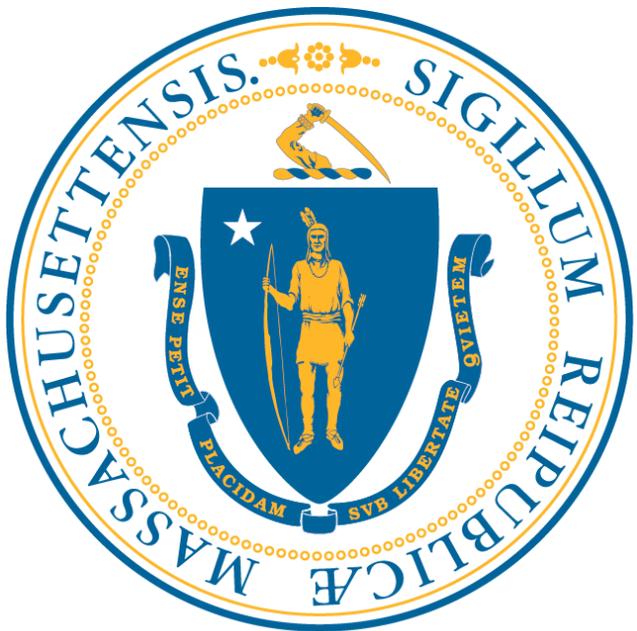




Equity Ready Boards: **Campus Trustees as Bridge Builders**

Critical Higher Education Governance Collaborative

**Massachusetts Department of Higher Education
Annual Statewide Trustee Education Conference
October 31, 2019**



MASSACHUSETTS
Department of
Higher Education

AGB | Consulting

Critical Higher Education Governance Collaborative



Raquel M. Rall, Ph.D.

Director of Strategic Partnerships & Initiatives

Felecia Commodore, Ph.D.

Director of Research

Demetri L. Morgan, Ph.D.

Director of Operations



Research



Education



Consulting



Collaboration



Innovation



**Getting ready for
what?**



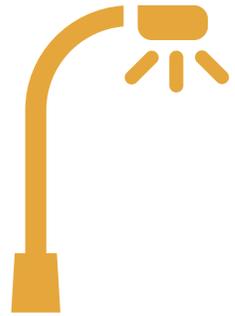
**Broadening our
Equity
Perspective**



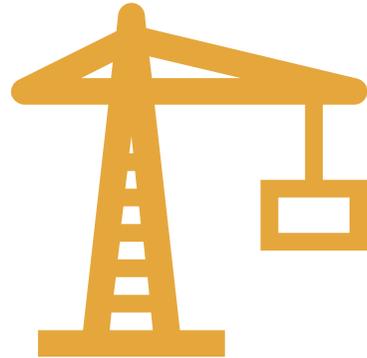
**Reframing the Role
of the Trustee:
Equity as Fiduciary
Duty**



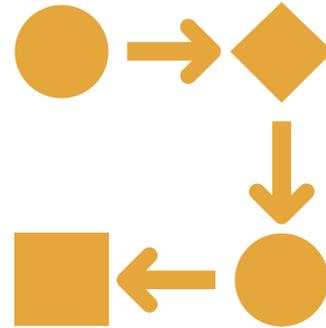
**Conceptual Tools
for Equity**



**Spotlight on
Equity Issues in
Massachusetts**



**Levers for Equity
using Culturally
Sustaining
Governance**



**Next Steps &
Action Items**



**Question &
Answers**



**Getting ready for
what?**



**A walk
down
memory
lane...**

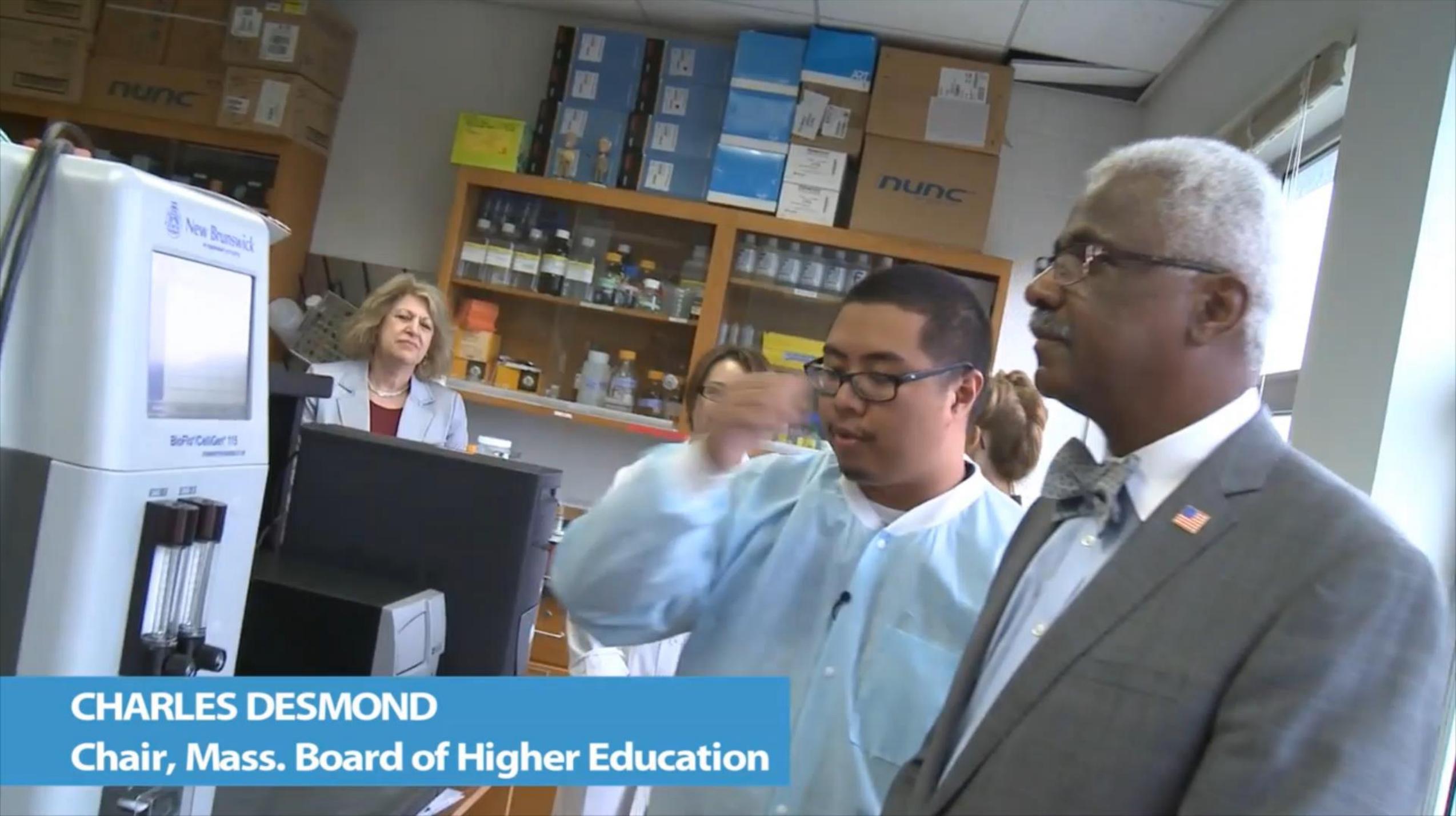
TIME TO LEAD

**The Need for Excellence in
Public Higher Education**



A Report to the People of Massachusetts
From the Massachusetts Department of Higher Education
September 2012





CHARLES DESMOND
Chair, Mass. Board of Higher Education



“Advancing equity means more than simply creating a level playing field; it requires a concerted and intentional effort to remove barriers and obstacles that hinder the success of students that heretofore did not have these advantages.”

**Elena Quiroz-Livanis, Massachusetts
Department of Higher Education**

Source: <https://completecollege.org/article/massachusetts-addressing-equity-with-a-sense-of-urgency/>



“Evolving a complex set of systems, like white supremacy and capitalism, and longstanding institutions like governments, banks, and foundations, **requires bridge builders who can envision opportunities for change and lead with compassion.”**

