

## Accelerating Progress to Eliminate Equity Gaps

## Meet Your Presenter



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## The Uphill Battle of the Equity Imperative

2

Principles and Tactics to Sustain Transformation

3

Partner Progress Through Moon Shot

# Attacks on DEI Programs Are Growing...

...With Implications in Admissions, Instruction, Research, and More



"Supreme Court guts affirmative action, effectively ending race-conscious admissions"



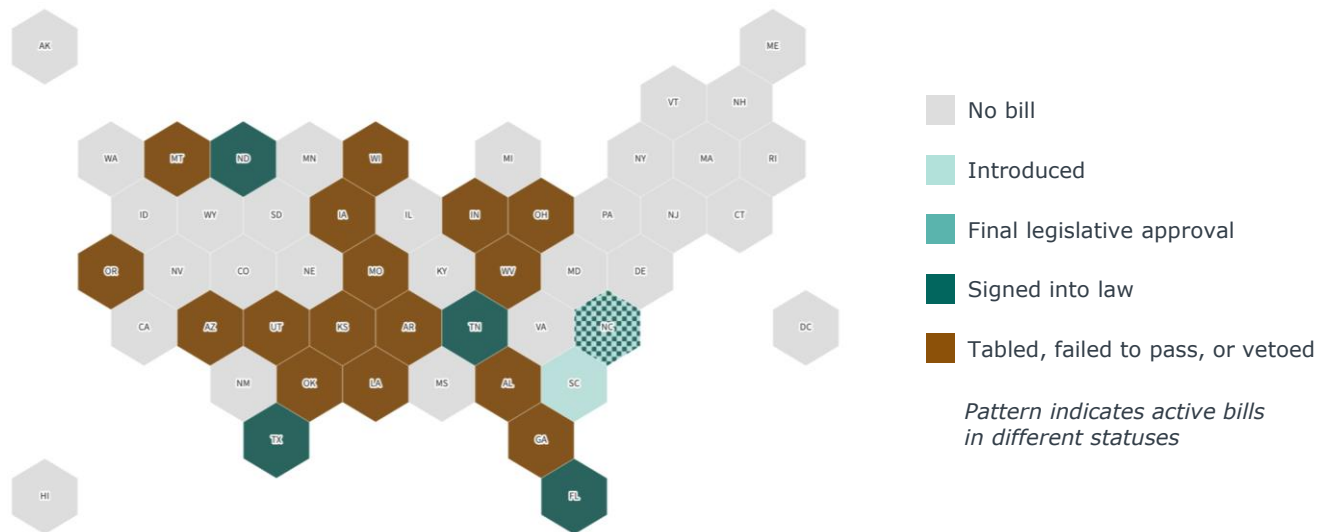
"Will Anti-DEI Legislation Cause a Research Funding Drought in Higher Ed?"



"Colorado College Encourages Students to Transfer From States With Anti-DEI Laws"

## Where Anti-DEI Legislation Has Been Proposed

As of October 2023; tracked by The Chronicle of Higher Education



Pattern indicates active bills in different statuses

Source: "Supreme Court guts affirmative action, effectively ending race-conscious admissions," NPR, June 2023; "Will Anti-DEI Legislation Cause a Research Funding Drought in Higher Ed?," *Insight Into Diversity*, August 2023; "Colorado College Encourages Students to Transfer From States With Anti-DEI Laws," *The Chronicle of Higher Education*, September 2023; DEI Legislation Tracker, *The Chronicle of Higher Education*, 2023; EAB interviews and analysis.

# And Yet, Equity Challenges Persist

## Multidimensional Equity Challenges

### Income

17

Percentiles Higher

Where children with high-income parents typically end up in the household income distribution compared to their counterparts with low-income parents

### First-Generation

92.2%

Higher Dropout Rate

Dropout rate for first-gen students is 92.2% higher compared to their legacy peers

### Race

1/2

As Likely to Graduate

Black and Latine students are half as likely to complete a bachelor's degree after beginning their education at two-year colleges as their white and Asian counterparts

### Rural and Urban vs. Suburban

8%

Less Likely to Attend College

Rural students are 8% less likely to attend college after high school compared to their suburban peers and 3% less likely than their urban counterparts

## Multigenerational Equity Challenges



### Class of 2023 and Before

Adult learners experience different barriers and require flexible learning environments



