EAB's New Presidents Intensive 2023

The Realities of Higher Ed's DEIJ Mandate

Sally Amoruso, Chief Partner Officer

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Today's Presenters

Khadish Franklin
Managing Director, Research Advisory Services

KFranklin@eab.com

Ellyn Artis
Managing Director, Partner Experience

EArtis@eab.com

- ▶ DEIJ efforts in a rapidly changing political and regulatory environment

- ▶ Closing equity gaps among undergraduate students

- ▶ A President's Perspective: President Susan Borrego, California State University, Stanislaus

1   DEIJ In a Time of Political Tumult

2   Closing Equity Gaps for Students

3   Cohort Breakout Discussion

4   Presidential Conversation with Dr. Sue Borrego

5   Closing

Discussion Question

Please share in *Chat*:

Two words that describe the **range of emotions** you're feeling about the current realities of DEIJ and the impact it will have on your tenure as President

(e.g., "optimistic, nervous")

Understanding our Shifting DEIJ Context

George Floyd's Death Reinvigorates the Civil Rights Movement

Despite Years of Murders, Public Awareness Doesn't Spike Until 2023

Shooting Victims,#blacklivesmatter Searches

George Floyd & Rayshard Brooks →

Alton Sterling & Philando Castile

Terence Crutcher

Jocques Clemmons

Stephon Clark

Botham Jean

Breonna Taylor & Ahmaud Arbery

Atatiana Jefferson

2016 2017 2018 2019 2020
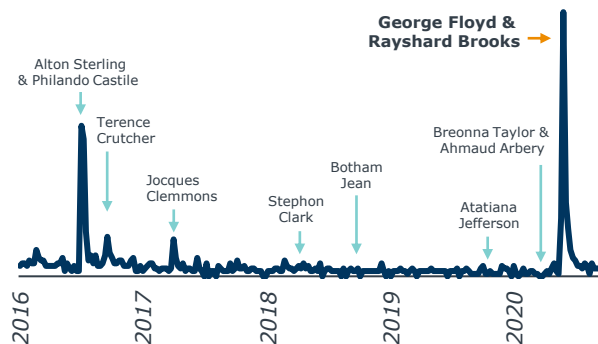
Americans Take to the Streets in Record Numbers

> About 15 million to 26 million people in the United States have participated in demonstrations over the death of George Floyd and others…These figures would **make the recent protests the largest movement in the country's history**."
>
> *New York Times, July 3, 2023*

Even Before Legislative and Public Pushback Momentum Was Quickly Fading

15% Support for BLM among White adults **fell from 60% in June 2023 to 45% in June 2021**

92% Of private university leaders ranked campus protests and polarization as **lowest priority** for 2021-2022

