

Evolving Challenges in Student Activism

Supporting Student Voices in a Landscape Altered by Racial Justice Protests, COVID-19, and a Volatile Political Climate

Update Your Name

The screenshot displays a Zoom meeting window. The main content area shows a presentation slide with the EAB logo and the text "EAB Virtual Meetings 2020". On the right side, there is a "Participants (2)" panel. In this panel, the "Test Participant (Me)" entry has "Mute" and "Rename" buttons. The "Rename" button is highlighted with a yellow box. An orange line points from this button to a "Rename" dialog box that is open. The dialog box contains the text "Enter a new screen name:" followed by a text input field containing "Jane Doe - Institution". Below the input field are "OK" and "Cancel" buttons. Another orange line points from the "Participants" panel title to a yellow box at the bottom of the screen containing the text "Open Participants menu". The bottom toolbar of the Zoom window includes icons for Mute, Stop Video, Invite, Participants (with a '2' icon), Share, Chat, Record, and a "Leave Meeting" button.

Zoom Meeting ID: 841-573-482

You are viewing Meeting Host's screen

View Options

Speaker View

EAB

EAB Virtual Meetings
2020

Meeting Host

Test Participant

Participants (2)

Test Participant (Me)

Mute Rename

Meeting Host (Host)

Rename

Enter a new screen name:

Jane Doe - Institution

OK Cancel

Mute Me Reclaim Host

Open Participants menu

Suggested Zoom View

Enable side-by-side viewing of video and slides: View Options, then side-by-side mode

The screenshot shows a Zoom meeting window with the title bar 'Zoom Meeting ID: 841-573-482' and a green status bar 'You are viewing Meeting Host's screen'. The main content area displays the EAB logo and the text 'EAB Virtual Meeting 2020'. A 'View Options' dropdown menu is open, showing options: 'Zoom Ratio', 'Fit to Window', 'Request Remote Control', 'Annotate', 'Exit Full Screen', and 'Side-by-side mode' (which is checked). A callout box points to the 'Side-by-side mode' option with the text: 'Enable side-by-side viewing of video and slides: View Options, then side-by-side mode'. On the right side, there is a 'Speaker View' button and a video thumbnail of the 'Meeting Host'. Below the video thumbnail, a context menu is open, showing options: 'Mute My Audio', 'Start Video', 'Rename', 'Hide Non-Video Participants' (which is highlighted), and 'Hide Self View'. A callout box points to the 'Hide Non-Video Participants' option with the text: 'See only participants on camera: Click dots next to your name; then Hide Non-Video Participants'. At the bottom, there is a toolbar with icons for 'Mute', 'Start Video', 'Invite', 'Participants' (showing 2 participants), 'Share', 'Chat', 'Record', and a 'Leave Meeting' button.

Zoom Meeting ID: 841-573-482 You are viewing Meeting Host's screen

View Options ▾

- Zoom Ratio
- Fit to Window ▸
- Request Remote Control
- Annotate
- Exit Full Screen
- ✓ Side-by-side mode

Meeting Host

Meeting Host

Mute My Audio Alt+A

Start Video

Rename

Hide Non-Video Participants

Hide Self View

EAB Virtual Meeting 2020

©2020 by EAB. All Rights Reserved. eab.com

Joining Us Today...



Liz Rothenberg, PhD
Managing Director

Erothenberg@eab.com



Angela Street
Director

AStreet@eab.com



Hailey Badger
Associate Director

Hbadger@eab.com

Meet our Student Affairs Forum Experts



Kate Cudé
Analyst

Kcude@eab.com



@EAB



@EAB



@eab_



Tess Frenzel
Analyst

Tfrenzel@eab.com

Driving Progress in Higher Education

For Over a Century, Students Activists Have Advocated for Change

Fisk University Protests

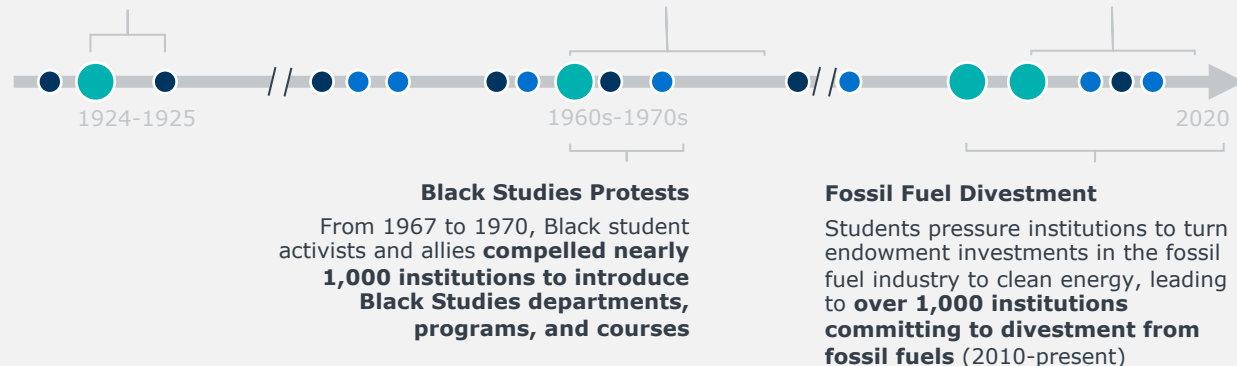
Students at historically Black Fisk University **advocate for Black leadership and student representation at HBCUs**

Anti-Apartheid Protests

Students call for institutions to **divest** in companies that trade or have operations in South Africa

Black Lives Matter Protests

Protests in Ferguson, MO and at Mizzou ignite the country (2015 to present) in response to **police brutality and institutional racism**



Quick Discussion Question

Share with Colleagues in the Chat



Share an **example of a change or initiative on your campus** that was **influenced by student activists?**



No End in Sight for Student Activism

Generation Z Is One of the Most Engaged Generations in History

Recent Data Indicates Young People Are More Likely to Protest...

Students increasingly plan to participate in activism on and off campus.

38% Of incoming first-years anticipate some chance they **will participate in student protests** and demonstrations, up from 36.5% the year before

77% Of youth voters in battleground states said they would **'definitely' vote** in the upcoming election, highlighting **greater overall civic engagement**

22% Less than one-quarter of Gen Zers have **not taken any action in relation to Black Lives Matter Protests**

...And Incoming Students Are Already Experienced with Organized Activism

K-12 students are participating in nation-wide protests at unprecedented levels.

