
MAKING THE CASE FOR EQUITY

**Engaging State Boards and
Leadership in Equity Work**

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SHEEO Communities of Practice
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OVERVIEW

WHAT WE'LL DISCUSS

Current Conversations

Why Boards Matter?

Boards as Partners

Strategies to Communicate

Application Activity

Reflection/Q&A

Key Takeaways

Action Items

VALUE OF HIGHER EDUCATION

"Not only is there a public good to what we do, there's an immense private benefit. If you have a college degree, or at least some college, you're going to have higher lifetime earnings, higher annual earnings; you're going to be more likely to be employed, less likely to be laid off; you're going to be healthier, less likely to be on social welfare; you're less likely to get in trouble with the law; you're more likely to vote and more likely to be philanthropic in your community."

CHANCELLOR DUBOIS, UNC CHARLOTTE



WHAT IS EQUITY?



DEFINING EDUCATIONAL EQUITY

. “...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

Commodore Consulting, LLC





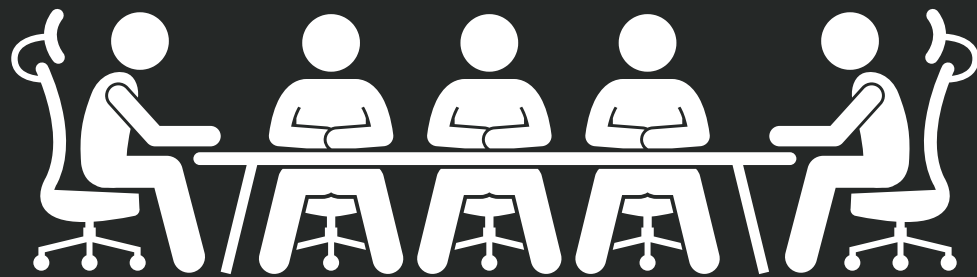
What do State-Level
Governing Boards have to do
with Equity?



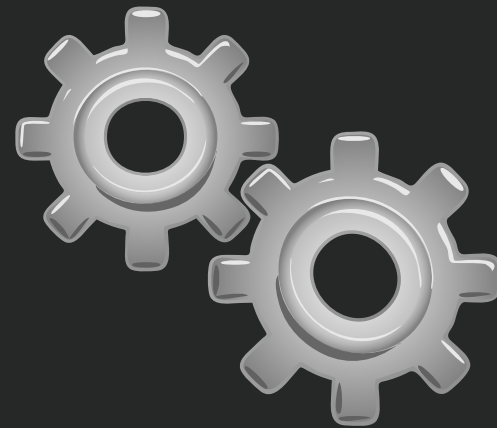
**HOW CAN STATE-LEVEL GOVERNING BOARDS ACTING AS LEVERS IN
INITIATING AND ACHIEVING POLICY CHANGE, ULTIMATELY ACHIEVE A
MORE EQUITABLE HIGHER EDUCATION MARKETPLACE?**