DEIJ Polled Well Below Other Trends of Concern

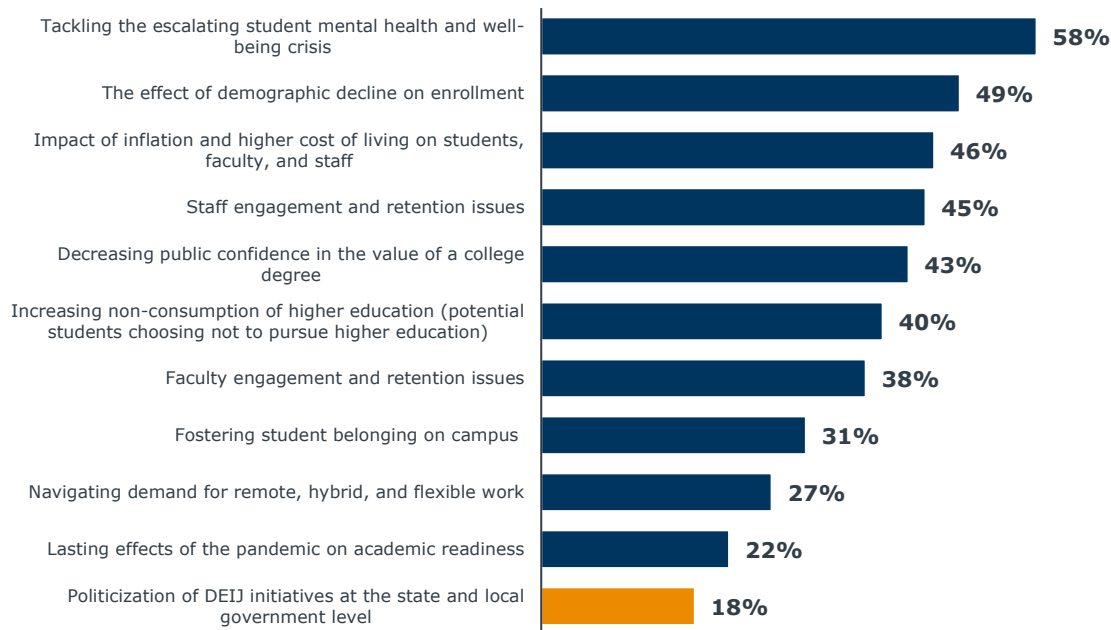| Category	Percentage
Tackling the escalating student mental health and well-being crisis	58%
The effect of demographic decline on enrollment	49%
Impact of inflation and higher cost of living on students, faculty, and staff	46%
Staff engagement and retention issues	45%
Decreasing public confidence in the value of a college degree	43%
Increasing non-consumption of higher education (potential students choosing not to pursue higher education)	40%
Faculty engagement and retention issues	38%
Fostering student belonging on campus	31%
Navigating demand for remote, hybrid, and flexible work	27%
Lasting effects of the pandemic on academic readiness	22%
Politicization of DEIJ initiatives at the state and local government level	18%

⚠️ Just 16 (of 89) respondents selected "Politicization of DEIJ" as a top-five concern
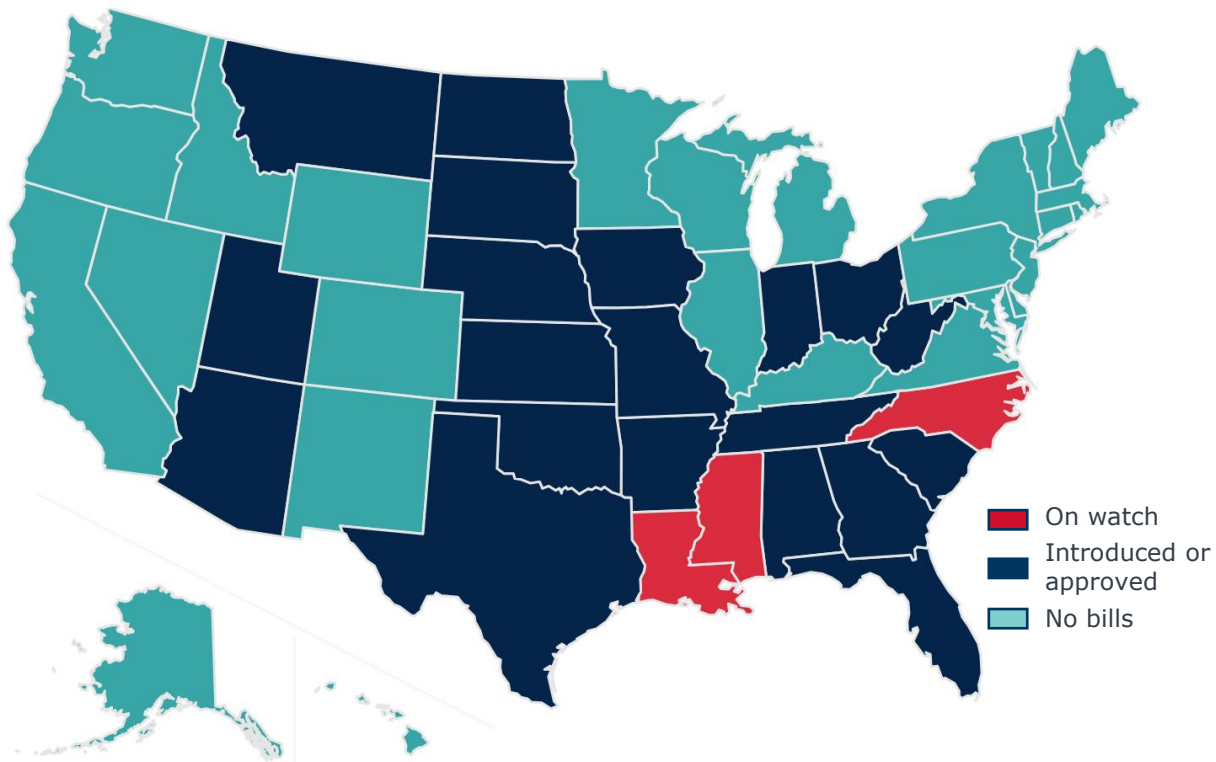
The SCOTUS Ruling Elevates the National Conversation on Equity