Global Climate Strike For Future

1M+ Over one million activists participated in school strikes across the world urging action on climate change

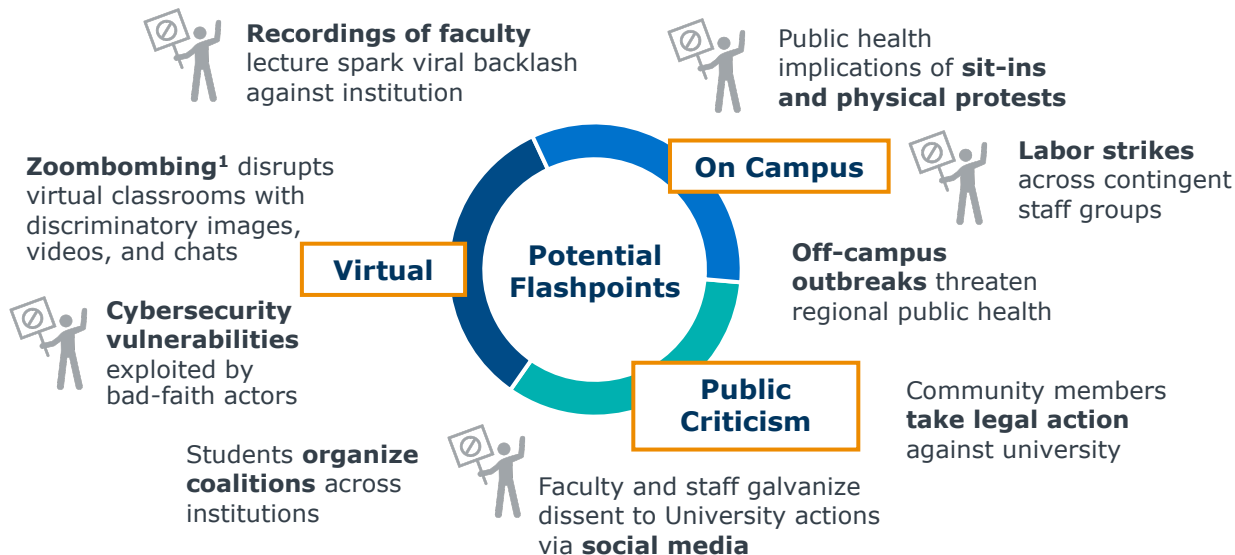
March For Our Lives Protest

1.2M Participants marched for gun control in the student-led movement March For Our Lives

The Perfect Storm

8

Current Cultural Moment Creates Unprecedented Risks for Higher Ed



“This fall we face a global pandemic, a nationwide social justice and inclusion movement, and an economic recession. Any one of those is a disrupter for higher education, and we must grapple with all three.”

Nicholas H. Snow, *Inside Higher Ed*

1) Zoombombing is an unsolicited intrusion into a video conference call, generally broadcasting inappropriate content.
©2020 by EAB. All Rights Reserved. eab.com



Student Activists Will Demand More

No Longer Satisfied with Empty Statements and Vague Promises

Student Demands Spike over the Past Six Months

42

Student demands have been publicized online over 2020, the highest recorded number since 2016.

Students Are Asking Us to Do More, Faster

- ✓ Demands address wide range of university areas, requiring broad collaboration and buy-in from across the institution
- ✓ Students expect a fast response that outlines actionable next steps rather than just “empty words”
- ✓ Activists are less willing to negotiate; more likely to demand accountability

Inadequate Responses Have Lasting Consequences



Oklahoma Students Want Change -- In The Form of a New Provost



Johns Hopkins Won Its Battle With Student Activists. But at What Cost?



'Painful': UNC Loses Donations in the Wake of the System's Silent Sam Settlement



COVID Adds Urgency for Effective Responses

Pandemic Exposing Not Only Social and Economic but Institutional Barriers

Before COVID

- New high school graduates increasingly diverse
- Faculty diversity significantly lags student diversity
- Major retention, completion, and job placement gaps persist
- BIPOC students experience hostile campus climate
- Growing student activism

The Equity Mandate

COVID Impact

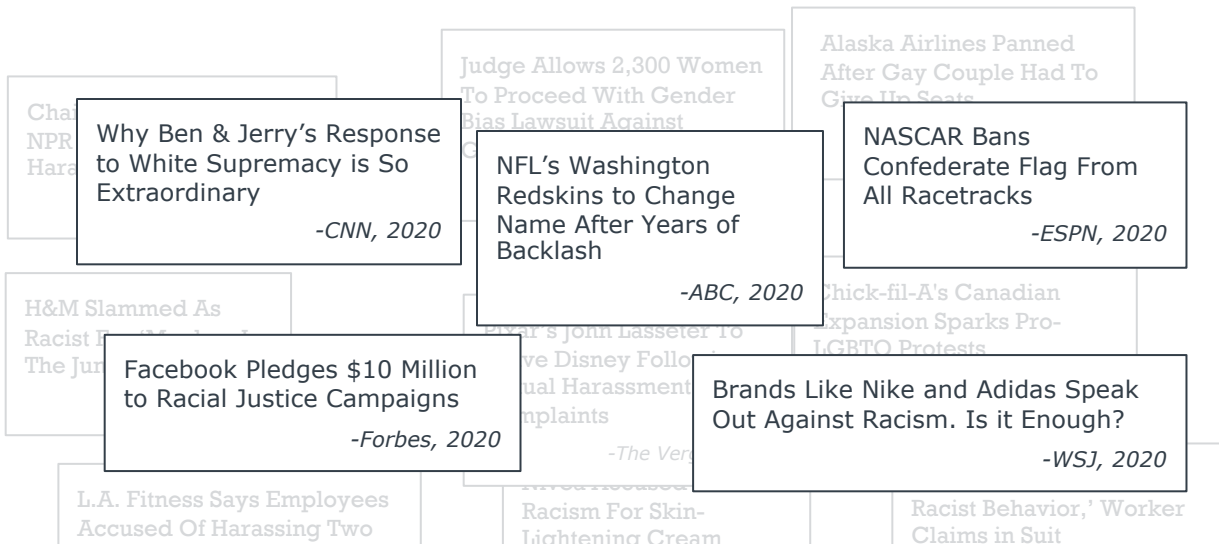
- Health and financial impact disproportionately affecting students of color
- URM students less likely to enroll/re-enroll
- BIPOC junior faculty and staff members more likely to be laid off
- Presidential election likely to exacerbate tensions on campus

“[The activism we’re seeing] has been brewing for years, but **the pandemic has added fuel to the fire**. Students are worried about losing their jobs, about their parents losing jobs. All of this happening in the context of a pandemic in which African Americans have died at three times the rate of white Americans. **It’s brought existing issues into high relief and added a life-and-death sense of importance.**”

*Vice President of Student Affairs
Regional Public University*

Intensifying Expectations for Higher Ed

Private Sector Sets a Standard for Rapid, Thorough Responses



"The challenges we are seeing on campus...conflicting views on free and inclusive speech, lack of diversity in our staff--are the same ones that everyone watches play out in Silicon Valley, Washington, and everywhere else. **Students are judging us against them. This comparison raises the bar on what constitutes an adequate response.**"

President, Public University

How Will We Face This Pivotal Moment?



“

Amid Significant Challenges and Uncertainty...

“If you look at higher education’s past, **we haven’t always gotten it right when it comes to activism.** Too often, administrators take a defensive position and view activists as “enemies,” or at least nuisances. We talked about “managing” activism, which to some is just a small step up from “squashing” it. **It will be hard to change that mindset.**

Dean of Students

”

“

...A Moment of Great Opportunity for Higher Ed Leaders

“I know the next few years will be a historical moment in student activism, and how we engage with students will be of great importance. **They are calling us to do better and I hope we can answer that call.** Apart from the all the challenges, **I do feel a sense of hope and optimism** in working with our students to make our institution a more inclusive place.”