### Class of 2024

High school seniors arriving overwhelmed and inadequately prepared academically



### High School Class of 2027

Current eighth-graders displaying above-average absence and dropout rates



### High School Class of 2032

A quarter of current third-graders predicted to stay behind in math and reading skills throughout high school

# Equity Work Feels Fraught with Risk

Leaders Are in a Complex Position as Enthusiasm Gives Way to Hesitance



## Recruitment Risk

A lack of commitment can limit your recruitment of a diverse student body



## Retention Risk

Students from historically excluded groups may feel marginalized and be at risk of leaving



## Reputation Risk

Former commitments could appear performative and insincere



## Resource Risk

Misguided initiatives can waste time, money, and effort and divert resources from more impactful efforts



## Turnover Risk

Stagnation of initiatives breeds a lack of confidence in leadership and can also lead to decreased morale and lower staff satisfaction



## Culture Risk

Poorly executed initiatives can create cultural friction at the institution

## A No-Win Spectrum of Risk

*How are your institution's decisions being perceived?*



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**Pull Back**

**Hold Tight**

**Forge Ahead**

*Risk of abandoning commitments*

*Risk of inaction*

*Risk of misstep*

# Student Success Needs Are Changing

## Mental Health Now a Bigger Retention Concern than Academics or Finances



### A Different Experience

42%

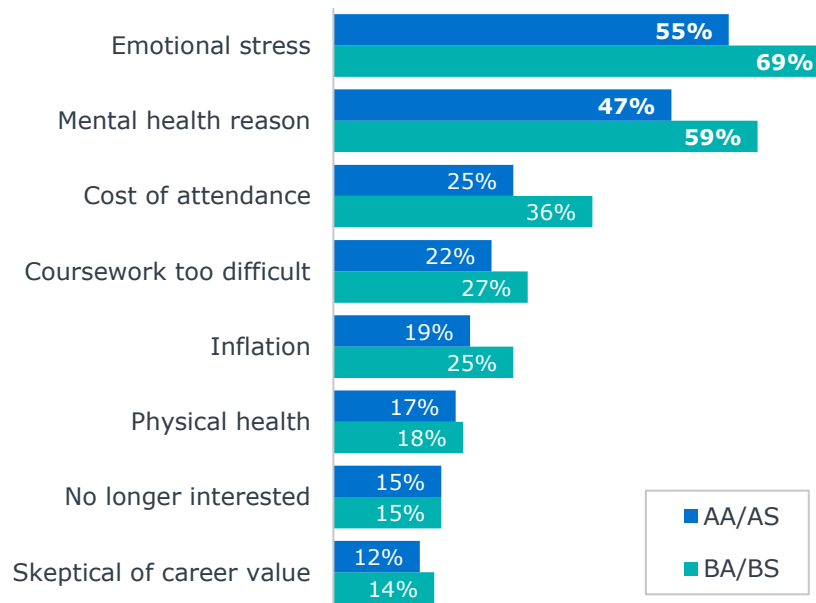
of HS students reported feeling persistently sad or hopeless in 2021 (1.5x higher than 2011)

*"We have lived our teenage years stuck at home in our rooms, by ourselves, isolated."*

- Teenager's thoughts on the CDC data, quoted in the *New York Times*

### Why Are Students Considering Stopping Out?

Fall 2022 Gallup/Lumina Survey, multiple responses allowed







# 'A Lost Generation of Learning'

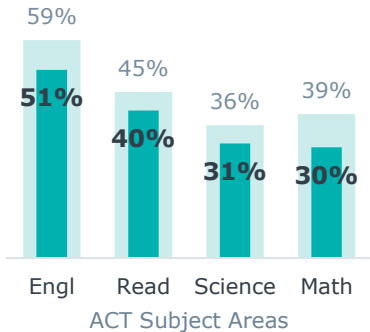
## Gaps from Unfinished K-12 Learning Will Be Felt by Colleges for Years