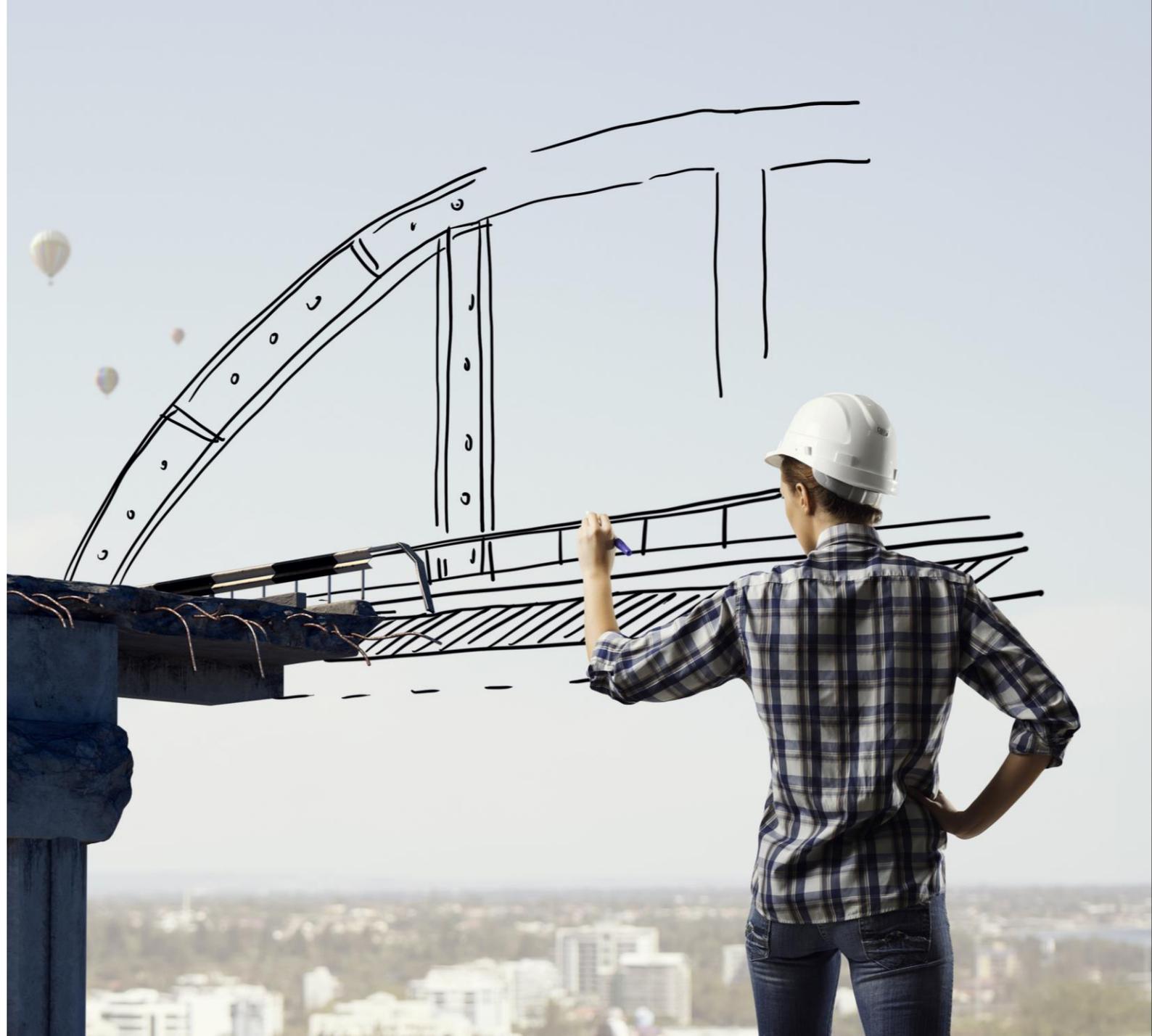
Edgar Villanueva, Author of *Decolonizing Wealth: Indigenous wisdom to heal divides and restore balance*

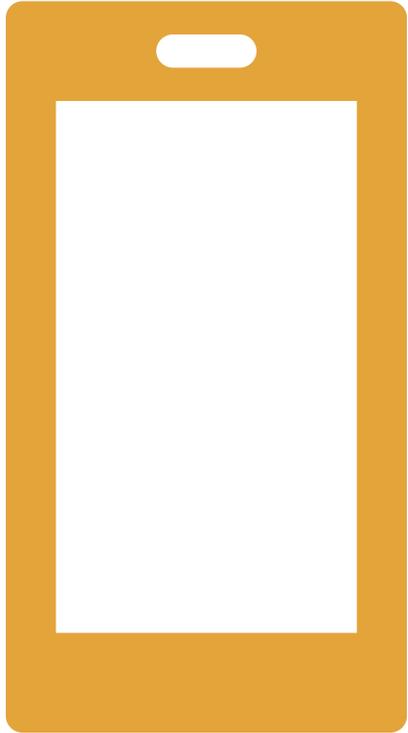


Today's Goal:

**Help you
conceptualize
your role as**

**Bridge
Builders for
Equity**





Poll Everywhere Instructions

- From a **phone**
 - Text: DOCTORRAQ TO 22333
 - Send your response

OR

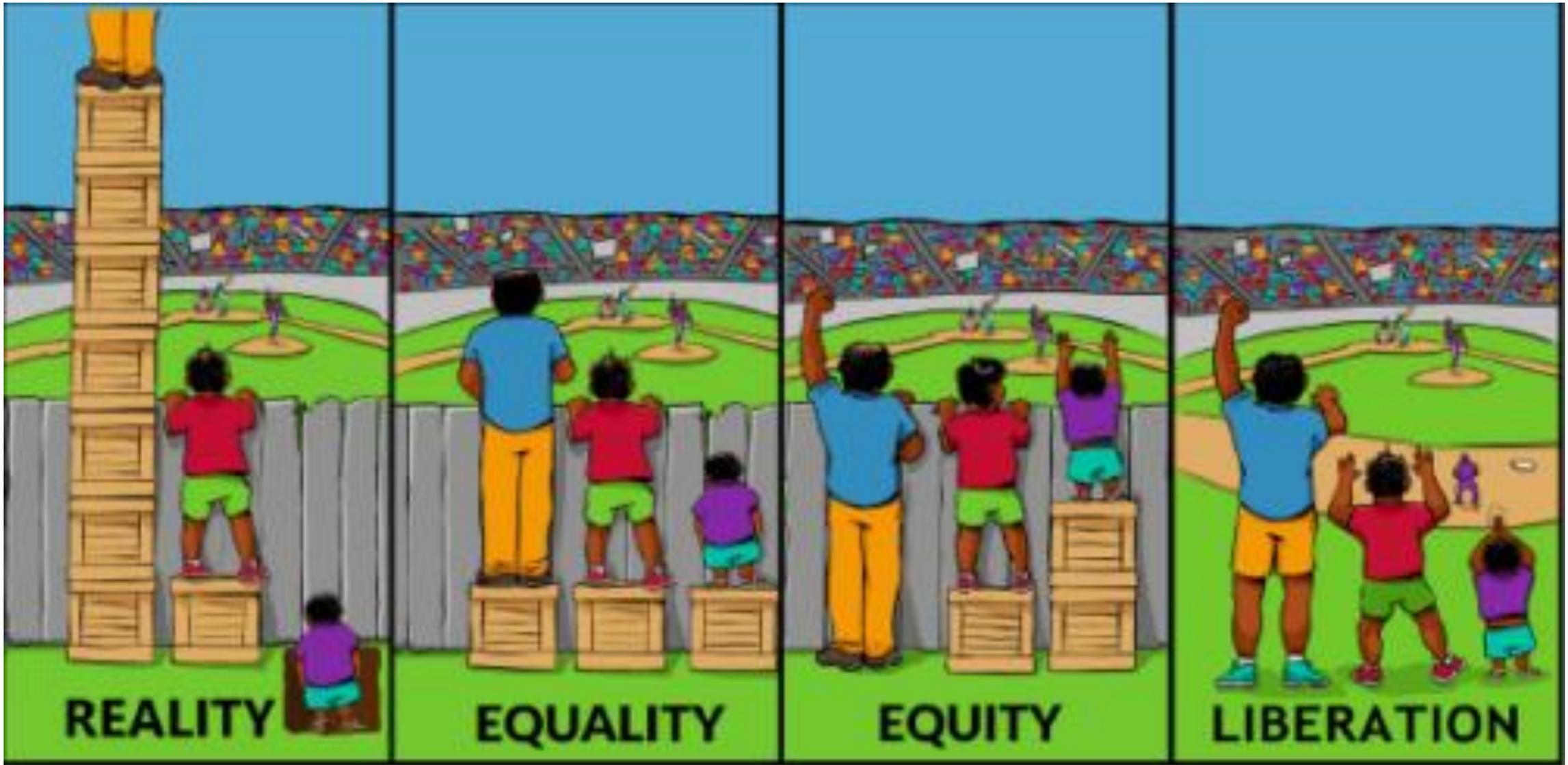
- From an **internet enabled device**
 - Login: Pollev.com/docctorraq

How would you define equity in one word?

A diverse group of business professionals is gathered around a large conference table in a modern meeting room. One woman in a purple top is standing and presenting to the group. The scene is overlaid with a semi-transparent dark grey filter.

Broadening our Equity Perspective





What questions should we be asking?