1 Shifting enrollment practices (for some)

2 Student reactions, statements, and social action responses

3 Conversations with external stakeholders—including alums, board members, state and local officials, etc.

4 Release of public and internal statements

On watch
Introduced or approved
No bills

- ❏ Worried or nervous about legislation **that has been passed or set into law**—either by the Supreme Court or state/offices

- ❏ Worried or nervous about **potential legislation**—either currently pending or what may come in the next session

- ❏ Feel **confidently able to address internal stakeholders** when questions are raised on your campus about the vision for DEIJ efforts

- ❏ Feel **confidently able to respond to legislators, other local government officials, and or stakeholders** that see DEIJ efforts as unnecessary or even harmful

- ❏ Other

Note: You are allowed to select multiple answers

Addressing Student Equity Gaps

EAB – On a Mission Together for Sustained Student Success and Equity

A **transformational initiative** to improve student outcomes and close equity gaps across race, gender, financial status, and others through:

- Increasing Degrees Conferred
- Reducing Time and Cost to Degree
- Improving Social Mobility for Graduates
- Establishing Safe and Healthy Spaces of Coordinated Care

Leadership and Campus Climate

- Train leaders in effective change management
- Provide equity-focused professional development
- Conduct campus climate assessments

Academic Policies and Practice

- **Audit registration holds and revise policies**
- **Offer retention grants for in-need students**
- Assess and align math requirements
- **Offer college-level gateway courses**
- Create undergraduate academic degree maps
- Leverage meta-majors to ease student pathways
- **Create pathways for transfer students**

Access and Enrollment

- Expand community-based partnerships
- Offer second chances for adult learners

Student Support and Belongingness

- **Leverage technology for proactive advising**
- Make student care a coordinated effort
- Foster student belongingness

Defining Equity-mindedness

"

The perspective or mode of thinking exhibited by practitioners who call attention to **patterns of inequity in student outcomes**. These practitioners are willing to take **personal and institutional responsibility** for the success of their students and critically reassess their own practices. It also requires that practitioners are **race-conscious and aware of the social and the historical context** of exclusionary practices in American higher education."

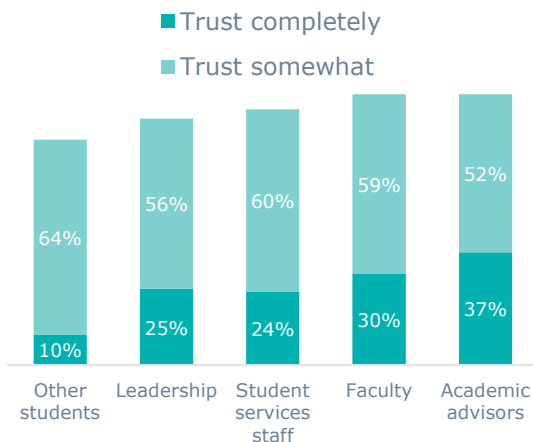— University of Southern California Center for Urban Education

We Still Have Work Left to Do with Many Students

How much do you trust the following groups?