### College Entering Classes

**Fall 2023**  
College first-years

**ACT College Readiness Among 2023 HS Grads**

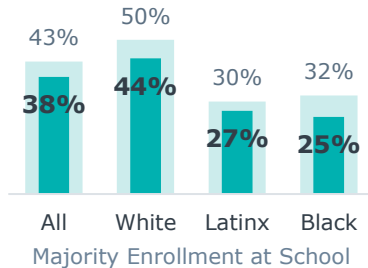
2019 2023



**Fall 2027**  
Ninth-graders

**On Pace for College Math in 8<sup>th</sup> Grade (i-Ready<sup>1</sup>)**

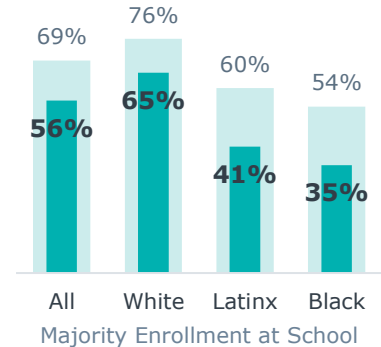
2019 2023



**Fall 2031**  
Fifth-graders

**On Pace for College Math in 4<sup>th</sup> Grade (i-Ready)**

2019 2023



Source: EAB analysis of data from Curriculum Associates "[State of Student Learning in 2023](#)"; ACT U.S. High School Class of 2023 Graduating Class Data; NAEP Scores "[Flashing Red: After a Lost Generation of Learning for 13-Year-Olds](#)."

1) I-Ready: Data collection and differentiated instruction in math and literacy.

# Transfer Is an Underreported Equity Issue

## Solutions Require Regional Collaboration

**Only a small fraction** of community college students who intend to transfer make it through to a bachelor's degree



80%

Of community college students hope to get their bachelor's degree



1/3

will transfer to a four-year institution



>20%

Of those who transfer will receive a bachelor's degree within six years

*The transfer system especially falls short for specific student demographics*

- Black and Latine students are **half as likely** as white students to transfer
- Lower-income students are **half as likely as** white students to transfer



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# Does your institution have...

— Raise your hand

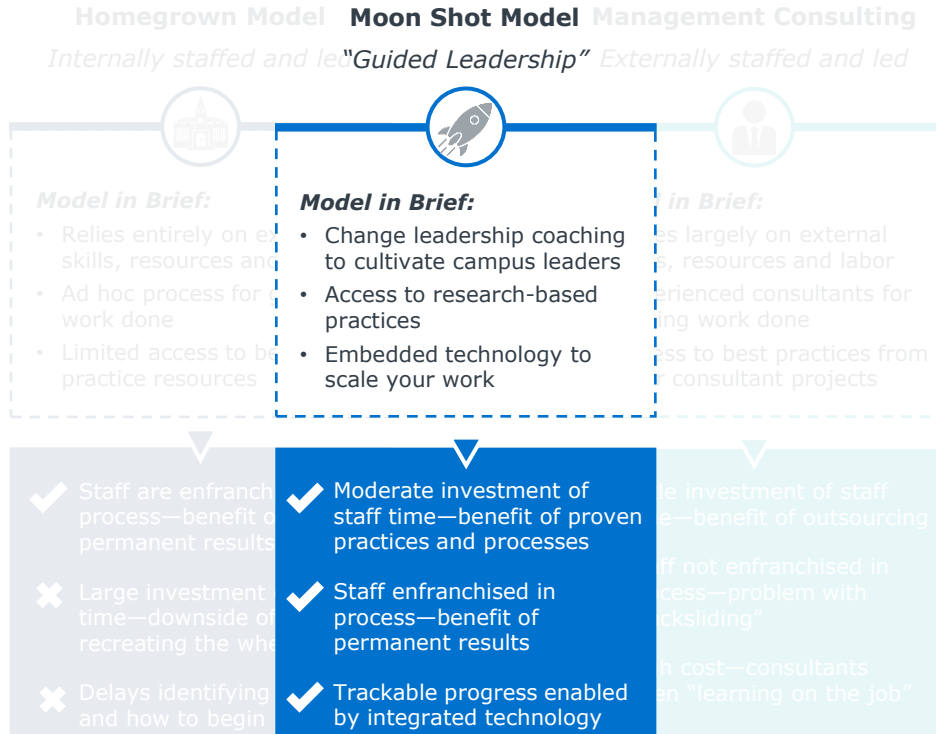
Equity outcomes explicitly listed in your strategic plan?

Committee(s) actively working on equity-related initiatives?

Cabinet-level leadership with a focus on equity?

Clear Key Performance Indicators (KPIs) stated to measure progress on equity goals?