REALITY

EQUALITY

EQUITY

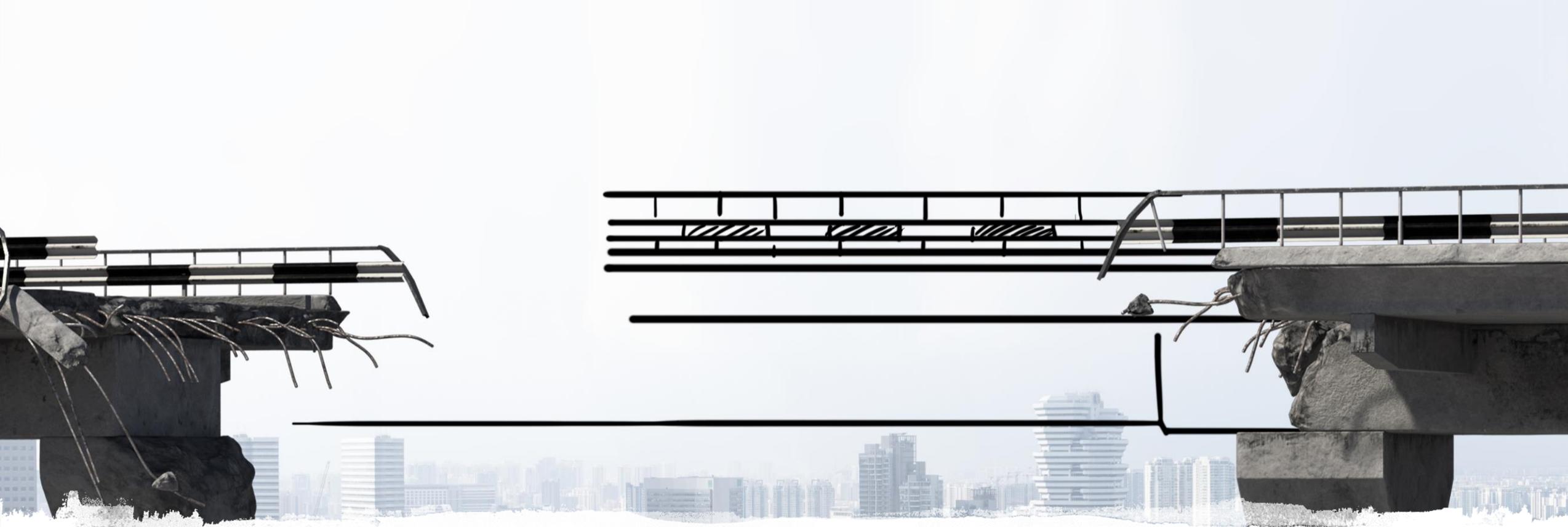
LIBERATION

“...a concern for **educational outcomes** that are cognizant of and responsive to how socio-cultural forces (i.e. **structural ‘-isms’**) **impede or propel** student success and institutional **accountability.**”

Rall, Morgan, & Commodore (2020) *Towards Culturally Sustaining Governance in Higher Education: Best Practices of Theory, Research, and Practice*



Defining Educational Equity



KEY QUESTION

- **What does educational equity have to do with me?**

Reframing the Role of the Trustee: **Equity as Fiduciary Duty**





Equity as Fiduciary Duty

What **isn't** an issue of equity?

Fiduciary Duty

**Duty of
Care**

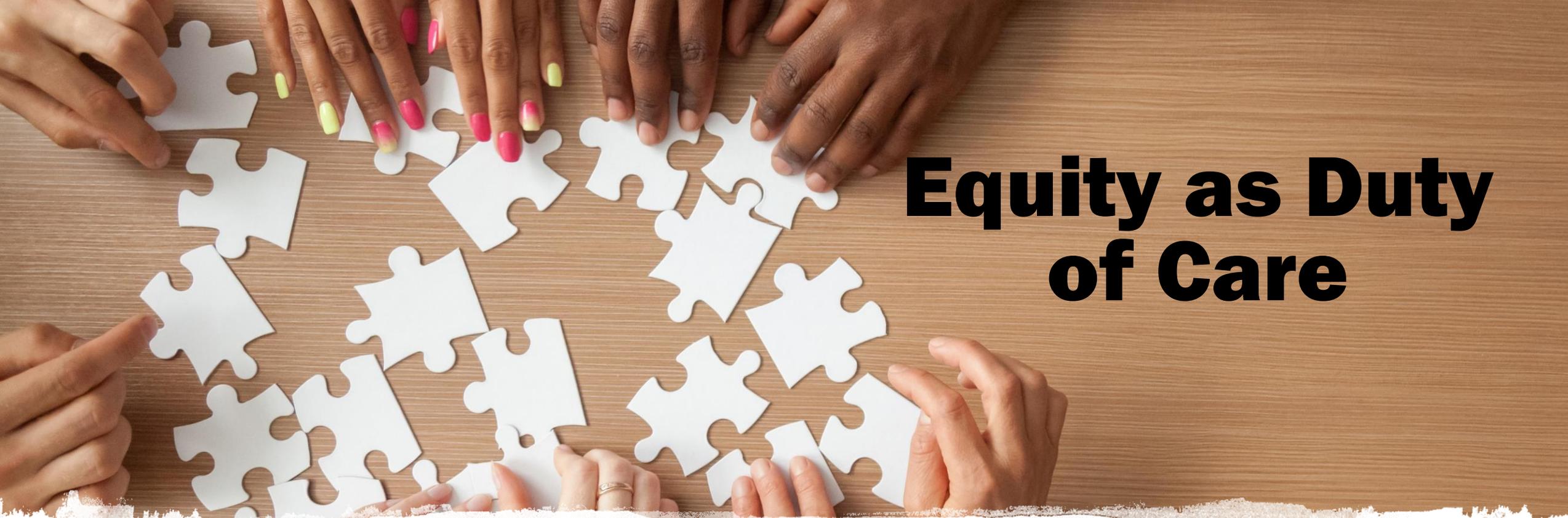
**Duty of
Loyalty**

**Duty of
Obedience**

“A fiduciary is someone who has **special responsibilities** in connection with the administration, investment, monitoring, and distribution of property...as well as intangible assets such as [an institution’s] **reputation and role in the community**”

AGB Board of Directors’ Statement on the Fiduciary Duties of Governing Board Members

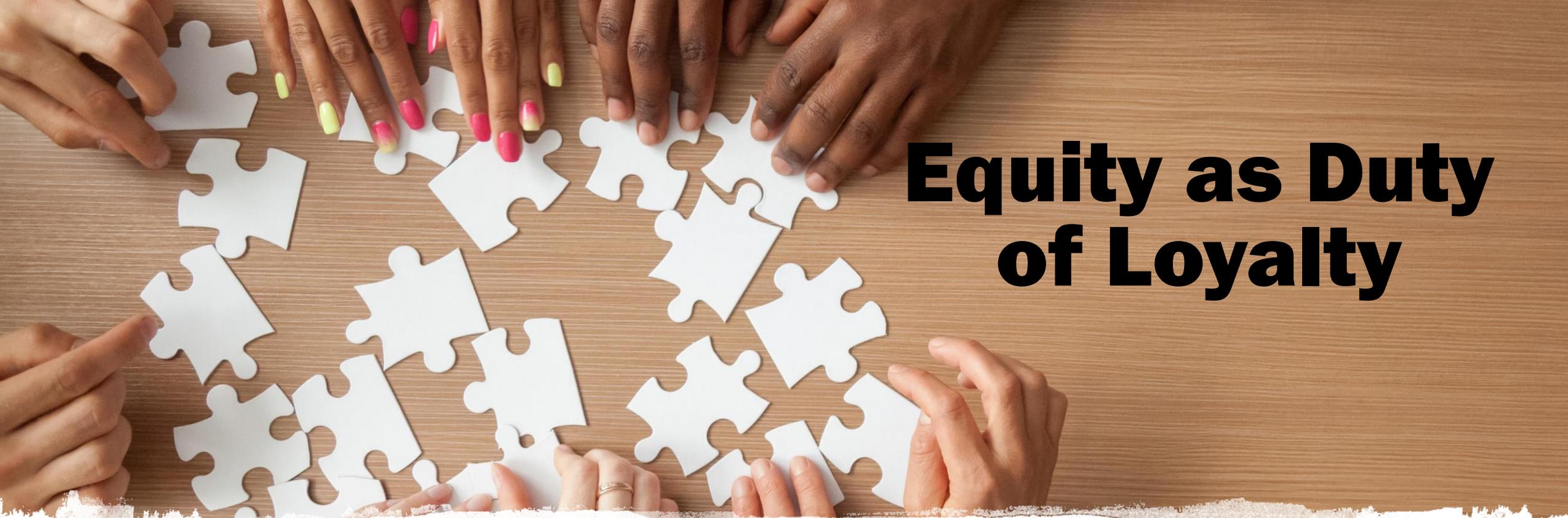




Equity as Duty of Care

- **Act in good faith and with skill to protect institutional assets**
- **Monitor the institution's activities**