Boards as Levers



**STRATEGIC BOARD
COMPOSITION**



**INTERLOCKS AS
PATHWAYS**



**CULTURALLY SUSTAINING
GOVERNANCE**

Equity as Fiduciary Duty



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

EQUITY AS FIDUCIARY DUTY

Duty of Care

Act in good faith and with skill to protect institutional assets

Monitor the institution's activities

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

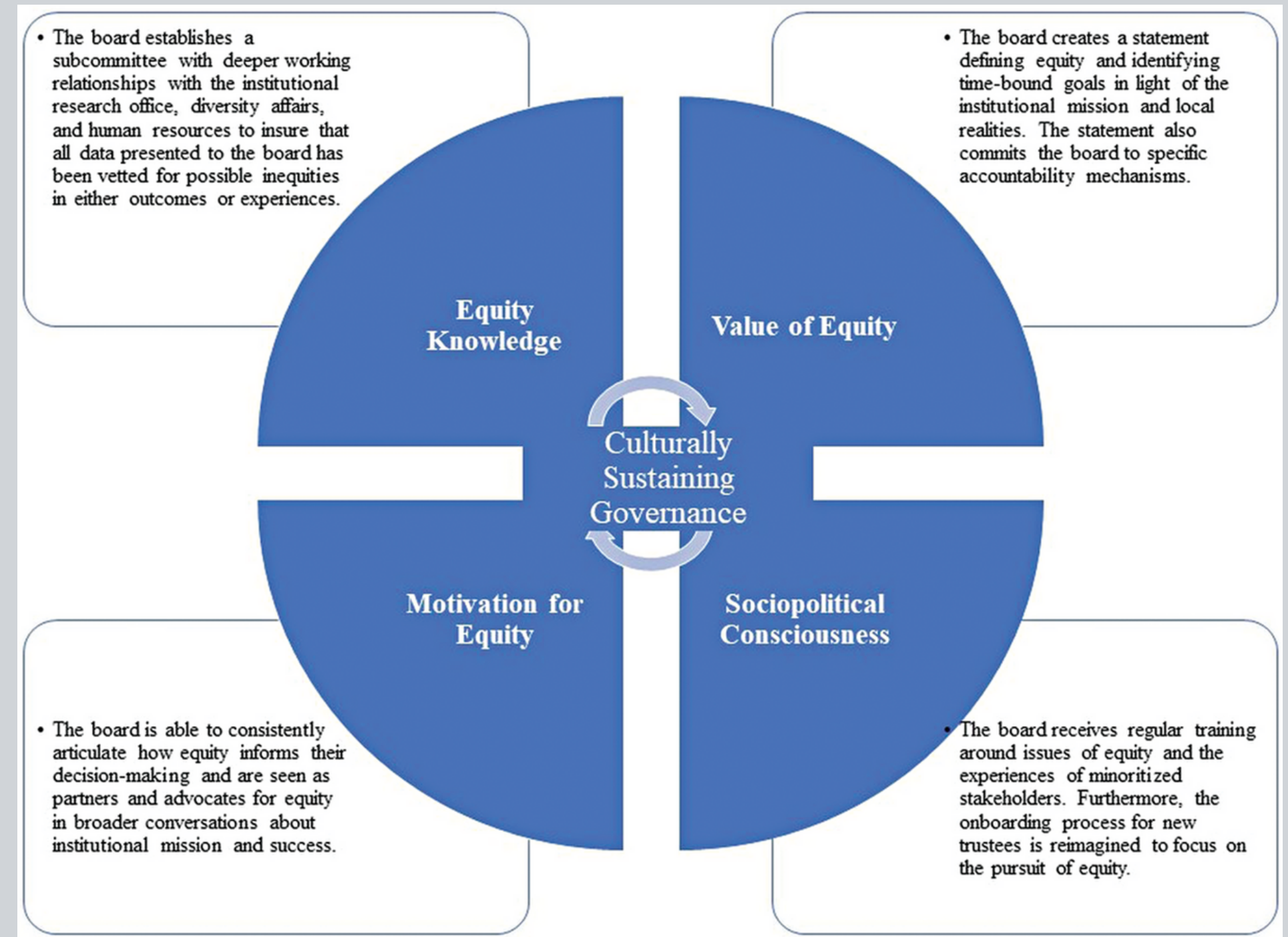
Duty of Obedience

Hold institutions accountable to commitments to diversity and student success

Adhere to mission and laws

CULTURALLY SUSTAINING GOVERNANCE

Rall, Morgan, & Commodore, 2020

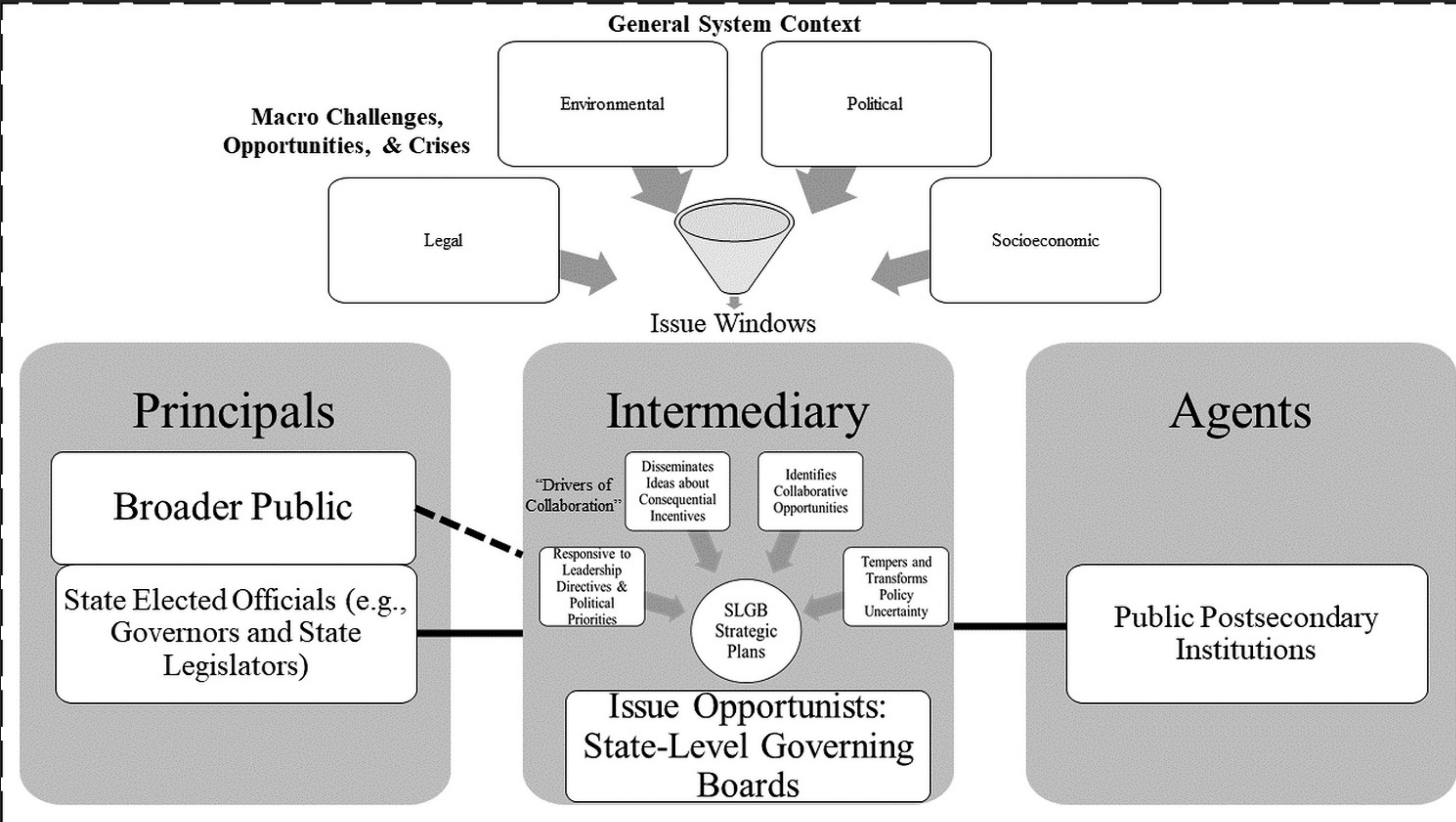