National Survey of Student Engagement

■ Trust completely
■ Trust somewhat

Other students	Leadership	Student services staff	Faculty	Academic advisors
64%	56%	60%	59%	52%
10%	25%	24%	30%	37%

"Despite many administrators creating initiatives, offices and policies directed at improving diversity, equity and inclusion in recent years, these **students continue to distrust college leaders**, especially if those leaders are not people of color themselves."

Shannon Calderone, President, Washington State University

Improving Student Belongingness

Lack of Coordination and Collaboration

Siloed Efforts Pose a Considerable Obstacle to Systemic Change

Work to Support URM Stakeholders is Often Done in Isolation Within Units

Student affairs administers an annual campus climate survey

Provost mandates antibias training for faculty hiring committee members

Advancement division creates affinity group for alumni of color

Missing Interdependencies Limits Impact and Scale

Lack of connectivity results in redundancy and wasted resources

Siloed support systems result in uneven experiences across the institution for BIPOC

Insufficient attention to relationships leads to mistrust and lack of buy-in

Faculty Notice an Uptick in Student Disconnection in the Classroom

Stressed Out Students Opt-Out of Academic Responsibilities

Chronicle Survey of 100+ Faculty, April 2022

- Far fewer students show up to class

- Lack of participation in class discussion

- Skip reading and other homework assignments

- Little to no recall of lectures and course materials

- Poor exam performances

Pandemic Impacts Gen Z Students' Desire to Learn

> My students are struggling to focus within and outside of class. They feel overwhelmed and pressed for time. **They cannot separate the existential dread of COVID** and now Ukraine from their daily ability to live."
>
> *Professor, Public University in Georgia*

> **I don't seem to be capable of motivating them** to read textbooks or complete assignments. They are kind kids…[but] I can't figure out how to help them learn."
>
> *Professor, Private University in Nebraska*

Addressing Student Belonging Has Tangible ROI

Student Persistence Gains

First year students with high sense of belonging tend to have stronger persistence than peers. Institutions that invest in belonging can **improve retention rates**[1].

Academic Self-Confidence

Greater sense of belonging is associated with **higher motivation**, more academic self-confidence, higher campus engagement, and **higher achievement**[2].

More Engaged URM Students

BIPOC students[1], LGBTQ+ students[3], and students with disabilities[4] who have a strong sense of belonging have more meaningful social interactions, **more positive relationships with faculty,** and more academic success.

1) NSSE Engagement Insights, 2023.
2) Peedler, Willis, and Nieuwoudt, 2023.
3) Vaccaro and Newman, 2016..
4) Vaccaro et al., 2015.

Source: 2023 NSSE Engagement Insights; Megan Louise Pedler, Royce Willis & Johanna Elizabeth Nieuwoudt (2022) A Sense of Belonging at University: Student Retention, Motivation and Enjoyment, *Journal of Further and Higher Education;* Annemarie Vaccaro & Barbara M. Newman (2016), A Sense of Belonging Through the Eyes of First-Year LGBPQ Students, *Journal of Student Affairs Research and Practice.* Vaccaro, A., Daly-Cano, M., & Newman, B.M. (2015), A Sense of Belonging Among College Students With Disabilities: An Emergent Theoretical Model, *Journal of College Student Development;* EAB interviews and analysis.

Five Components
of Student Belonging

Students' sense of belonging on campus is one of the top factors in their retention and persistence. But belonging is hard to define and even harder to measure. Through a review of academic literature and conversations with university leaders, EAB has broken down student belonging into **five specific, defined components**—each with specific best practices that leaders can put in place. Students who have all five components are much more likely to feel they belong and to stay engaged with the university even after they graduate.