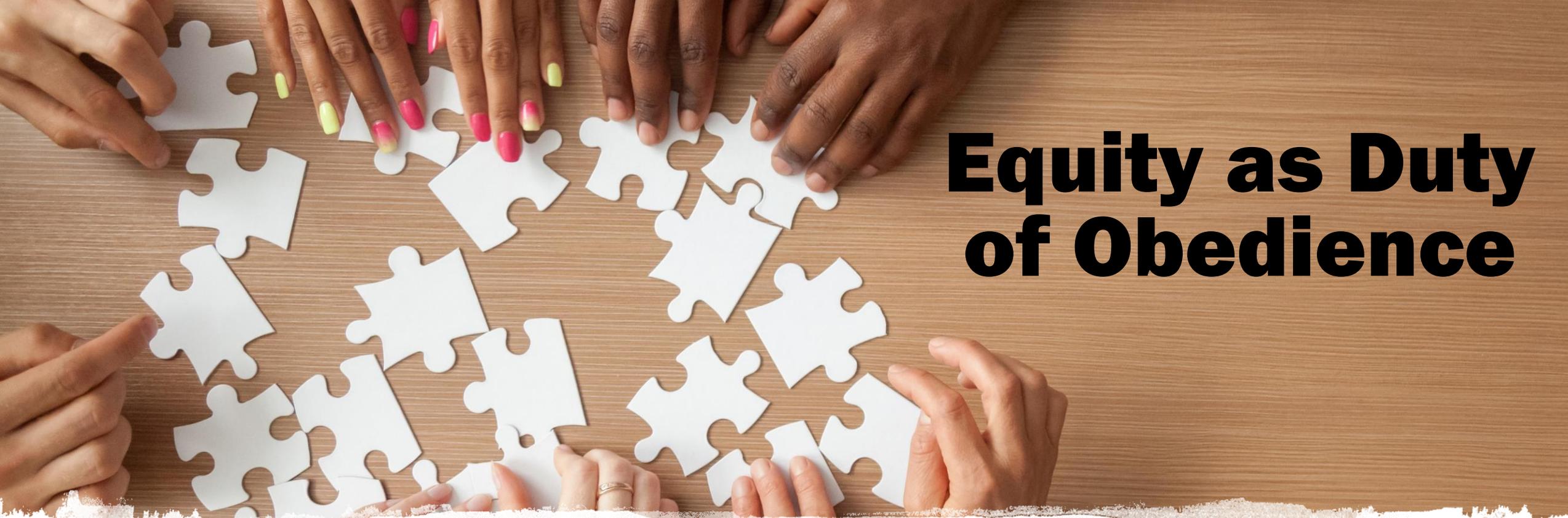




Equity as Duty of Loyalty

- **Equitable practices and decision-making as a priority to their work and central to the work of the board**
- **Prioritizing what will be equitable and good for students as opposed to self-interest**





Equity as Duty of Obedience

- **Hold institutions accountable to commitments to diversity and student success**
- **Adhere to mission and laws**





“The pursuit of equity ... is a **mindset**, **framework**, and **lens** that guides your approach to the work with which you have already been tasked.”





KEY QUESTION

- **Why might approaching educational equity in a check-box fashion delay progress?**



Conceptual Tools for Equity



A Primer on Culturally Relevant Pedagogy

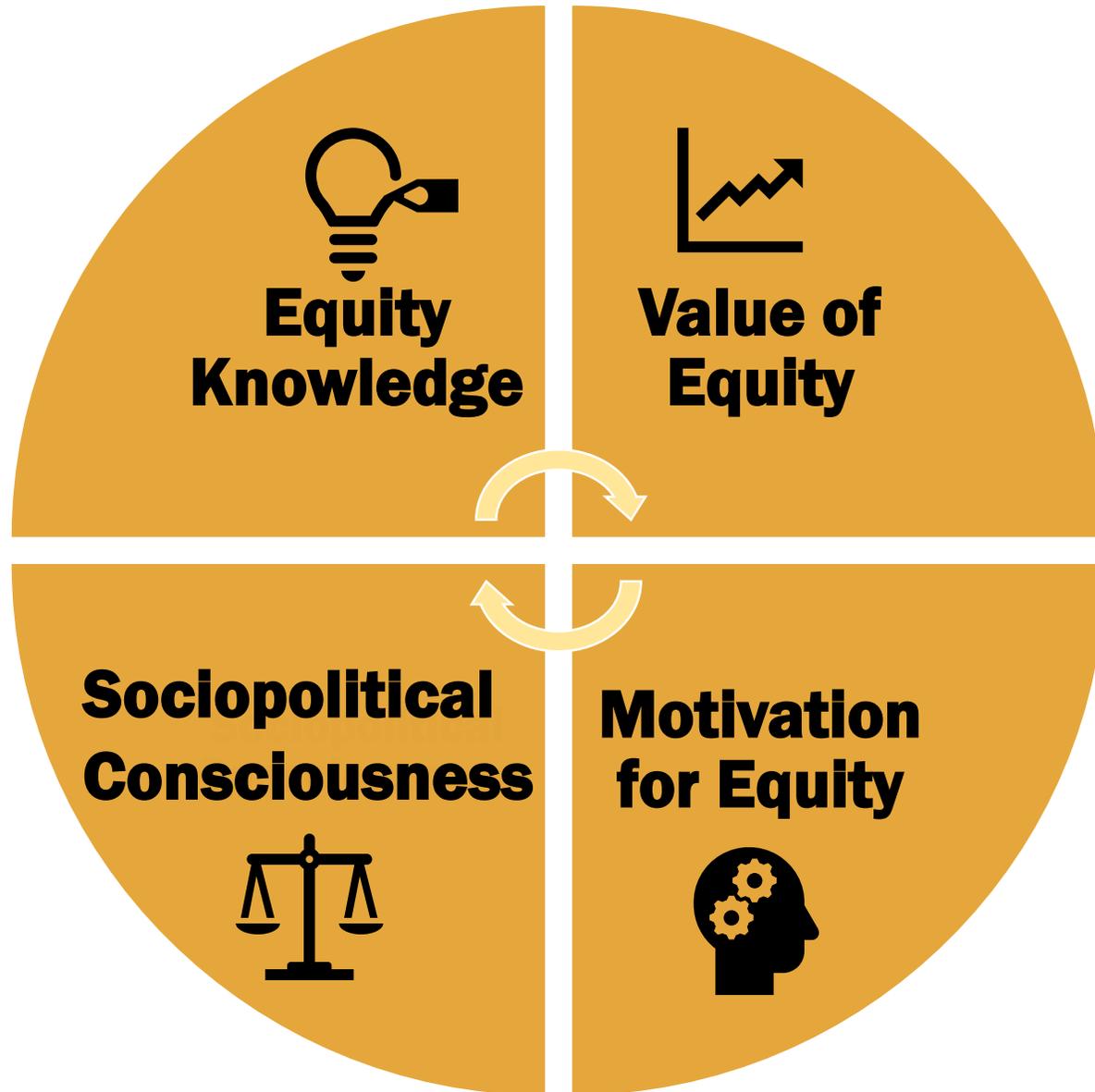


Operationalizing Equity as a Fiduciary Duty: Culturally Sustaining Governance (CSG)

CSG calls for efforts to **sustain** the rich histories, experiences, and forms of knowledge that different stakeholders bring to campus. Sustaining a diverse array of cultures and backgrounds necessarily entails **removing institutional barriers to access and success.**



The 4 Tenets of CSG



Equity Knowledge

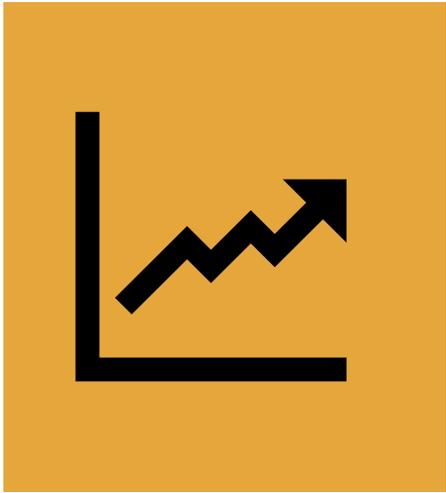


Understanding:

- **the distinction between equality and equity,**
 - **the need for disaggregated data to determine equity gaps, and**
 - **that equity is an ongoing push, not something that can be achieved once and will no longer be an issue.**
-



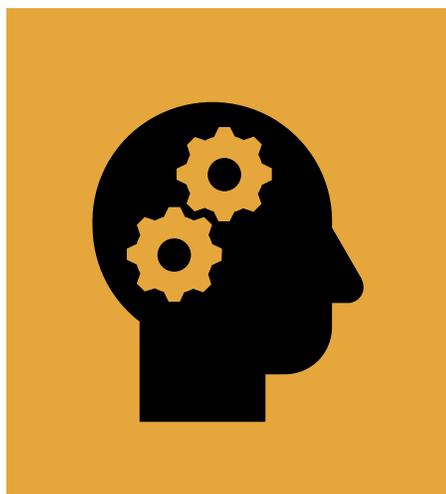
Value of Equity



Trustees prioritize the pursuit of equitable opportunities and see it as integral to the success of the institution and not just something to check off of a list



Motivation for Equity



There is some institutional or internal pull to center equity efforts (e.g. wanting to improve institutional rankings, or address injustices on campus that go viral, or one or two board members champion a cause)