STATE LEVEL GOVERNING BOARDS

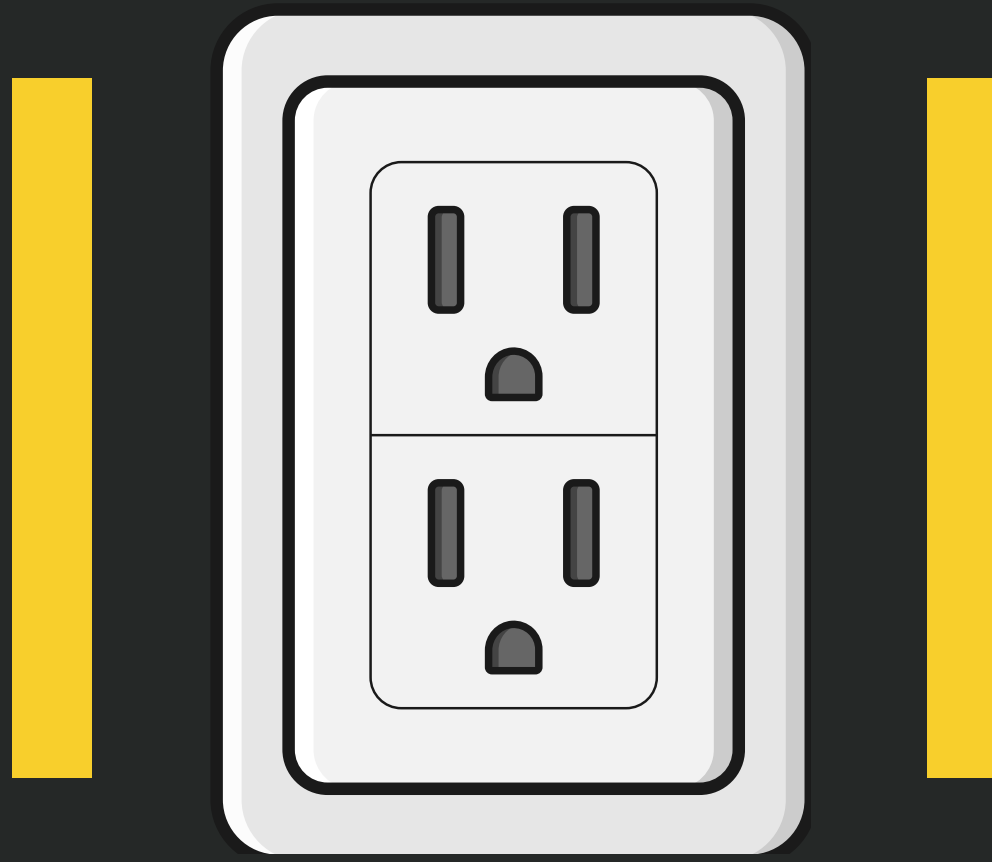
SLGBs operate in a policy and governance context that exposes them to myriad discourses, some of which directly deal with postsecondary education (e.g., increasing postsecondary attainment) and others that can be read as potentially more indirect (e.g., state economic impact).