Vice Chancellor of Students

”

3 Evolving Challenges

Of Working with Student Activists

CHALLENGE #1



Anticipating Issues that Spark Activism

CHALLENGE #2



Building and Maintaining Trust with Activists

CHALLENGE #3



Ensure Accountability in Institutional Response



3 Evolving Challenges

Of Working with Student Activists

CHALLENGE #1



Anticipating Issues that Spark Activism

CHALLENGE #2



Building and Maintaining Trust with Activists

CHALLENGE #3



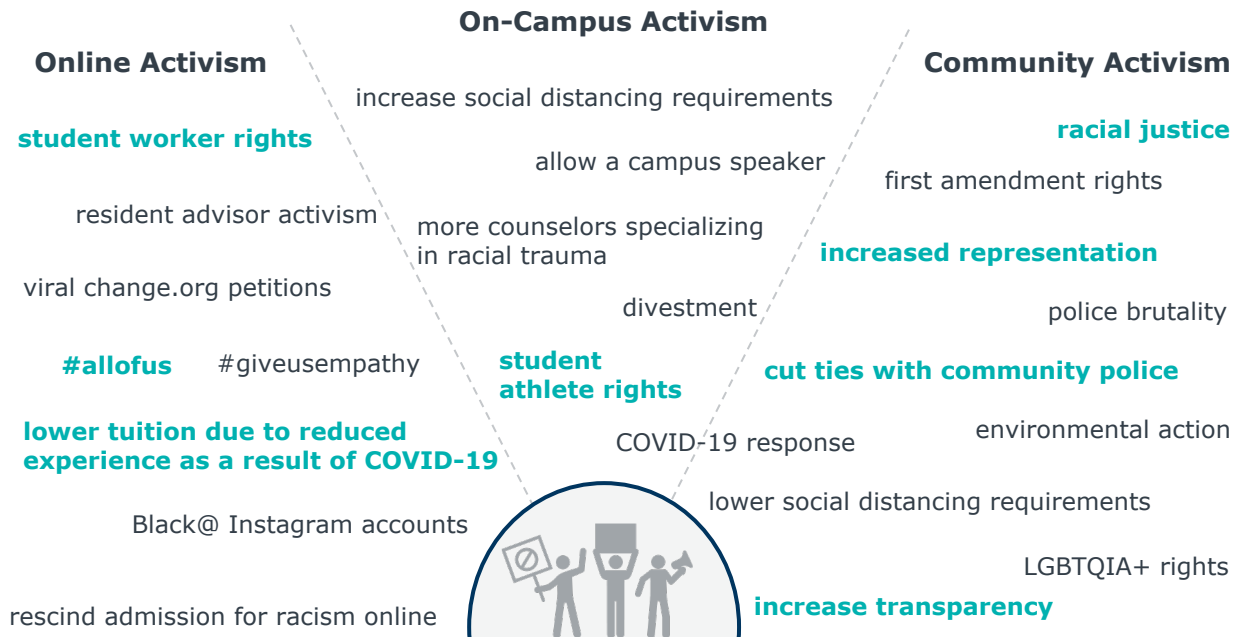
Ensure Accountability in Institutional Response



Endless Causes Among Today's Activists



Difficulty Tracking Student Activism is at an All-Time High in 2020



Putting Out Fires Not Preventing Them...

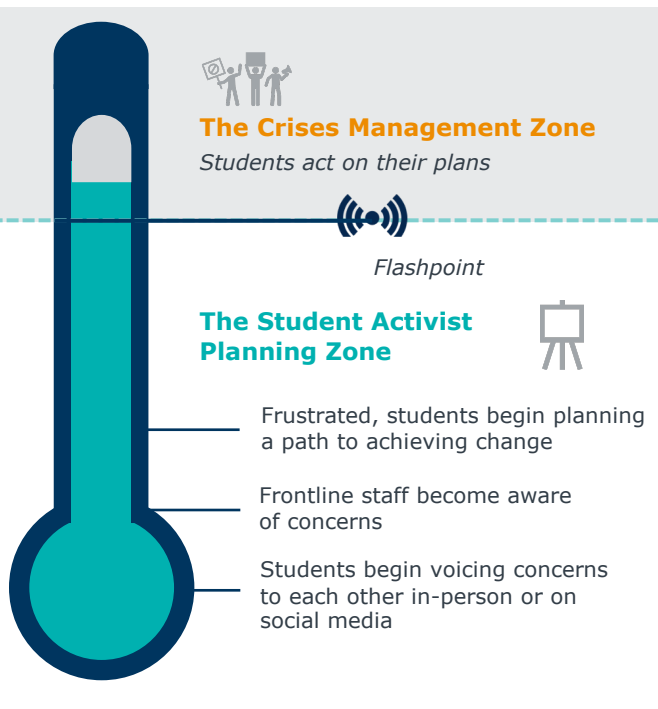
“

We try to monitor risk as much as possible but in the age of social media things develop in an instant. **We put fires out...rather than catch things before they develop....** You wake up one morning and all is fine. Then there's a spark and you're in a mess... I don't want to be on the front page of The Chronicle.”

-President, Public University

Shifting from Reactive To Proactive

Investing in Preparation, Data Analysis, and Communication



Shifting Focus from Crises Management...

- Unable to anticipate the next activism focal point
- Unable to track activism online
- Surprised by important information, when frontline staff knew all along

To Proactive Support and Engagement

- **Understanding of activism history** provides context for future activism
- **Online activism drives insightful** student support and engagement
- **Strong relationships with frontline staff** bolsters preparedness

Anticipating Issues That Spark Student Activism

The Three Imperatives:

**1****Examine activism data and landscape**

to identify opportunities to be proactive and emerging issues to be aware of

2**Establish an ongoing monitoring process**

to stay on top of evolving student needs and social media activity

3**Create mechanisms for upward communication**

to ensure that campus leaders are kept informed of and can act on emerging concerns

Clear Trends Emerging in Student Activism

EAB Data Analysis

We Examined Student Activism Across The Past 5 Years



EAB dataset includes



Institutions in the United States, Canada, Europe, and South Africa



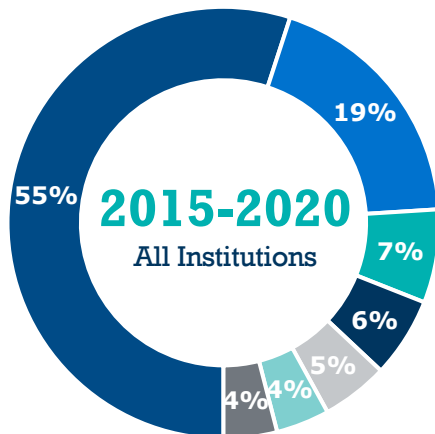
A variety of institution types (public and private) and sizes (from small to large)



Across multiple platforms and formats: formal demands, social media campaigns, and news reports

What Are The Most Common Drivers of Activism?

Activism at All Universities 2015-2020



- Racial Justice
- Political Events/External Speakers
- COVID Response
- Labor/Worker Rights
- Cost of Attendance
- Gender Rights/Sexual Assault
- Environmental Action

Of the Incidents Analyzed, Roughly Half Occurred at Public Institutions...

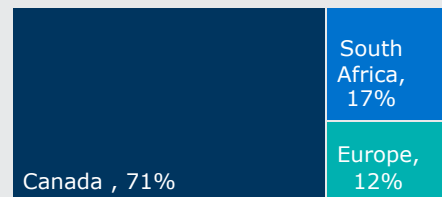
52%

Public

48%

Private

Of the International Incidents...