# Guided Leadership Helps You Scale Progress





# Moon Shot for Equity



Moon Shot for Equity is change management consulting to **erase equity gaps** and **boost success for all students**, especially those historically excluded from the benefits of higher education.

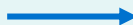
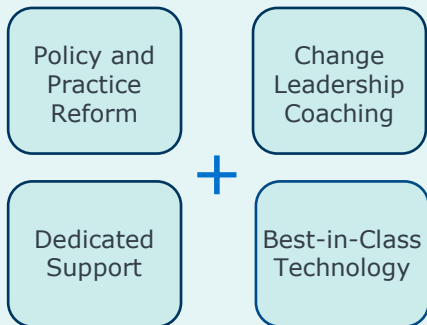
25

Participating institutions and growing

1,000+

Administrators, faculty, and staff working to design and sustain meaningful reforms

## Build the Capacity and Infrastructure...



## ...To Erase Equity Gaps and Improve Student Outcomes



Establish coordinated care networks across campus



Reduce time and cost to degree



Increase degrees conferred



Improve socioeconomic mobility for graduates

# Ensure Student Support Is Systemically Inclusive

## Guide Your Campus Through Reforms That Improve Equity

### *Moon Shot Policy and Practice Areas of Focus*



- 1 Leadership and Campus Climate
- 2 Access and Enrollment
- 3 Academic Policy and Processes
- 4 Student Support and Belongingness

The Moon Shot team provides a **phased action plan** to guide you through key policy and practice reforms. Here's what that looks like for hold reform:



#### **Phase 1: Lay the Groundwork**

- Understand current hold practices in higher ed
- Review types of holds and their implications



#### **Phase 2: Inquiry**

- Complete an audit of current holds
- Analyze historical data
- Outline processes for active holds
- Share key findings in a workshop



#### **Phase 3: Recommendations**

- Propose solutions. Outline why they're important and what you hope to accomplish.
- Develop implementation plans that include timelines, key players, and any additional funding needed.
- Determine how to measure success and report results.



#### **Phase 4: Implement and Evaluate**

- Implement the hold reforms you've chosen and track the impact on campus.



# Learn to Lead Sustainable Reform

## Support and Resources for Vision, Direction, and Commitment



### Leadership Development

- **Equity-mindedness** training opportunities for campus leaders
- **Regular roundtable webinars** with subject-matter experts (sample topic: BIPOC faculty retention)
- Our change leadership work is grounded in **Kotter's 8-step framework for leading change**



### Best Practice Team Support

- Kickoffs with **research-based case profiles**
- **One-on-one coaching** for best practice team leaders and recurring **accountability checkpoints**
- **Launch playbooks** and supporting tools
- **On-site support** up to three times a year



### Communities of Practice

- **Virtual gatherings** for team leaders working on the same topic across the partnership (e.g., hold reform) to provide a space for both **support, accountability, and advancement**
- **Learning cohorts** for nominated campus leaders
- Mobilize **online community**