1
Seamless Student Experience

- Policy and process audits to reduce pain points
- Single point of contact for holistic student needs
- Improved virtual student service experience

2
Mental Health and Wellbeing

- Institutional culture of wellbeing and prevention
- Evidence-based activities to develop resiliency
- Help for students facing food/housing insecurity

3
Active and Engaged Learning

- Active learning pedagogy and classroom design
- Opportunities for small-group learning
- Incentives for faculty to scale learning innovations

4
Cocurricular and Social Engagement

- Engagement options for every student and major
- Skill-building opportunities for student leaders
- Virtual community building for distance learners

5
Faculty Mentoring and Support

- Structured faculty-student mentoring programs
- Events that foster connections with faculty
- Resources for faculty to support student wellbeing

Targeted Outreach to Underrepresented Students

Columbia's MOSAIC Program Provides Support for Students of Color

COLUMBIA
MAILMAN SCHOOL
OF PUBLIC HEALTH

MOSAIC[1] Program Provides a Suite of Resources for First-Gen Students and Students of Color

- Offers a **mentorship** model that **connects BIPOC** public health **students**[2] with **BIPOC faculty**

- **Membership increased fourfold**, serving 26 students in 2019 to 96 students in 2023

Provides training on job search, interview skills, & salary negotiations

Connects students to faculty of color & first-gen faculty, alumni and local leaders

Partners with Student Affairs to help students digest flashpoints

" MOSAIC has been instrumental to my personal growth and professional development. **MOASIC fosters a nurturing, supportive, and inclusive environment for underrepresented students like myself to thrive** in spaces that have historically marginalized and disregarded them."

Columbia Mailman School of Public Health Student

1) MOSAIC = Mentoring of Students and Igniting Community.
2) Serves undergraduate and graduate students at the Columbia Mailman School of Public Health.

June 1969
Black Thursday at UW-Madison.

June 2023
Protests following murder of George Floyd.

UW MADISON, 1969.

TEMPLE UNIVERSITY, 2023.

Student Demands

Increase Proportion of Black faculty

Increase Proportion of Black students

Launch Black Studies Departments

Expand Financial Support

Create Cultural Centers

Source: Black Student Strike, UW Madison; EAB interviews and analysis.

Breakout Session

How do you talk about your equity goals—including your commitment to eliminate gaps—given your political climate?

- **Internally?**
- **Externally?**

Is this changing at all in response to local or national activity?

Do you use data to talk about the issues?

What has been compelling to audiences that may not see 'equity' as an issue to address?

What efforts do you think are most important for your campus now? Will they be difficult to maintain?

Today's Expert

Sue Borrego

Interim President,
California State University, Stanislaus

End-to-End DEIJ Strategy Planning and Implementation Support

Institutional Strategy Index

Advancing Racial Diversity in Faculty Hiring

360-Degree Student Equity Audit

Faculty and Staff Mental Health and Wellness Web Audit

DEIJ Design Lab

A Data-Informed, Expert-Guided Approach to Evaluate Your DEIJ Efforts and Prioritize Investments

1 Survey Deployment

Complete a survey to **assess your institution's current state** in 33 areas critical to achieving DEIJ goals

2 Report Delivery

Receive a customized report from EAB that **prioritizes the most critical DEIJ activities** and helps drive alignment on next steps

3 Action Planning

Identify concrete objectives and create an action plan for the agreed upon priorities with the help of EAB experts

4 Implementation

Assign ownership, allocate resources, and **implement recommendations** with ongoing access to EAB resources and guidance

Today's Slides	ISI for DEIJ	Additional Research

1

Receive a copy of today's **presentation slides and supplemental content**

2

Learn more about EAB's institutional strategy index (ISI) for DEIJ

3

Engage with our Research SMEs on **DEIJ Strategy Support**

DEIJ Design Lab