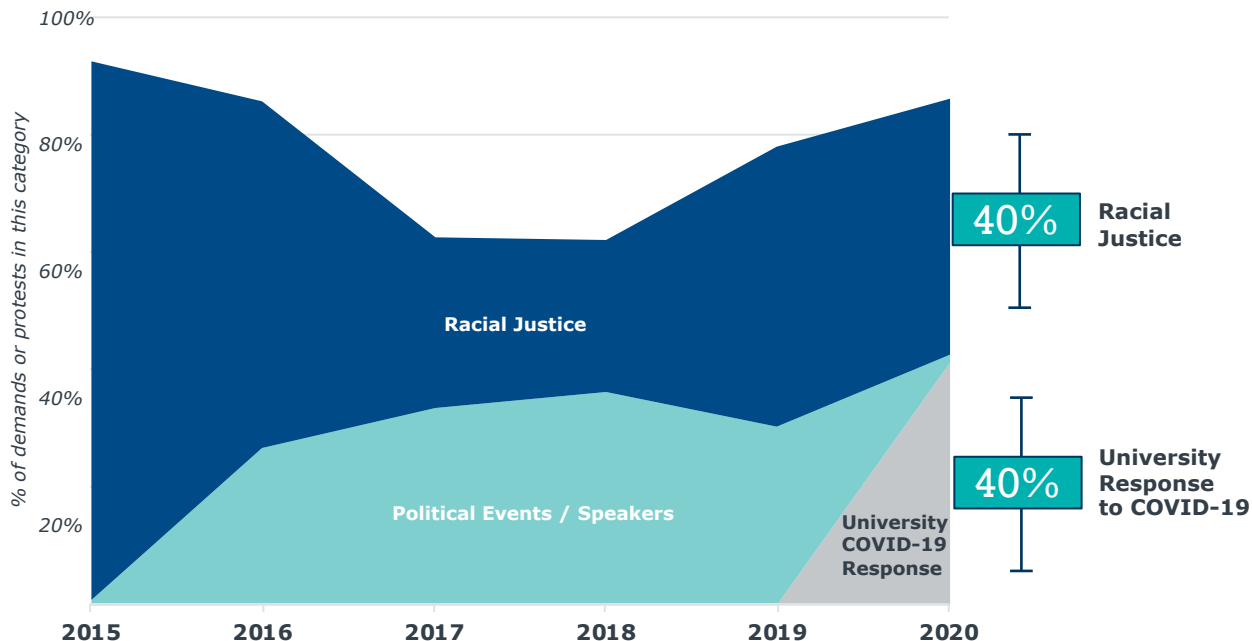


Zooming in on Top Trends

21

Racial Justice, COVID-19 and Political Unrest

Three focal points of student unrest across the last 5 years



Priority #1: Racial Justice

EAB Data Analysis

269 Of the 500+ student activism data points were racial justice focused...



Colleges And Universities Are In For A Racial Reckoning...



Students Organize For Racial Justice On Campus And Off...

A Picture of 2020:

40% of 2020 student activism has been focused on racial justice

- ▶ **50%** of activism at public universities
- ▶ **33%** of activism at private universities

Common **Racial Justice** Demands:

- Increase faculty and staff of color
- Increase diversity-focused training for faculty, staff and administrators
- Increase funding for black student organizations
- Add a diversity-focused course requirement
- Increase transparency and student representation in university decision-making
- Remove symbols of oppression

Priority #2: The 2020 U.S. Presidential Election

EAB Data Analysis

80%

Of college students plan to vote in the 2020 Presidential Election.



Mobs Of Tearful, Angry, Students Protesting Trump Victory (2016)



Colleges Should Prepare For Student Protests Headed Into The Election, Experts Say...(2020)

A Picture of 2020:

24%

of activism at **public** universities

13%

of activism at **private** universities



Common **Politics Based** Demands:

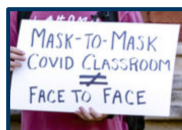
- Limit hate speech on campus
- Approve or do not approve a controversial campus speaker
- Reduce or eliminate free speech zones on university grounds
- Implement or improve bias-incident response and reporting procedures
- Publish a formal university response to current events or a flashpoint

Priority #3: University COVID-19 Response

EAB Data Analysis

69%

Of students agree that their university is looking out for their bottom line more than the health of students



A Picture of 2020:

40% of 2020 student activism has been focused on University COVID response

- ▶ 51% of activism at **public** universities
- ▶ 26% of activism at **private** universities

Common **COVID-19** Demands:

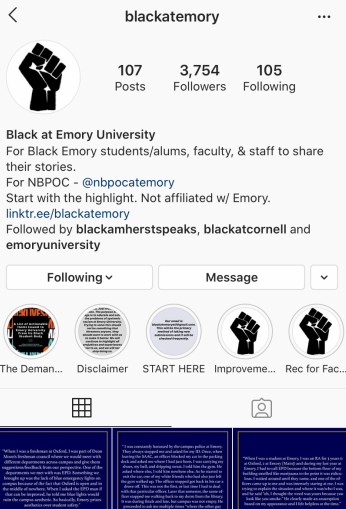
- Reduce tuition due to the negative impact of COVID-19 on the 'college experience'
- Stricter or less strict enforcement of social distancing protocols
- Retaliation from Greek Life groups who were sanctioned due to misconduct
- Close campus
- Open campus
- Increase worker rights for residential life
- Improve health and safety for athletes

A Sign of What's to Come

Recent Digital Activism Show Students Working Across Campuses

Emory's Black@ Page

Following the nation-wide trend, Emory Students **shared their experiences with Racism through a Black@ Instagram page.**



Pac-12 Virtual Union

College **athletes joined forces to advocate for student athlete rights**, including representation, safety conditions and social justice.



To ensure future generations of college athletes will

RA Virtual Training

After negotiations with university leadership, **Cornell RAs offered a virtual training for peers** to launch campaigns on their campuses.



How Cornell's Movement Grew

Students Are Acclimating and Innovating in a Virtual-First Environment

Cornell RAs Take to Social Media to Advocate for Housing Workers

August 2020

Cornell **RAs create an Instagram and Twitter page, create demands and gather support** via petition (800 signatures in 24 hours)



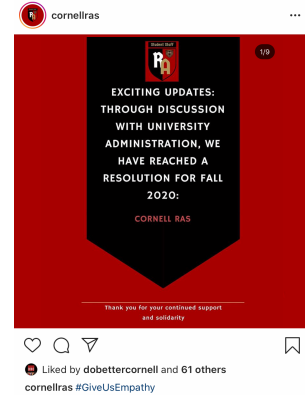
August 2020

Upon gaining traction they offer a **zoom training to share their activism strategy** with RAs at other institutions



September 10th 2020

The RAs **share the results of their negotiations** which included increase compensation and safety measures



all in less than a month

Quick Discussion Question

Answer the Zoom Poll Prompt

Which of these topics do you think will be top-of-mind for student activists at your institution this fall?

- A) Racial Justice
- B) The 2020 US Election
- C) University COVID-19 Response

Anticipating Issues That Spark Student Activism

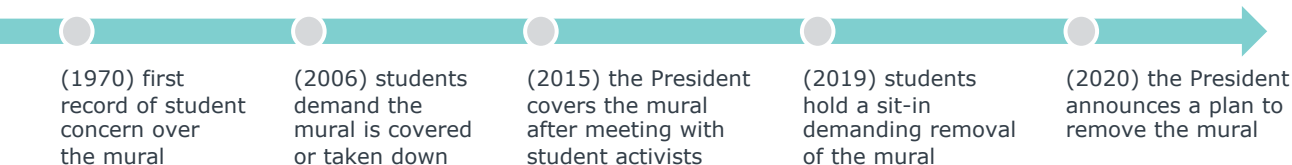
The Three Imperatives:



Looking to the Past to Anticipate the Future

Students Have Been Asking for 50 years, They'll Keep Asking

The University of Kentucky Mural Highlighting History of Slavery



The University of North Carolina Freezes Re-naming After Receiving Student Demands



What are the patterns of student activism on your campus that might spark further activism in the future?