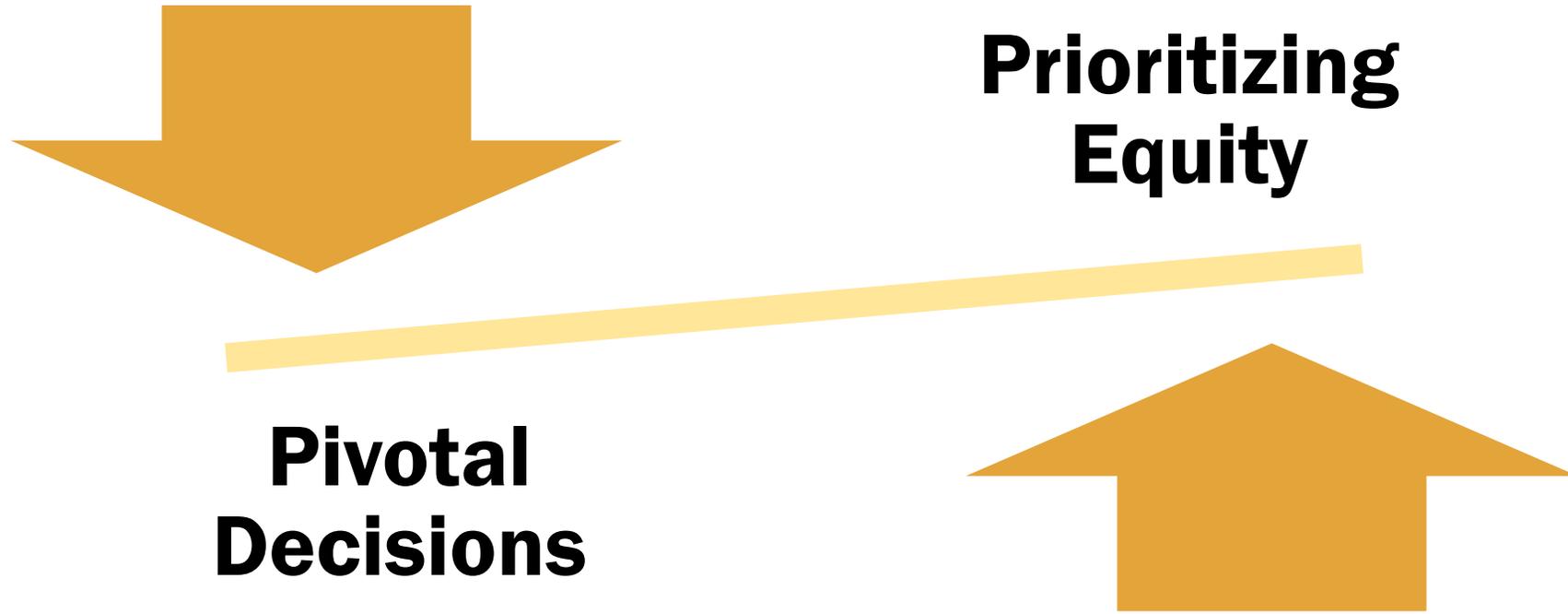


Sociopolitical Consciousness



Boards can situate and understand the impact of their (in)actions in different contexts.



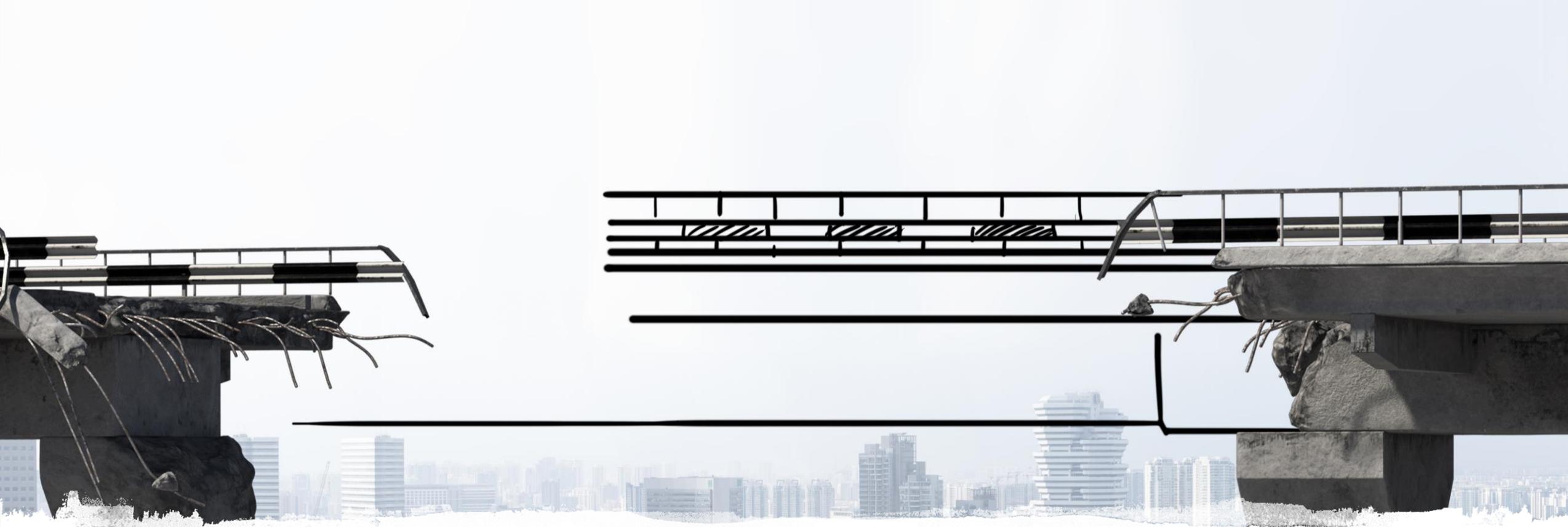


“The import of **CSG is its ability to address both demands **without diminishing either.**”**

4 Roles Trustees Can Enact in Pursuit of Equity

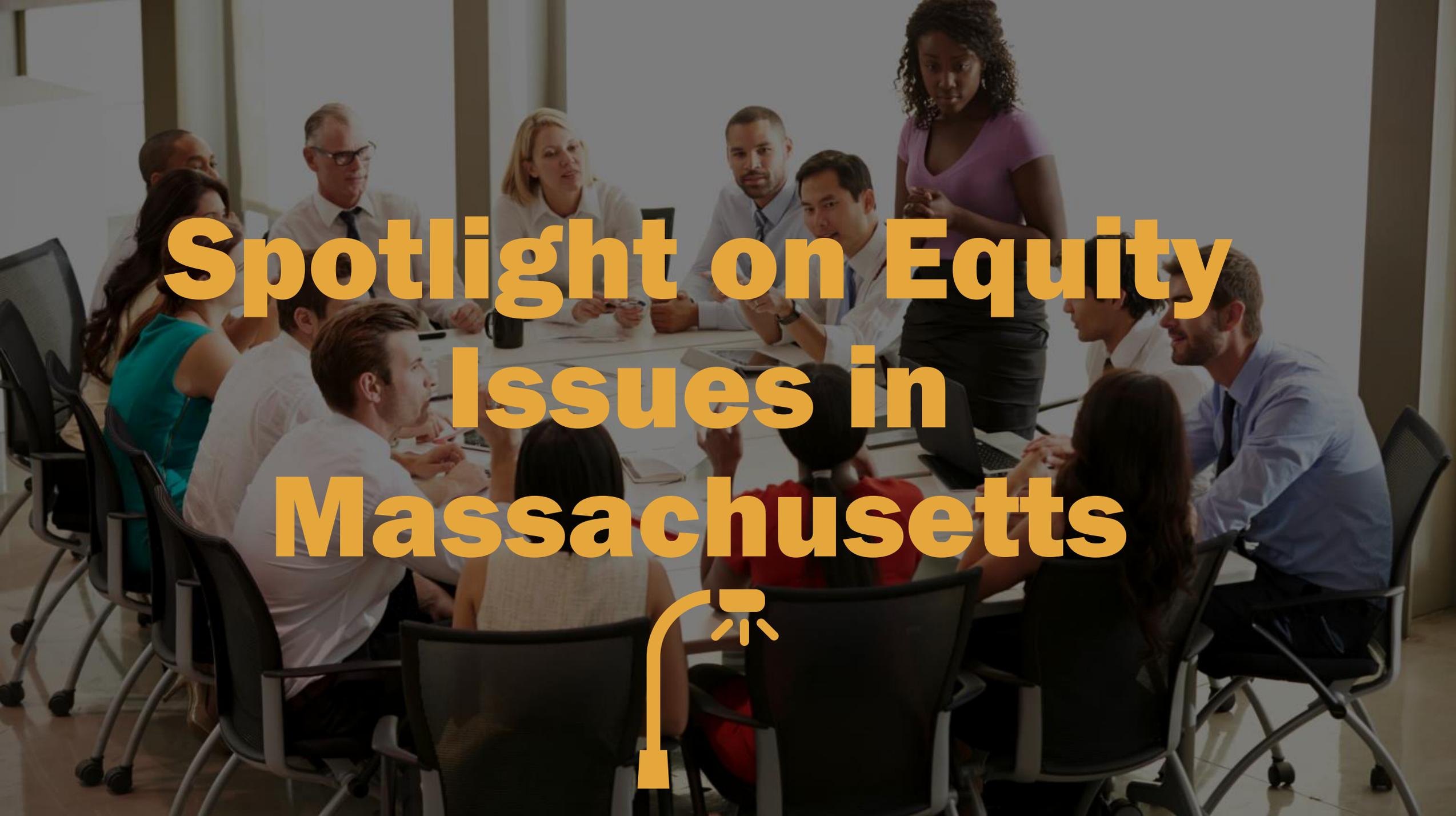
Board Role	Description
Initiator	Boards spearhead a policy, practice, or behavior to maximize equity on campus
Catalyst	Boards follow the impetus of others (e.g. community groups) to make a change to improve equitable outcomes
Barrier	Boards themselves directly create a challenge for the advancement of equity in higher education
Inhibitor	Boards slow, prevent, or fail to get involved in movement towards equity





KEY QUESTION

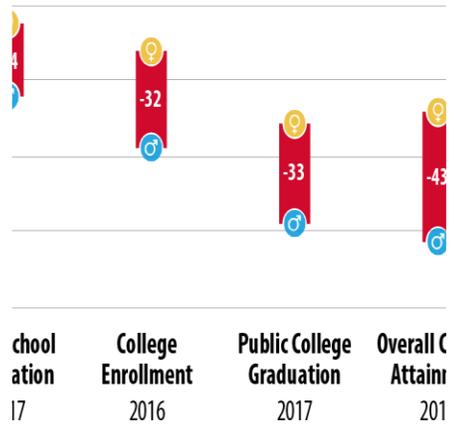
- **Think of the last decision you made on the board. What are the ways in which you started, accelerated, stopped, or slowed that decision-making process?**

A group of diverse business professionals are gathered around a large conference table in a modern office setting. They are engaged in a meeting, with some looking at documents and others talking. A woman in a purple top is standing and presenting. The scene is overlaid with a semi-transparent dark grey filter. A yellow spotlight icon is positioned at the bottom center of the image.

