture.

- **White** – A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- **Black or African American** – A person having origins in any of the Black racial groups of Africa.
- **American Indian or Alaska Native** – A person having origins in any of the original peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment.
- **Asian** – A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Native Hawaiian or Other Pacific Islander** – A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

RACISM – individual, cultural, institutional and systemic ways by which differential consequences are created for different racial groups.

Within the United States, the group historically or currently defined as white is being advantaged, and groups historically or currently defined as non-white (African, Asian, Hispanic, Native American, etc.) are being disadvantaged.

ANTI-RACIST – someone who is supporting an antiracist policy through their actions or expressing antiracist ideas. This includes the expression or ideas that racial groups are equals and do not need developing and supporting policies that reduce racial inequity.

ANTI-RACISM – the work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach and set up in opposition to individual racist behaviors and impacts.

INSTITUTIONAL RACISM – also known as systemic racism, the ways in which institutional policies and practices create different outcomes for different racial groups. The institutional policies may never mention any racial group, but their effect is to create advantages for whites and oppression and disadvantage for people from groups classified as people of color.

TRAUMA – an event, series of events or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individual's functioning and mental, physical, social, emotional or spiritual wellbeing.

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SAFETY – Policy and practice reflect a commitment to provide physical and emotional safety

TRUST – operations and decisions are conducted with transparency with the goal of building and maintaining trust, involves providing clear information about what will be done, by whom, when, why and under what circumstances (including role clarity, rules/ expectations, job descriptions, etc.). It also means maintaining respectful and professional boundaries, prioritizing privacy and confidentiality, and ensuring interactions and rules are consistent with an emphasis placed on follow-through.

CHOICE – involves deliberately considering how much of a voice all individuals have throughout their experience in the organization/ system and providing all with clear and appropriate messages about rights and responsibilities

COLLABORATION – is the creation of an environment of doing with rather than doing to or for someone by fattening the organizational power hierarchy, giving all individuals a significant role in planning and evaluating their care/services/job, eliciting feedback from all individuals to inform organization/system-wide administration and changes, and conveying the message that individuals are the experts in their own lives.

EMPOWERMENT – pertains to recognizing and building on individual strengths/skills, communicating a realistic sense of hope for the future and fostering an atmosphere that allows everyone in the organization/system to feel validated and affirmed during each and every contact.

CULTURAL, HISTORICAL – Historical trauma is not about what has happened in the past, but what continues to happen. The effects of the traumas inflicted on groups of people because of their race, creed, and ethnicity linger on the souls of their descendants. As a result, many people in these same communities experience higher rates of mental and physical illness, substance abuse, and erosion in families and community structures. The persistent cycle of trauma destroys family and communities and threatens the vibrancy of entire cultures. (*Historical Trauma and Cultural Healing*, U of M 2020)

ARTI Workgroup

The invitation to join the anti-racist and trauma-informed workgroup was extended to all Saint Paul College employees through the bi-weekly, Campus Buzz newsletter. In order to be inclusive, each person expressing interest in the group was able to participate in the creation of the ARTI Plan. The workgroup was led by Wendy Roberson, Dean of Student Success, Equity and Inclusion. Membership Included,

Ashley Anderson, Pathway Advisor	Kelly McKown, Child Development Instructor
Gina Anselmo, Organization Developer	Keith Phillips, General Maintenance Worker
Thomas Bergs, Director of Public Safety	Bushra Rizvi, Pathway Advisor
Pam Berry, Pathway Advisor	Mela Shah, Pathway Advisor
Jessica Cheney, Gender Based Violence Prevention Coordinator	Ayesha Shariff, History Instructor
Anne Dresen, Major Gifts Officer	Lamar Shingles, Director of Student Life and Diversity
Rachel Flaherty, Director of Mental Health	James Smrikarov, Instructional Designer
Mike Gerold, Director of Student Rights and Responsibilities	Kari Trad, TRiO Navigator
Paula Kinney, Director of Strategic Planning and Effectiveness	Mindy Travers, Human Resources Instructor
Lucille Maghrak, Customer Service Specialist, Sr.	Alli Vainshtein, Office Administrator Assistant Instructor

The process for creating the plan included,

- developing a shared understanding of an anti-racism and trauma-informed culture.
- identifying and prioritizing key areas of focus for the duration of the 5-year plan.

The draft of the ARTI Plan was shared with various groups including the following groups for review and feedback prior to being adopted by Interim President Deidra Peaslee:

- College Leadership
- Faculty Shared Governance, MMA, MAPE and AFSCME Union Stewarts
- Faculty and Staff of Color Affinity Group
- Operational Effectiveness Committee
- Equity and Inclusion Committee
- Campus Climate Workgroup
- Student Senate
- President's Advisory Council
- Friends of Saint Paul College Foundation
- Minnesota State System Office of Equity and Inclusion