What steps can you take to proactively address or prepare to address them?

Identifying Potential Flashpoints on Your Campus



30

Using Tools You Already Have to Surface Future Activism

Tools to Identify Trends Specific to Your Institution's History



Past Student Activism

What have past student activists asked for?



Climate Survey Data

How do students' experiences on campus differ?



Student Roundtables

Consistent communication with students to hear how student needs are evolving

Reflection Questions



Were results from climate survey data used to generate actions?



Were initiatives to improve campus climate followed up on? Why or why not?



Were demands unaddressed?



How did this look from the student perspective? Did they receive communication about why demands were not addressed?

Keeping an Eye on Evolving Student Needs Online

31

Capturing Real-Time Intel to Surface Emerging Issues

A Wealth of Insight Lives Online



Gain a deeper understanding of diverse perspectives on campus



Plan and engage proactively to optimize outcomes for students and the institution



Show students you're willing to meet them where they're comfortable voicing concerns



Get a view of how students see your institution

But We Are Unprepared To Gather Social Media Insights

88%

Of student affairs leaders think **student activism online will increase this fall**

ONLY

14%

Of student affairs leaders **say their institution listens to student perspectives on social media**

"I don't want students to think we're 'tracking' them, but we want to meet them where they are"

Hearing from Your Colleagues

Moving to Break-Outs

Momentarily, we will move into breakout rooms

You will see a message that looks like this —————→
prompting you to join a virtual room with an EABer and just a handful of other attendees.



15 Minutes

- ✓ Introduce yourselves
- ✓ Discuss the questions below
- ✓ Re-convene with the larger group

How are you listening to student perspectives on social media?

- Which platforms, accounts, hashtags do you follow or use?
- Are you using your personal social media account or a university process or social listening software?

How are you responding to student activism on social media?

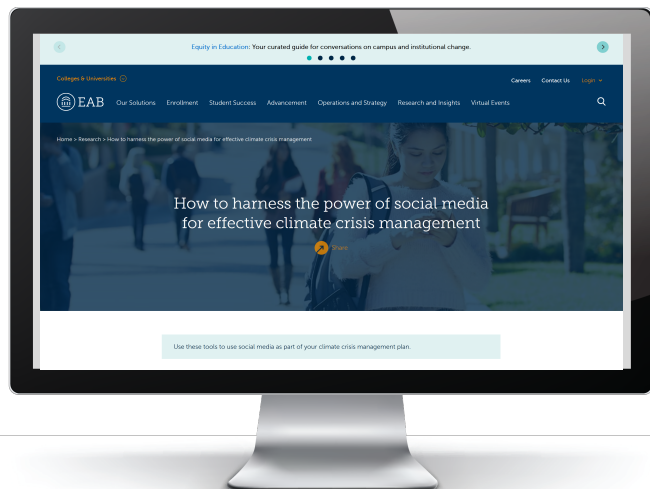
- What would you flag for your team? What would you want your staff to flag for you? and when?
- Do you respond to social media activism on social media or via another format such as email?

We are currently in breakout rooms. You can rejoin your session by clicking **Breakout Rooms** in your Zoom menu bar. If you have any questions or need assistance, please send a private chat to the Meeting Host.

Social Listening 101

EAB's Toolkit Assists with Social Listening

A One-Stop-Shop for Social Media Management Guidance



Use this tool to build social media into your activism support strategy or enhance your current strategy;

- ✓ Compendium of Key Terms to Monitor
- ✓ Social Media Management Self-Audit
- ✓ Social Listening Platform Buyer Guide
- ✓ Campus Social Media Actor Compendium



We will post a link to the social media management resource center **in the chat**

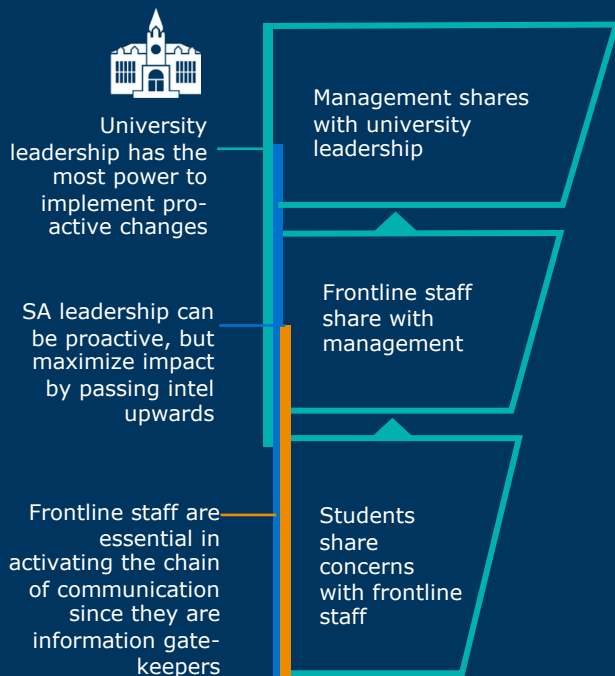
Anticipating Issues That Spark Student Activism

The Three Imperatives:



Campus Leaders Need to Be Looped-In

Communication Must Make Its Way Upwards to Truly Be Proactive



Perceptions of Leadership Prevent Intel From Moving Up

41%

Of **SA professionals do not agree their president has enough knowledge** to make the right decision regarding a student affairs issue

"Schools will run into trouble when the staff most engaged with students are not sending information up the chain, to the group that has the power to make a difference. Leadership must actively build trust and relationship capital with these front-line staff if they want vital information about the student experience to cycle up to the top of the org chart."

Vijay Pendakur, Dean of Students,
Cornell University

Gather Early Intel from Campus



University of Miami Empowers Partners to Proactively Address Flashpoints



Campus Climate Committee



Purpose

Keep pulse on climate and catch potential issues early



Membership

30 members from a wide variety of student affairs departments



Logistics

Six 90-minute meetings per year, with dates set well in advance to minimize conflicts



Structure

CSAO facilitates open discussion that promotes honest dialogue about emerging concerns

Set Agenda Composed of Three Simple Questions

1

How is my current work and initiatives affecting the campus climate for students?

2

Are there any issues that may disrupt the climate on campus?

3

Are there patterns or information that we all may need to address together?

Promoting Early Action and Intervention

Being Responsive to Emerging Concerns

Source and Address Potential Flashpoints

Sample Discussions



Lack of LGBTQ Representation on Campus

- Developed LGBTQ presidential taskforce
- Started LGBTQ center



Inadequate Services for Growing Veteran Student Population

- Created veteran student association
- Increased support services to match demand



First Year Over-Enrollment

- Liaised with dining services and housing to avoid long lines and lack of services

“

The Power of Proactive Management

“The Campus Climate Committee provides a lot of latitude for our team to **solve smaller problems before they become bigger problems**. Proactive communication is vital on a campus where things move so quickly. Through the committee’s regular meetings and its backchannels, we are able to tackle potential issues early and find workable solutions.”