Spotlight on Equity Issues in Massachusetts

What are the types of inequities that are most present on our campuses? (One word answers only)

DHE Identified Equity Issues



School
Enrollment
2017

College
Enrollment
2016

Public College
Graduation
2017

Overall C
Attainment
2021

Race/Ethnicity

Geography

Deeper Look at Urban Areas

Only the urban areas flagged as underserved in this analysis are surrounded by communities with median earnings (pictured), as well as higher bachelor's attainment. This would suggest that there are good jobs available in these regions, and higher educational attainment may provide a pathway to better jobs for the underserved populations.

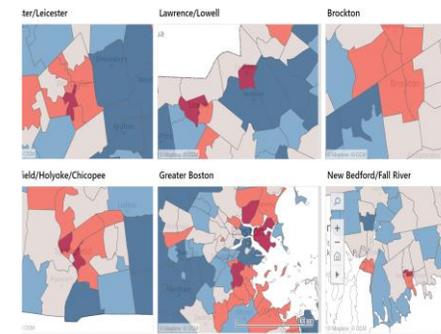
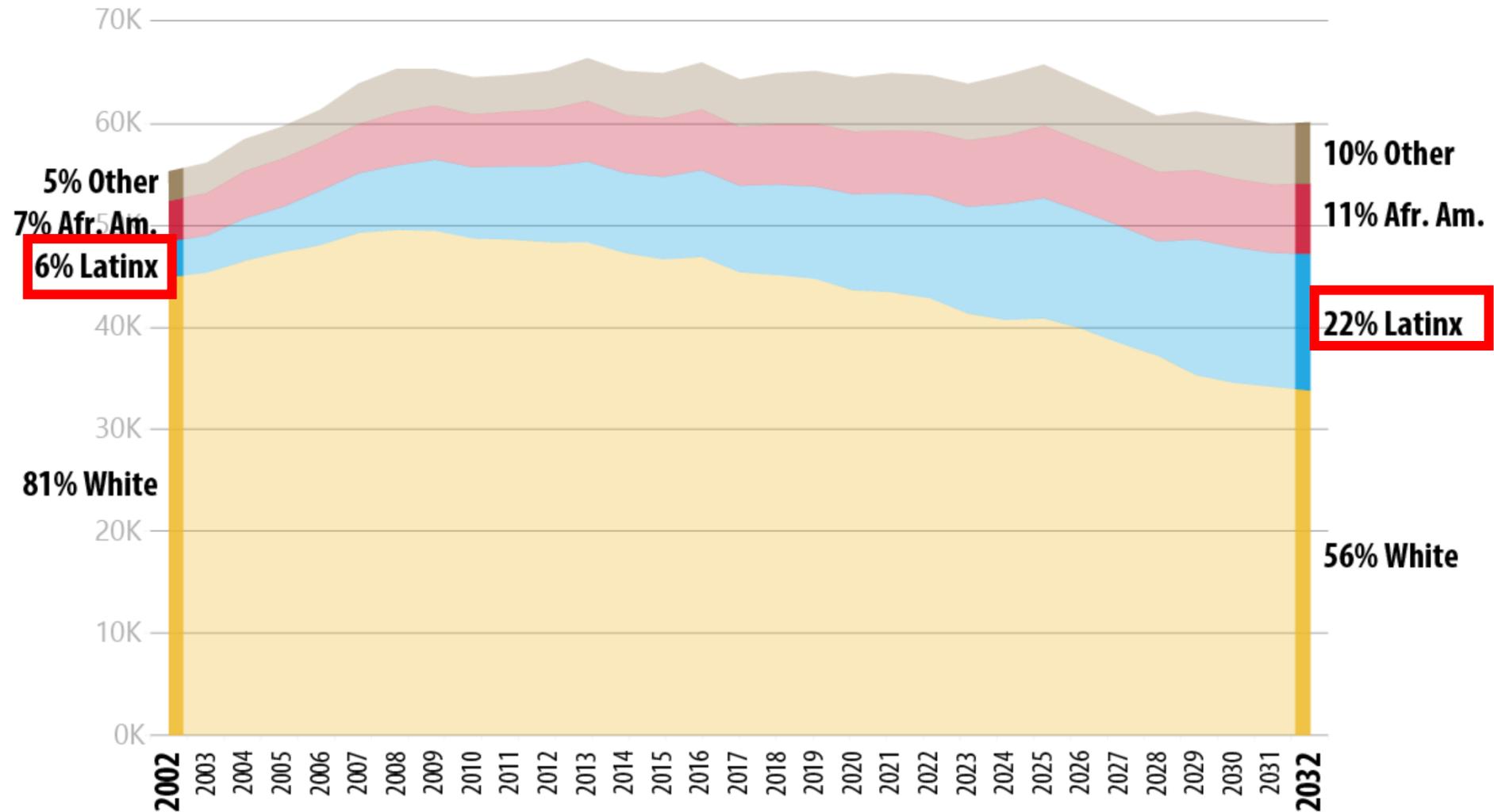
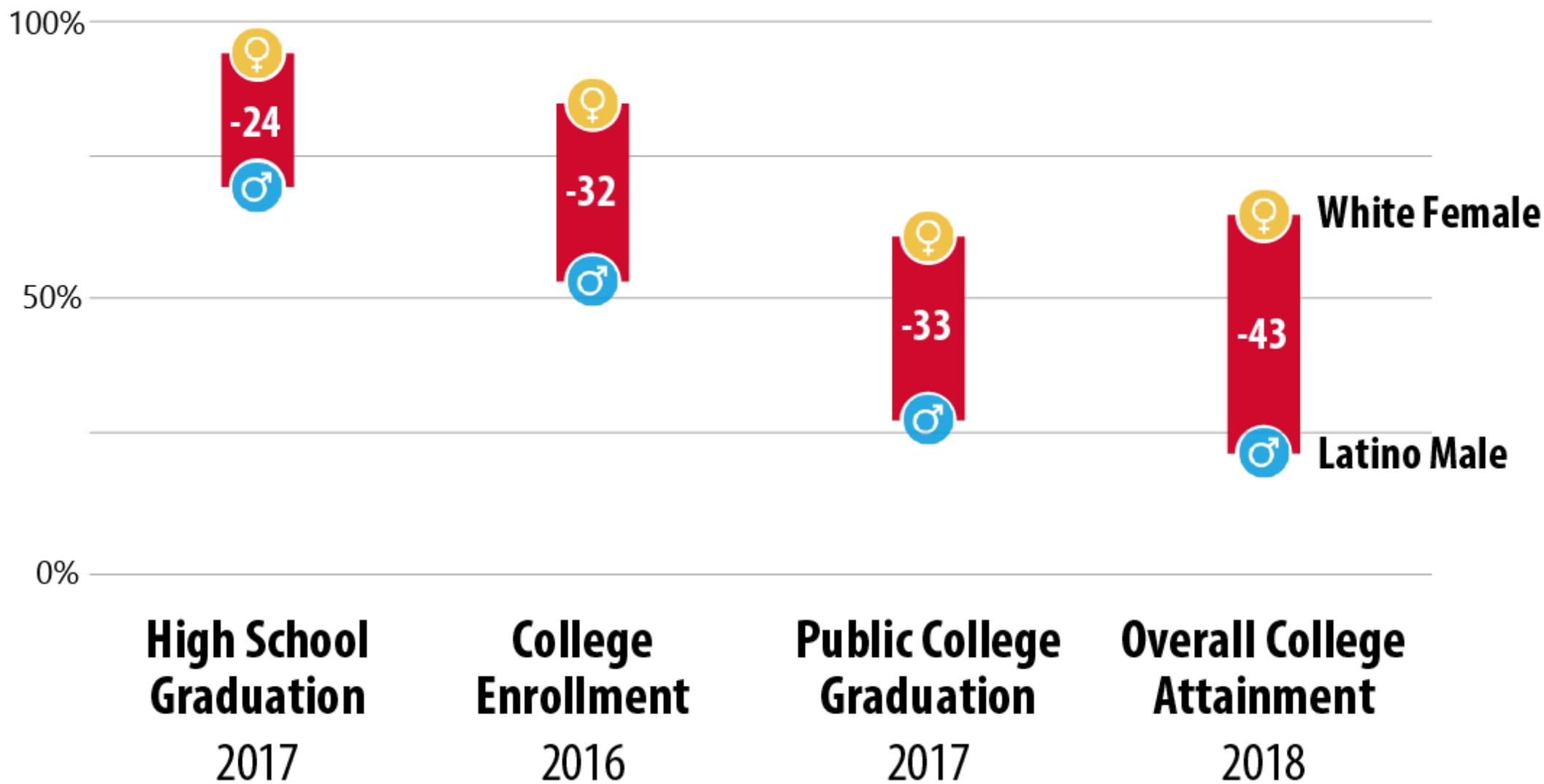