### *Our Approach Helps You Avoid Common Pitfalls:*



No clear understanding of desired end state



Duplication of work to identify best practice case studies



Irregular accountability checkpoints



Uncertainty around most important metrics for success



# Rely on High-Impact, Consistent Support

## Working with a Moon Shot Consultant



**Stay on track for partnership milestones** such as baseline data collection, best practice team selection, and more



**Implement EAB technology** and train users



Align Moon Shot activities with your **strategic plan**



Communicate progress regularly and **celebrate successes**

### Your Consultant Helps You:



*Overcome "blank-slate" paralysis*



*Maintain momentum for the work*

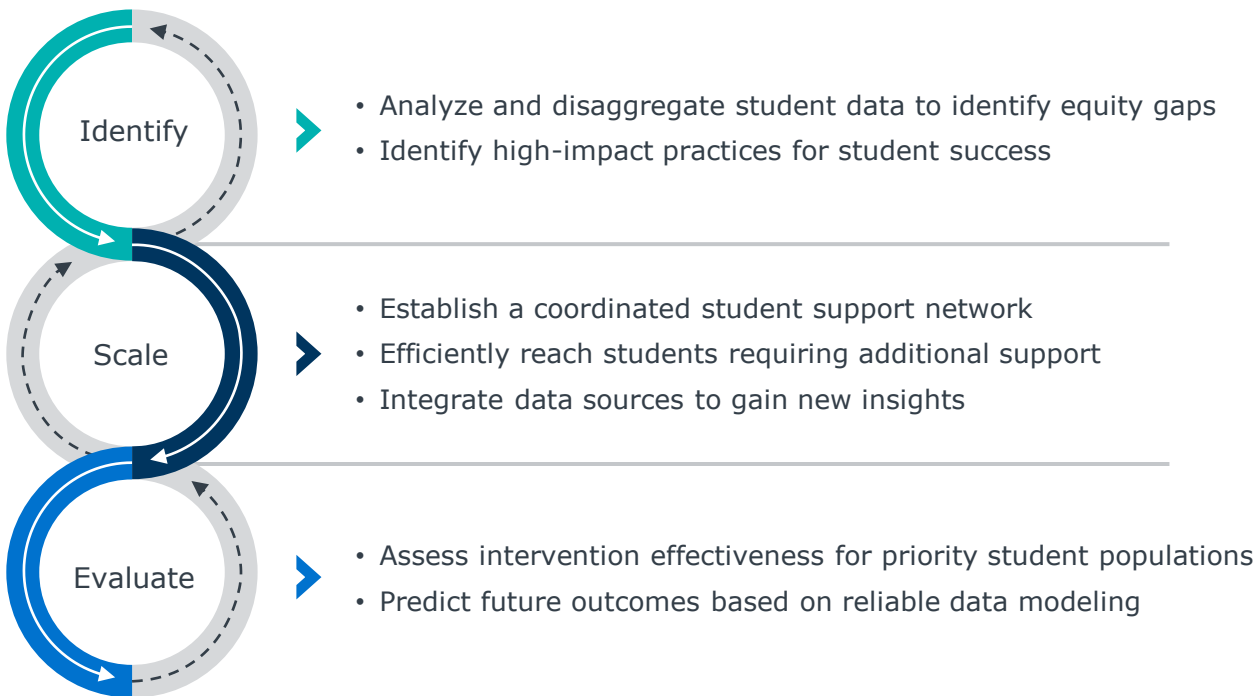


*Provide multilevel checkpoints for success*



# Find and Close Gaps at Scale

By Hardwiring Data and Technology into Your Equity Work





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## Case Study: The Greater Milwaukee Region



- UW-Parkside
- UW-Milwaukee
- Milwaukee Area Technical College
- Carthage College
- **New in 2023:** Gateway Technical College

# 27

Cross-institutional teams

# 600+

Leaders completed equity-mindedness training





# 7

Highest-priority best practices in implementation

# \$7.1M

Net revenue recovered so far

# Hold Reform Analysis Quantifies Equity Gaps

		<i>Holds Removed</i>	<i>Holds Under Review</i>	<i>Holds Reformed</i>	<b>Equity Gaps Uncovered in Data</b>	<b>Student Impact</b>
	Audited 9 Barriers to Course Registration	1	9	1	67% of the students with holds were female, with an average of \$81, but males 32% averaged \$104	<b>467</b> <i>Additional students enrolled</i>
	Audited 136 Service Indicators	38	24	74	BIPOC students represent 34% of campus demographics but 46.7% of the population with a financial hold	<b>500</b> <i>Additional students enrolled</i>
	Audited 6 Barriers to Course Registration	0	6	2	Underrepresented populations are overrepresented in both financial and registration holds	<b>20</b> <i>Additional students enrolled</i>
	Audited 178 Service Indicators	91	22	65	BIPOC students represent 33% of campus demographics but have 50% of university holds	<b>40</b> <i>Additional students enrolled</i>

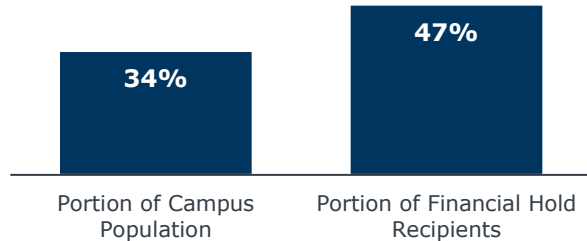
# The Full Impact of Hold Reform and Grants

## Data Analysis Was Central to the Process of Addressing Barriers to Success

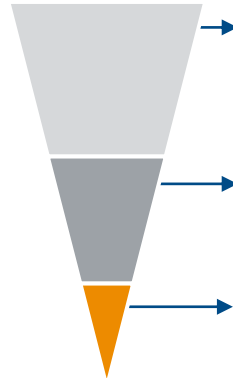
### The Universe of Unpaid Balances:

*Underrepresented Minority Students  
Disproportionately Affected by Holds*

#### URM Representation at UWM



### Unlocking the Data: *Understanding Which Students Are Most Impacted by Holds*



#### Easy Wins (Most Students)

- Students waited until last minute to pay, unaware of balance
- Resolved immediately with reminder

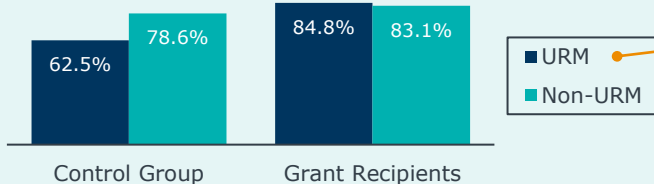
#### Close Calls

- Student unaware of balance, has complex problem
- Resolved with parental or professional guidance

#### Attrition Risks (Fewest Students)

- Insufficient resources to resolve balance
- Student aware of hold, difficult to contact
- **Resolved with grant**

### Graduated/Retained to Spring 2022



Among the grant recipient group, URM students graduated or were retained by **1.7 percentage** points higher than non-URM students



# Learnings from Milwaukee

*Barriers to success identified through Moon Shot assessments*

## Inconsistent Student Support

- Only MATC and UW Milwaukee have joint advising
- No shared data across institutions prevents visibility

## Administrative Barriers

- Thirteen separate administrative processes to transfer from MATC to UWM
- No simplified transfer programs for high-demand degrees

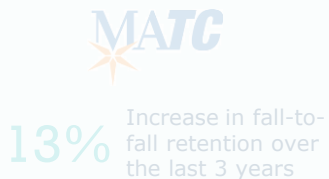
## Unknown Student Swirl

- UW Parkside and Carthage College share 2% of enrollment each year
- 349 students stopped out from UW Parkside and transferred to MATC for lower tuition in 2019

## No Holistic Pathways

- Too many students are transferring without associates degrees
- Transfer students graduate with 20 excess credits

*Promising Results Three Years In*



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*Promising Results Three Years In*



**13%** Increase in fall-to-fall retention over the last 3 years



**37ppt** Increase in retention for Black students from 2021 to 2022



**4.2ppt** Increase in four-year graduation rate for Hispanic students



**9.9ppt** Increase in six-year graduation rate for Hispanic students



# Questions?



**Ricky Brown**

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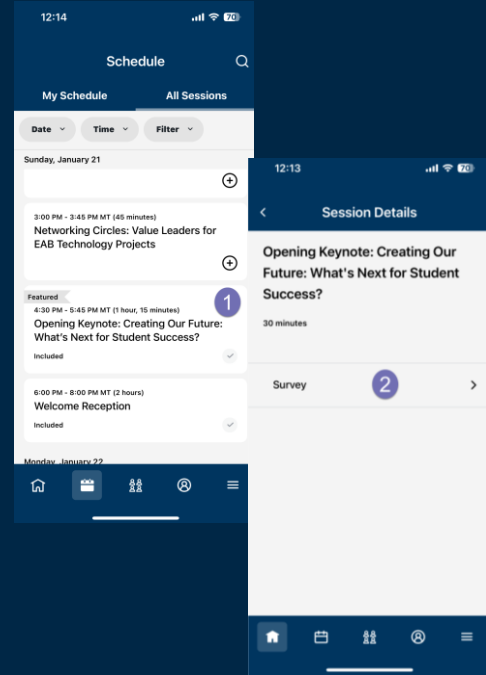
# Complete Session Evaluations

Your feedback is important to us, please take a few moments to **tell us about your CONNECTED experience.**

Evaluations are available in the event app by clicking on a session and then clicking **Survey**.

**Need help with the app?**

Stop by the **information desk!**



# CONNECTED24

Join us tonight for a  
**CONNECTED** Celebration!



Join us at **5:00 p.m. in the Aurora Ballroom B-D** to celebrate with your colleagues and peers.

*Bites, drinks, and fun provided*



# Next Up: **Lunch!**

**Head straight to Aurora Ballroom A located on the 2nd floor.**

Lunch is being served family style – it'll be ready for you at your table. Refer to your badge to locate your table number. There will be staff on hand to help direct you.



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