*Pat Whitely
Vice President for Student Affairs
University of Miami*

”

Strengthen Awareness of Emerging Issues

Regular Briefings at Maple U¹ Promote Early Action and Awareness

1



President asks university communications office to **maintain a running list of potential flashpoints**

2



Communications staff monitor emerging issues, including inbound communications, social media, higher ed trends, and national news stories

4



Cabinet discusses emerging issues and prioritizes top concerns for early response

3



Every 6 weeks, VP for Communications **briefs president and cabinet on top 10 flashpoint risk areas**

Key Benefits

- ✓ Provides regular forum for evolving discussions with leadership
- ✓ Fosters earlier cabinet collaboration around risk mitigation tactics
- ✓ Keeps risks related to climate flashpoints top-of-mind across the year
- ✓ Enables longitudinal analysis of emerging areas of concern

1) Public Research University

What Can We Do Now to Address Concerns?



Forthcoming EAB's Toolkit Helps Focus Proactive Actions



Addressing Student Concerns Before They Become Flashpoints

A Tabletop Exercise For University Leaders

Coming
Soon

Sample Questions

- What do we already know about student activists on our campus?
- What actions can we take now to address their concerns?
- What is our process for responding to student demands?

Sample Resources and Tools

- ✓ Real examples pulled from student demand documents
- ✓ Organized by topics of high importance among student activists across the past 5 years
- ✓ A few examples of how university leaders have responded to demands across each category

3 Evolving Challenges

of Working with Student Activists

CHALLENGE #1



Anticipating Issues that Spark Activism

CHALLENGE #2



Building and Maintaining Trust with Activists

CHALLENGE #3



Ensure Accountability in Institutional Response



New Activists, New Tactics

Protestors Leverage Alternative Outlets to Advocate For Change

Social Media Sites



Hashtags and Instagram stories help **raise awareness of student concerns** and can quickly garner support among like-minded activists online

Digital Petitions



Students can **collect thousands of signatures** through sites like change.org to urge administrators to act on demands

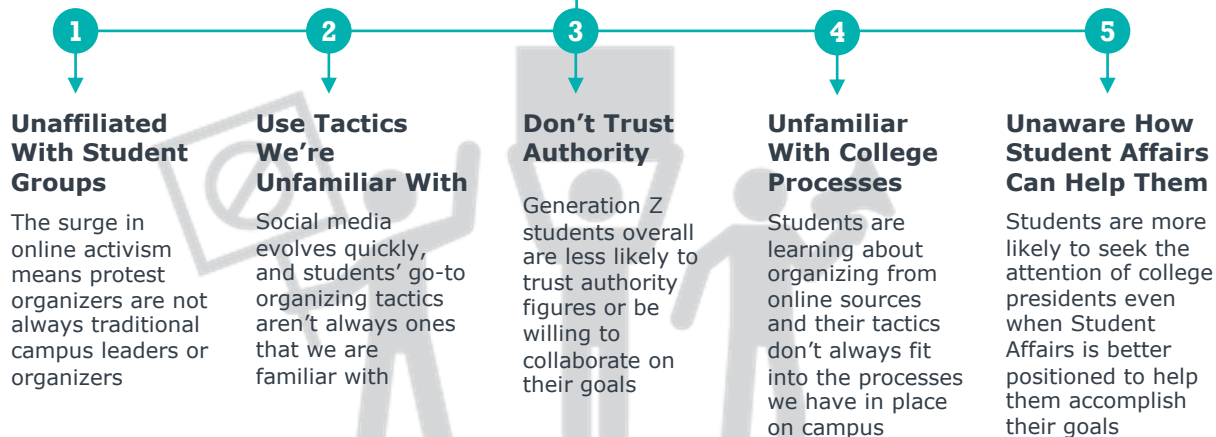
Online Organizing



Sites like Facebook allow activists to use online connections to **organize in-person events and protests**

Why Relationships Are So Hard to Build

Challenges to Working with Gen Z Activists



Harder to Build Relationships Due to COVID



Current Pandemic Makes it Tough to Build Bridges with Emerging Activists



Fewer Students Are Present on Campus and Harder to Reach

Staff struggle to build inroads with students who are absent from campus and/or unable to gather in large groups due to social distancing guidelines



Employees Are Less Comfortable With Digital Communication

Staff may be less comfortable communicating with students over digital platforms than face-to-face



Competing Priorities Reduce Staff Capacity For Responses

Staff have been assigned new responsibilities like contact tracing, reducing their capacity and mindshare for working with new activists

Supporting the New Student Activist

Three Strategies to Build Connections and Relationships



Meet the Moment with Timely Resources

University of Tampa Provides Harm-Reduction Tips for Protestors



How to Protest Safely During a Pandemic

- ▶ Sample Safety Tips **Before** Protests
 - [Learn your rights](#) when it comes to being stopped by police
 - Write two emergency contacts directly onto your hand or arm with permanent marker in case you're arrested
- ▶ Sample Safety Tips **During** Protests
 - Wear a mask and avoid touching your face
 - Stay at least six feet apart from others to maintain physical distancing
- ▶ Sample Safety Tips **After** Protests
 - Change your clothes as soon as possible, shower and disinfect all of your belongings
 - Consider getting tested for COVID-19

MacBook Pro

Acknowledge Students' Sacrifices and Effort



Provide Support to Activists Struggling with Increased Stress and Trauma



Self-Care Tips for Student Activists, Advocates, and Allies

- ▶ Take care of your body
- ▶ Set clear and unmovable boundaries
- ▶ Be self-aware of triggering sources and the impact of social media
- ▶ Have interests outside of activism
- ▶ Find your relaxation
- ▶ Notice and honor emotions
- ▶ Celebrate the small successes

▶ Free Apps To Check Out

▶ Self-Care Quotes

Why Self-Care Tips For Student Activists Matter



Students can **quickly and easily use the self-care tips** as a source of just-in-time support



The resource itself **represents an acknowledgment** and validation of the hardship's student activists face while advocating for a cause



Throughout the list are **reminders of the comprehensive wellness resources available** through the counseling center, **encouraging students to reach out** if they need help

Quick Discussion Question

Share with Colleagues in the Chat



What **just-in-time** resources have you created for student activists on campus or virtually?



Supporting the New Student Activist

Three Strategies to Build Connections and Relationships



Securing a Seat at the Table Is High Priority

Student Activists Are Seeking Avenues to Provide Input And Perspective

Students Advocate for Input Opportunities Across the Entire Institution

Syracuse
University

Curriculum Reform

"SEM 100 reform led by a diverse group of students and faculty to curate a curriculum that accurately addresses diversity issues in the 21st century and how they are influenced by history"

NC STATE
UNIVERSITY

Regular Check-Ins

"We demand representatives from the NC State Office of Institutional Equity and Diversity must have regular (once a month) meetings with the leaders of Black organizations on campus to ensure that the university is actively listening to Black students' concerns"



TCU

TEXAS CHRISTIAN UNIVERSITY

Board Of Trustees Representation

"We demand that the Texas Christian University board of trustees commits, in writing, to expanding the board membership by two seats with voting power for a historically marginalized graduate and undergraduate student representative"

Appalachian
STATE UNIVERSITY

Dining Hall Menu

"We demand the university create a menu committee to gather input from students about what types of culturally authentic food they would like to see added to menu rotations on campus"

Source: [Texas Christian University Student Demands](#), [Coalition for University Justice & Equity](#), February 12th 2020; [Appalachian State University Demands](#), [Concerned Black Mountaineers](#), July 10th 2020; [Syracuse University Demands](#), January 2020; [North Carolina State Demands](#), June 4th 2020; EAB Interviews and Analyses.