Figure 2. Total public high school graduates in Massachusetts by race/ethnicity
Actual 2002–2016, Projected 2017–2032

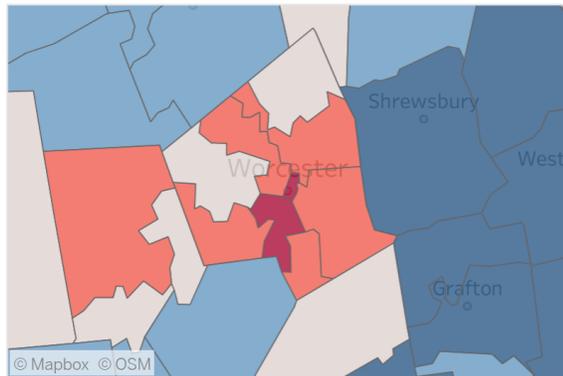




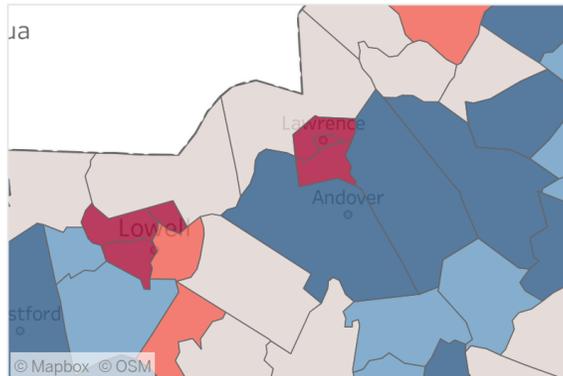
Closer Look at Urban Areas



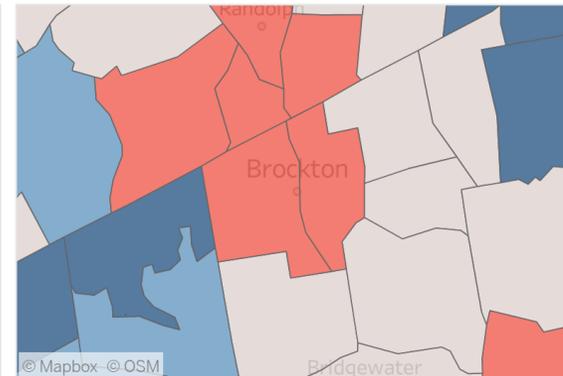
Worcester/Leicester



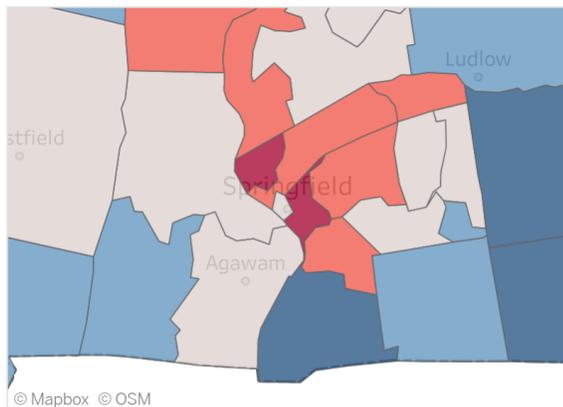
Lawrence/Lowell



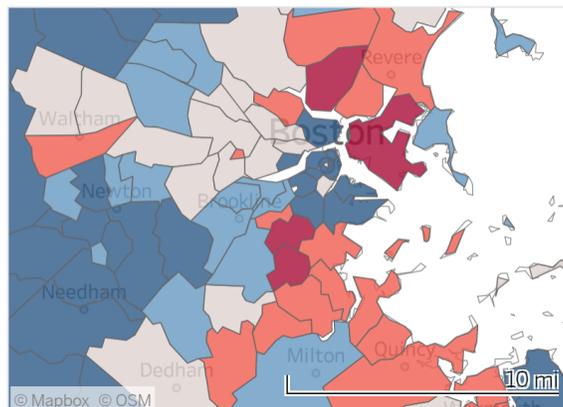
Brockton



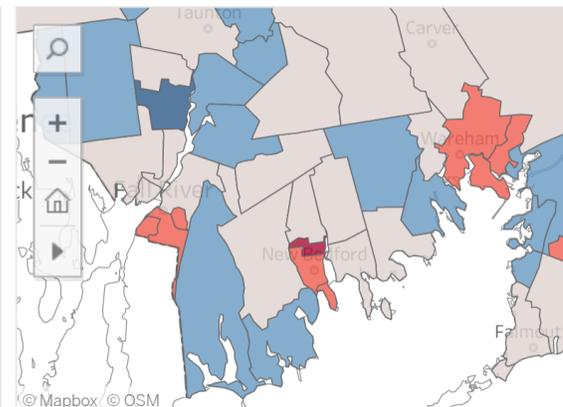
Springfield/Holyoke/Chicopee



Greater Boston

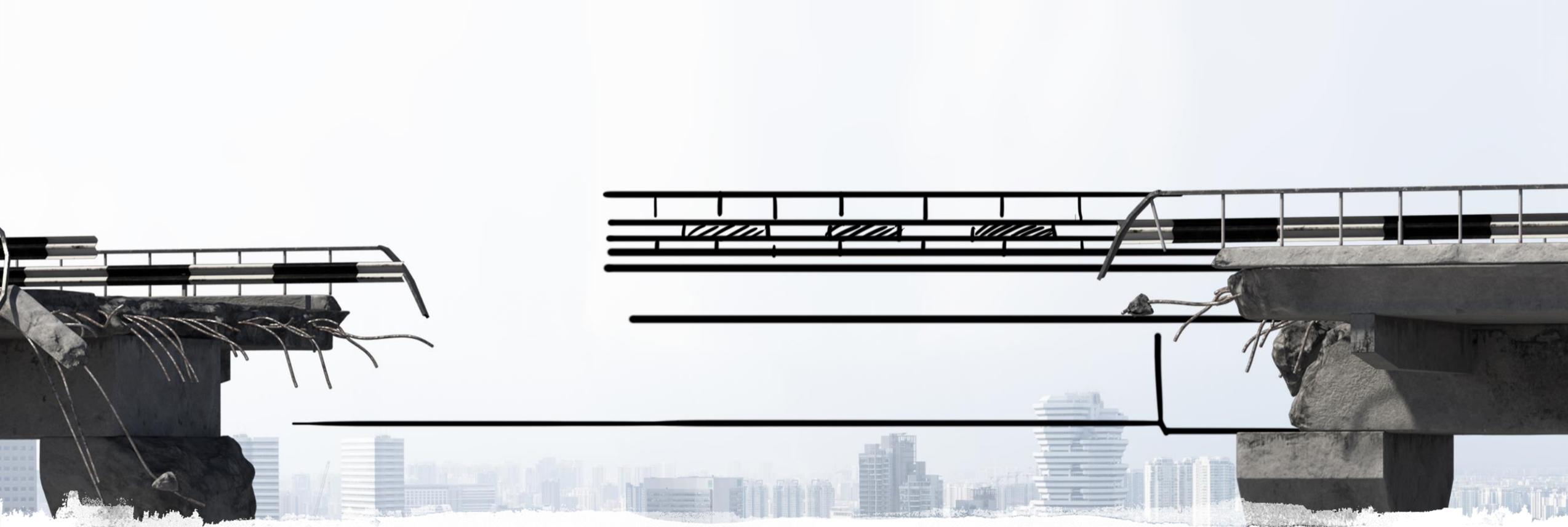


New Bedford/Fall River



EQUITY





KEY QUESTION

- Do these data surprise you?



Levers for Equity using Culturally Sustaining Governance



Developing a plan informed by CSG

Allocating necessary resources

Cultivating a workforce committed to equity

Building effective accountability practices

"Significantly raise the enrollment, attainment, and long-term success outcomes among underrepresented student populations."