State-Level Governing Boards as Intermediaries



Morgan et al., 2021

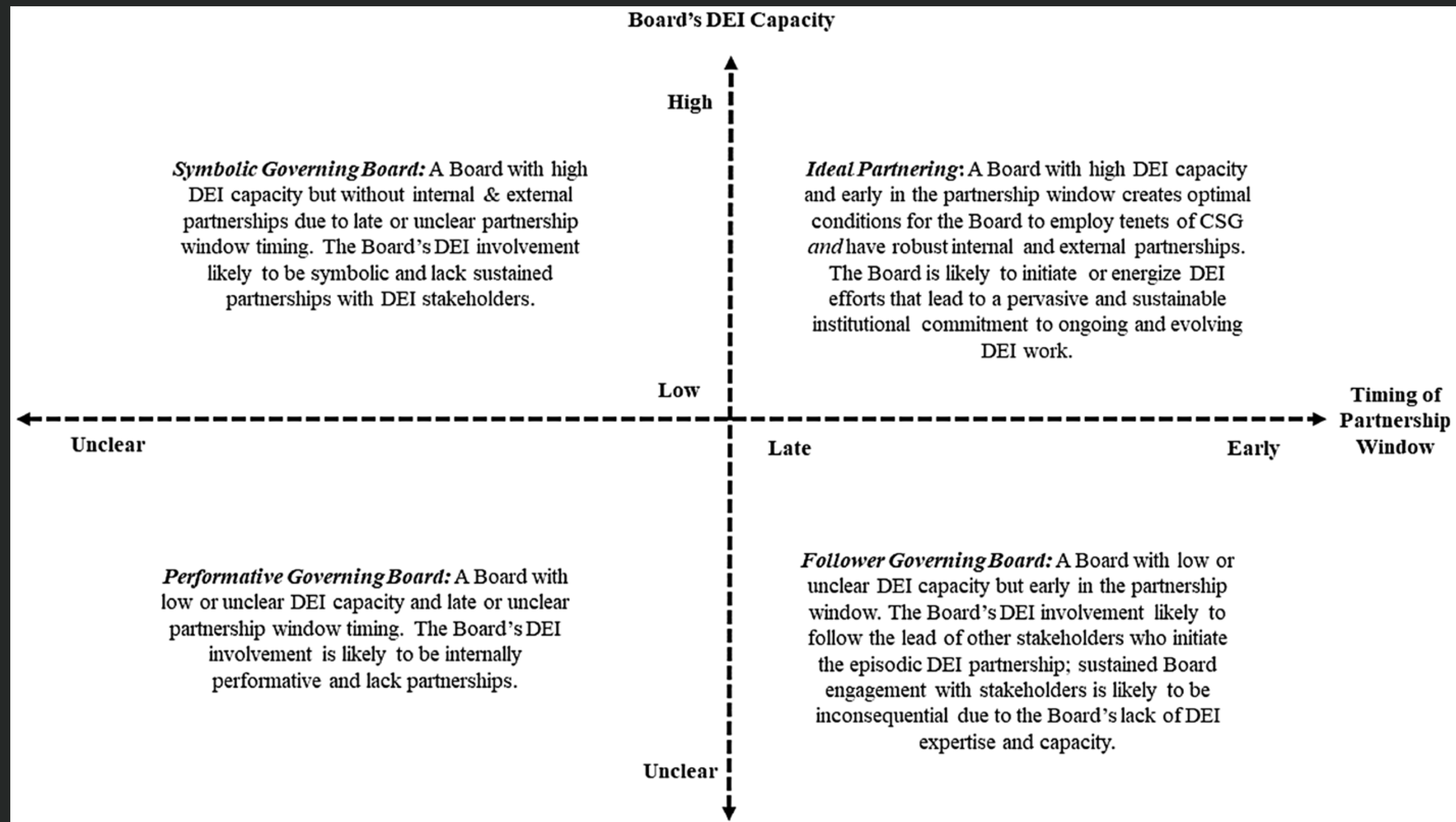


Boards can function like electrical

sockets, meaning they have access to power and can facilitate the flow of resources, energizing a DEI initiative to fulfill its goals of creating cultural transformation to support all institutional stakeholders. The transference of power and resources from a Board coupled with insights, expertise, and day-to-day management from other DEI leaders operates as a form of organizational partnering that can facilitate the realization of desired outcomes and institutional transformation.

Morgan et al., 2022

A Matrix of Governing Board's Partnering for DEI



HOW TO MAKE THE EQUITY ARGUMENT?

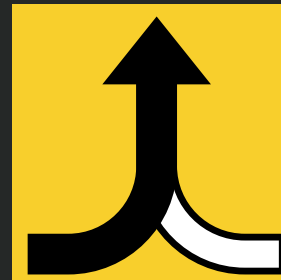
Why does equity matter?

STRATEGIES TO COMMUNICATE WITH BOARDS

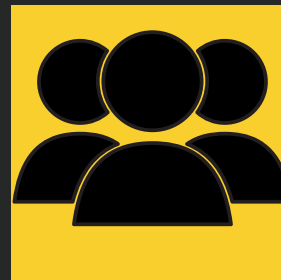
Four Approaches



Value-Add



Interst Convergence



Public Interest



Economic



Application: Make Your Case

CRITICAL QUESTIONS

1. What are the Key Issues?
2. What Key Decisions are Most Imperative?
3. How can these Decisions be Made in an Equity-Centered Approach?
4. What Anti-Equity-Centered Decision-Making Arguments could be Made?
5. Craft your Argument to the Board? Which Approach would you Take? Why?

A man in a brown sweater stands at the front of a meeting room, smiling and holding a tablet. He is addressing a group of people seated at a long table. In the background, a projector screen displays a presentation slide with the number '01' and the text 'colors and images form a visual identity for your brand.'

Report Out

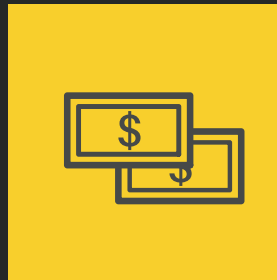
KEY TAKEAWAYS



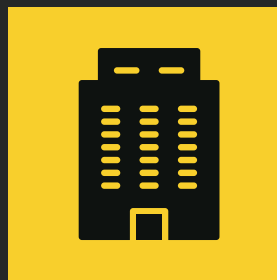
Define Equity



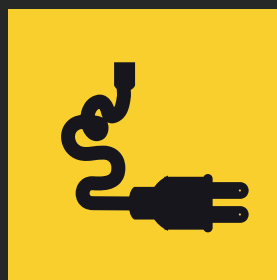
Boards are Levers and Intermediaries



Know Your Board's Motivation to Determine Approach



Find Allies and Co-Conspirators



Bring in Support and Development

Q&A/CONTACT

FOR QUESTIONS, COMMENTS,
AND MORE INFO



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