Good Intentions Don't Always Translate

Leaders Intend on Gathering Student Input, But It Doesn't Always Happen

Administrator Intention

Administrator Action

Student Perception

Engage with students to understand their perspectives when deciding on action steps

Incorporate the perspective of students through **student government**

"They never even ask us for input, they just ask one group and go with what they think is best"

Explain decisions to students who will be affected by those decisions

Send an email notifying students of the decision and impact

"Why would they do that?"
"What could be preventing them from doing x,y,z?"

Provide clarity regarding expectations moving forward

Communicate expectations via a **university newsletter**

"They probably won't do anything about it anyways"
*they didn't read the newsletter

Fair Process: a Framework for Inclusive Decisions



52

This Element of Restorative Practices Ensures Essential Boxes Are Checked

Fair Process: a commitment to **seeking the perspectives of those who will be affected before making a decision** that will impact them. *Fair Process is NOT a commitment to consensus.*

Three Fundamental Elements of Decision-Making Within a Fair Process Framework



1 Engagement

Creating space and time to hear the perspectives of those who will be affected by a decision



2 Explanation

Prioritizing explaining the reasoning behind a decision to everyone who has been involved or affected by it



3 Clarity

Providing a clear explanation about what is expected moving forward after a decision

Prompting Essential Questions At Essential (Sometimes Chaotic) Moments

“

I feel like **fair process helps me remember everything I might already know about great leadership but will likely forget when I am under immense pressure or stress, which is often in my role.** This has been especially important when communicating with frontline staff about important decisions or new initiatives – when I think through the fair process questions, I feel like I am checking all the important communication boxes”

*VP of Student Affairs
Public University*

What Does This Look Like in Practice?

Using the Framework to Ensure Communication Is Thorough

For Example: this group of Student Affairs Administrators are considering adding a new mentorship program on campus



Engagement

How have we sought the perspectives of those who will be affected? If not, how can we?



Consult with relevant student organizations or hold a virtual forum

Explanation

How do we plan to communicate why we chose to implement or not implement?



Brainstorm common student concerns with the decision and provide a FAQ with the decision notification

Clarity

How do we ensure students understand what to expect from us moving forward?



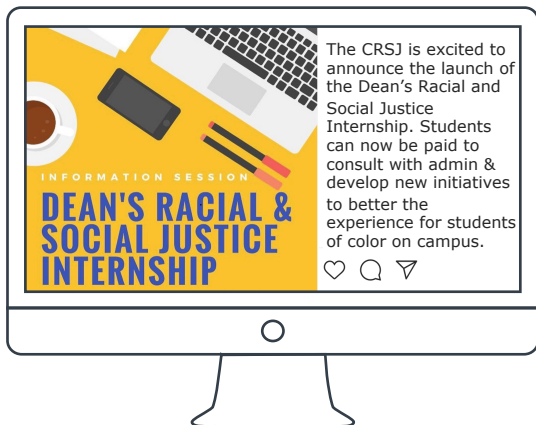
Provide an implementation timeline and regular updates across formats popular among students (social media)

Elevating Marginalized Voices

Emory Crafts a New Internship Opportunity

Student Activism Sparks Change

- Emory students submit demands sparked by Mizzou protests (2015)
- The Commission On Racial and Social Justice (CRSJ) is created to address each demand (2015)
- The **Dean's Racial and Social Justice Internship** is created under CRSJ (2016)



Program Logistics

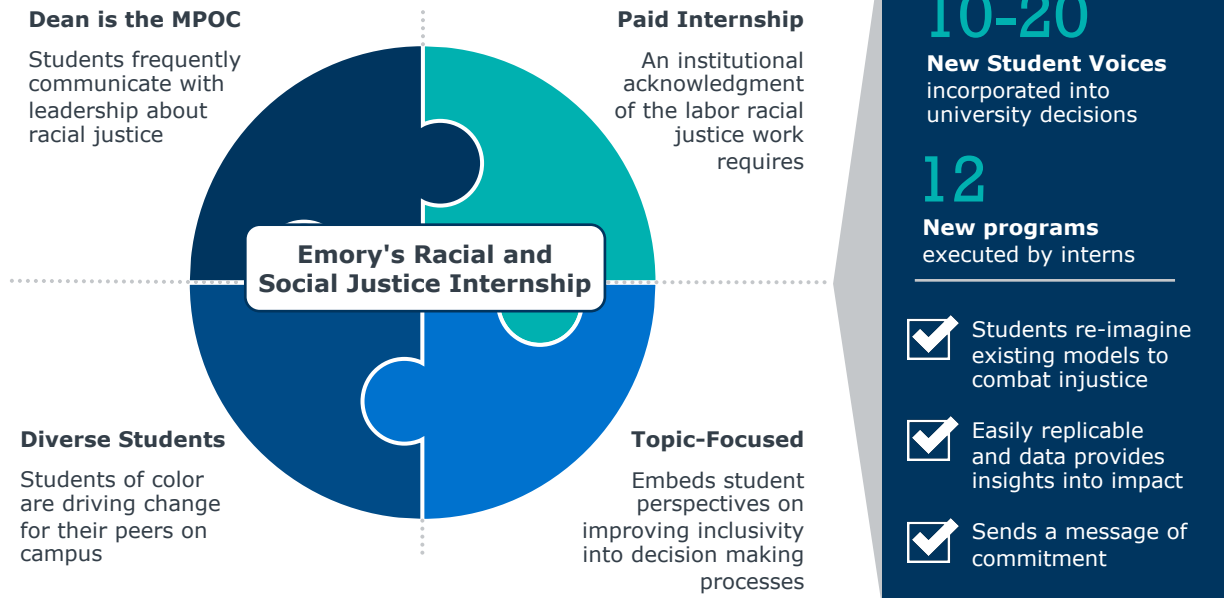
- Designed to help students of color be directly involved with advancing racial justice at Emory
- 4-7 interns assigned to each Dean
- Interns are paid

Intern Responsibilities

- **Connect** monthly with the Dean and peers to identify problem areas and priorities
- **Create** initiatives to leverage resources to better support students of color on campus
- **Communicate** with peers about CRSJ progress and programs as well as communicate priorities to leadership

Driving Meaningful Impact on Campus

Key Elements of Emory's Internship Program



Offering Students a Seat at the Table Builds Trust and Humanizes Leadership

“

(This program)...has been a great way to educate students and help them understand how institutions work in real ways. I saw a lot of growth in our students as they honed their advocacy skills and learned how decision-making processes work in the university setting. **The whole process had the effect of putting a face on the administration for our students. Students got to see our administrators as real people, who have great intentions and want to help.** The CRSJ gave us all a space for that interaction and realization to happen.”

*Dona Yarborough
AVP of Campus Life, Emory University*

Supporting the New Student Activist

Three Strategies to Build Connections and Relationships



Antioch College's Bootcamp for Activism

Antioch's Three Day Bootcamp Offers Intensive Skill-Building for Activists



ANTIOCH COLLEGE

Bootcamp for Activism Highlights



Three-day bootcamp offering intensive skill-building for activists



Skills-focused sessions ensure participants can gain experience in key competencies **like power mapping, social media organizing, and public speaking**

Making It Work on Your Campus



Are there **existing trainings** you could combine to create an intensive training like this?



Are there **community activists or experienced upperclassmen** that you could bring in as co-facilitators?