Vision Statement for the Massachusetts Board of Higher Education (BHE) Strategic Framework



Strategic Planning with a **CSG** Lens

Examine disaggregated data (PMRS)

Question areas of inequities

Understand how to facilitate

Insist on clear outcomes and timelines

Tackle the barriers

Yield resources



Budgeting with a **CSG** Lens



- **Request, fundraise, and/or set fees** to build financial resources that can support the sustainability of equitable practices, policies, and programming
- **Identify and communicate** financial rewards/incentives for those engaging in equity efforts



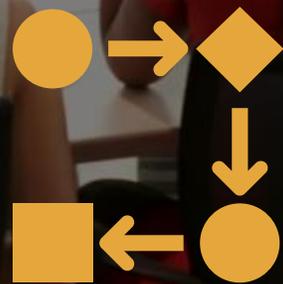
Human Resources with a **CSG** Lens

- Embed questions about **one's awareness** of equity issues and **vision** for equitable practices in presidential and senior-level selection processes
- Make it a **top priority** to retain senior-leaders that demonstrate a commitment to and an impact on an equity-focused strategic plan





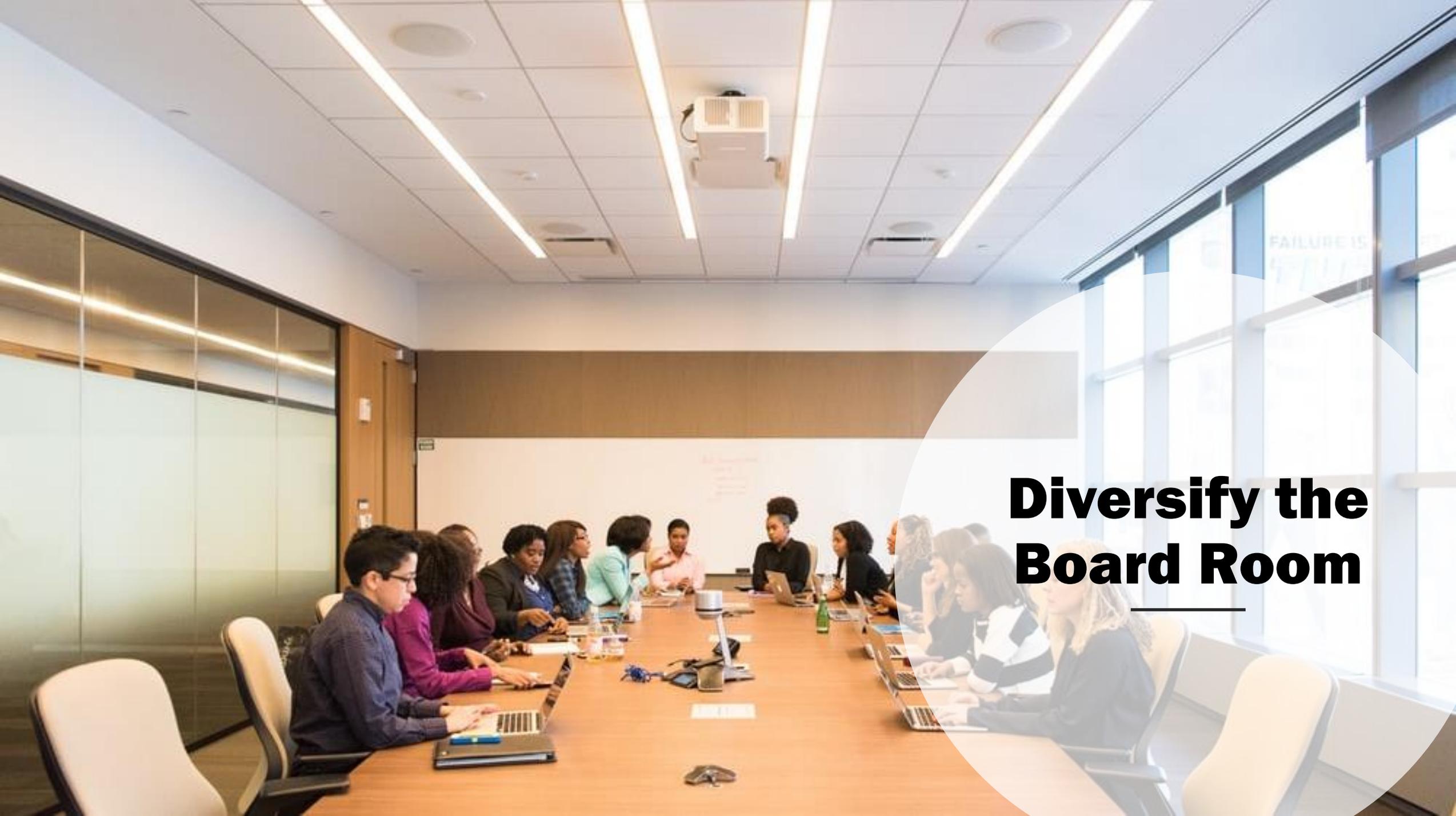
Next Steps & Action Items



Tools Specific to Massachusetts

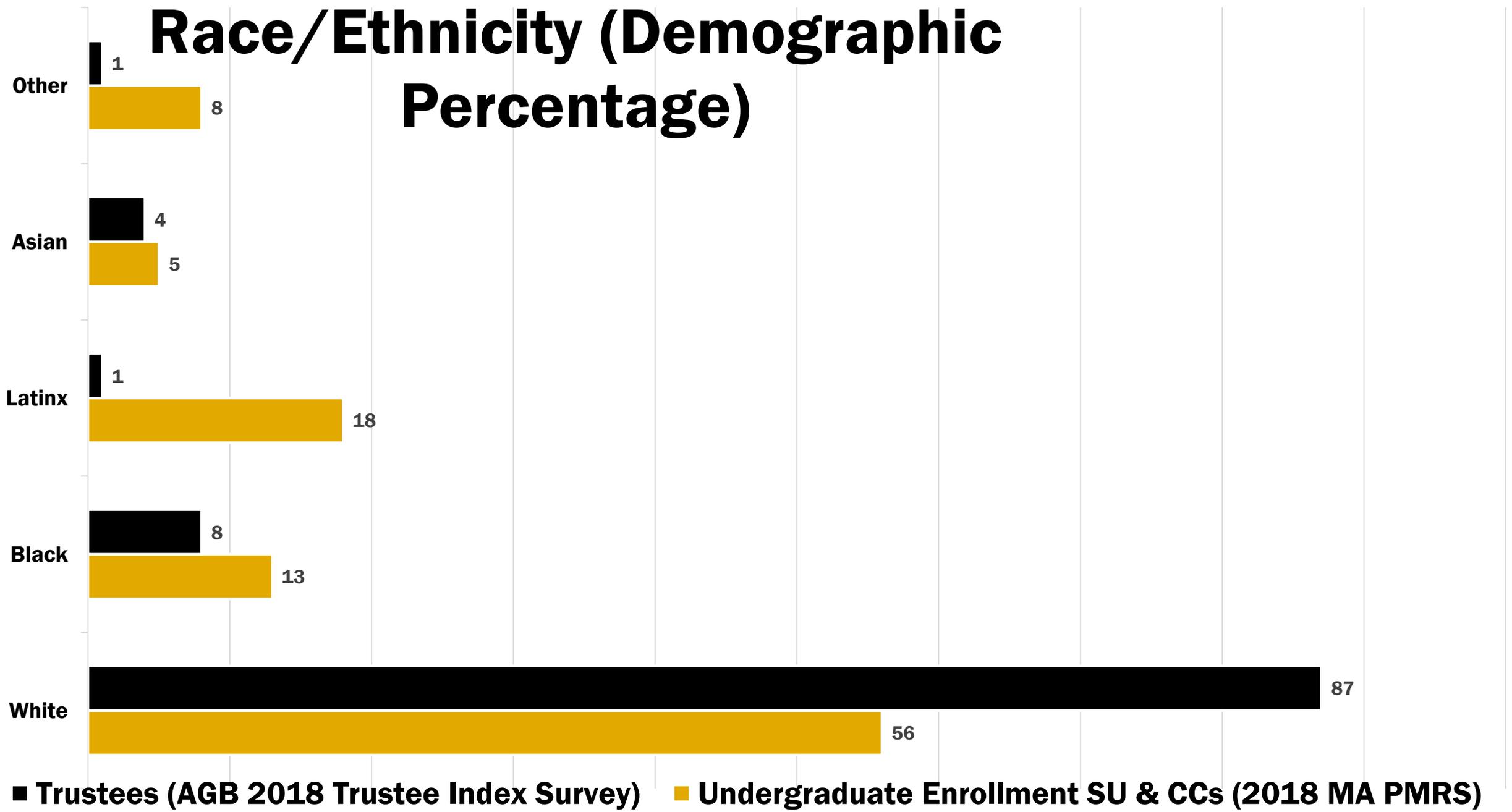
- **Strategic Planning Process**
- **Presidential Evaluation Process**
- **Performance Measurement Reporting System (PMRS)**
- **DHE Staff**
- **Other MA Campus Trustees**
- **BHE Innovation Fund / Performance Based Funding Formula**





Diversify the Board Room

Race/Ethnicity (Demographic Percentage)



■ Trustees (AGB 2018 Trustee Index Survey) ■ Undergraduate Enrollment SU & CCs (2018 MA PMRS)



Make Equity **THE Agenda**



Identify and engage your campus' Social Gadfly(ies)

Social Gadflies are “campus educators who strive to alter systems and practices of exclusion that harm individuals or groups on campus (LePeau, 2018)



**Continue to
Learn**



**Synergize
Efforts & Help
Others**



Question & Answers

Critical Higher Education Governance Collaborative

AGB

NATIONAL
CONFERENCE ON
TRUSTEESHIP

We're Here to Help



Raquel M. Rall, Ph.D.
Director of Strategic Partnerships & Initiatives

Felecia Commodore, Ph.D.
Director of Research

Demetri L. Morgan, Ph.D.
Director of Operations

 <https://www.chegc.org/>

 info@chegc.org

AGB | Consulting  agb.org/consulting

 consulting@agb.org