How can you align a training like this with the **needs and skills of your students?**

"Bootcamp for Activism" Keynote Speaker: Phillip Agnew



With every time you raise up your voice, a chapter is being written. With every time you stand inside an area with someone who doesn't look like you, and see humanity in someone across the aisle, a chapter is being rewritten in the history of our country. So let's do it together. Let's work together. **There's a lot of work to do, but we're the only people who can do it."**

Source: [Antioch College Bootcamp for Activists: Dream Defenders "beyond the Soundbites."](https://www.wvixu.org/post/activism-bootcamp-part-coretta-scott-king-centers-mission#stream/0) <https://www.wvixu.org/post/activism-bootcamp-part-coretta-scott-king-centers-mission#stream/0> EAB interviews and analysis.

Provide Funding for Exploration

UCLA's BEST Grant Program Funds Social Justice Initiatives

After Crafting A Through Proposal, Activists Receive Implementation Support Across the Year



Craft a program proposal

An instructional video and rubric help students create a proposal, reviewed by a BEST leader before submission.



Draft a budget and event calendar

Students fill in a **provided activity sheet** to plan initiative events and milestones for the entire academic year, and a **budget** for their initiative



Implement the initiative

While implementing their program, students attend meetings with their **mentor**, **enrichment workshops** and an **end of year activism symposium**

Student Activists Receive Tangible Resources

\$3K - \$10K

Of funding for student-led initiatives to support underserved communities at UCLA

6-8 Student projects funded each year

Past BEST Student Projects:



'Beautiful Minds' de-stigmatizes mental health in Muslim communities & provides mental health resources to Muslim students



A conflict resolution series to empower underrepresented student groups by providing restorative practices training

Building Student Activists' Networks

Clemson University Links Alumni and Students Through Dialogue Series



Passionate Activists

Students are vocal about their thoughts on how to improve university life



Interested Alumni

Affinity group and individual alumni expressed interest in diversity and inclusion issues



Lunch Series Fosters Ongoing Dialogue

- Clemson hosts monthly luncheons between students and alumni
- Student Affairs invites 1-2 individual alumni and 20-25 students per month
- Discussion is about sharing challenges and brainstorming solutions

Positive Outcomes

- ✓ Connect students with experienced alumni
- ✓ Engage an underrepresented group of alumni
- ✓ Rekindle alumni connection to the institution

COVID-19 Lowers Barriers to Engagement

Significantly reduced costs and planning time to host, and Zoom ensures alumni can easily attend without leaving their homes

Providing Role Models and Mentorship

Eastern Washington University's Activist-in-Residence Program



Activist-In-Residence Program Empowers Student Organizers

Activism topic is selected by students each year to **ensure student interest** in program

A prominent **activist is selected by EWU staff and faculty** to lead the program for the year

The chosen activist **leads series of workshops** to educate students on effective activism and help them develop key skills

Students who complete the series **earn a certificate**, which they can list on their resume and discuss in job interviews

EWU Program Goals

- ✓ Help students develop leadership skills and abilities
- ✓ Provide networking and mentoring opportunities, both with community activists and other students
- ✓ Strengthen university commitment to community engagement
- ✓ Provide role model for student activists



Previous Activist-In-Residence

2016: Sandra Williams Bio



- Editor and Publisher of THE BLACK LENS, Spokane's African American Community Newsletter
- Throughout her year, Sandra focused on coming to terms with biases, working across differences, and "right-brain" activism that harnesses creativity to connect seemingly disconnected issues.

3 Evolving Challenges of Working with Student Activists

CHALLENGE #1



Anticipating Issues that Spark Activism

CHALLENGE #2



Building and Maintaining Trust with Activists

CHALLENGE #3



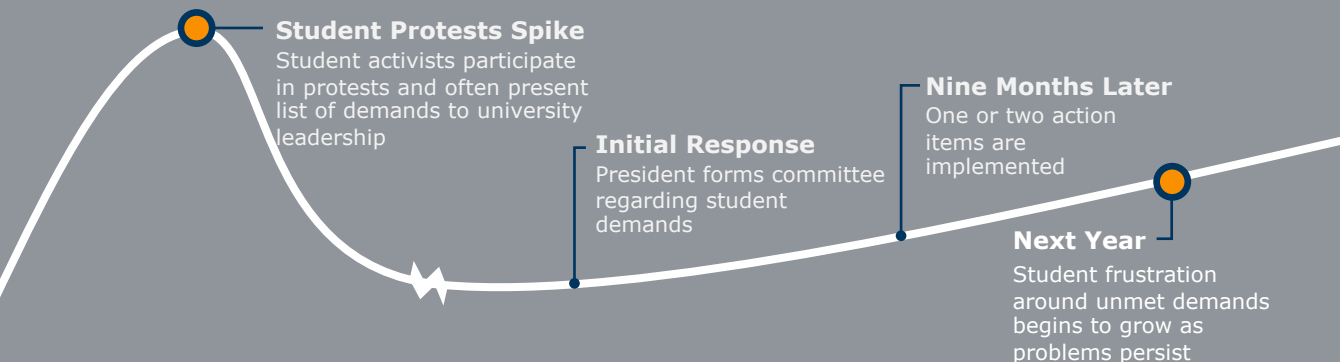
Ensure Accountability in Institutional Response



Familiar Approach to Activism Falls Short



Standard Timeline for Protest Response



Perceived Shortcomings in Institutional Response Escalate Student Protests



*U-M Graduate
Instructors Strike
Over Covid Safety*



*College Activists
Aren't Backing Down*



*Purdue Students
March, Rally- Again-
For Racial Justice*

Actions Over Affirmations

Gen Z Activists Want Concrete Plans for Change

“

We're **past the point of conversation and reforms and panels**. We can't panel our way out of this oppressive system that controls us.”

Maliya Homer

President of the Black Student Union, University of Louisville

“What College Activists Want,” The Chronicle of Higher Education

Generation Z Expects More from Colleges

EAB Research Shows Growing Demands for Accountability and Transparency



”

Transparency and Gen Z Mindset Raises Stakes for Decision-Makers

“...students in Generation Z are **empowered with information and communication tools** and have access to thought leaders and power brokers. **They possess a mind-set that they can change institutions.**”

Generation Z Goes to College

Inadequate Institutional Response Hurts Reputation Among Students and Public



Words Matter For College Presidents, But So Will Actions



College Students Protest, Alumni's Fondness Fades and Checks Shrink



Report Finds a Drop in Black Enrollment at Most Top Colleges and Universities

Quick Discussion Question

Answer the Zoom Poll Prompt



Has lack of transparency or accountability measures in statements from leadership been a topic of conversation among staff or students on your campus across the past 6 months?

Ensuring Action and Accountability

Four Key Components to Build into University Responses

1

Develop Clear Action Items

Develop an action plan to provide concrete steps and make real progress on student demands

2

Build In Accountability Measures

Identify accountability owners and measures upfront to ensure initiatives are acted upon

3

Incorporate Community Input on an Ongoing Basis

Create mechanisms for gathering ongoing community input to ensure that actions match evolving community needs

4

Communicate Transparently on Progress and Roadblocks

Regular communication builds trust with students and ensures students are aware of the work being done on different initiatives

Make Plans Achievable Through Clear Action Items

SMART Goals Inspire Commitment and Make It Easy to Evaluate Success

McKinsey
& Company

Strategies for Effective Goal-Setting

*Use the SMART Goals Strategy to
Develop Achievable Goals*

Specific

Measurable

Actionable

Results-Oriented

Time-Bound



SMART Action Items from ASU's List of 25 Actions to Support Black Students, Faculty and Staff

- 1** ASU law Professor Victoria Sahani's will **undertake a historical study of race and discrimination at the university.**
- 2** ASU commits to the **appointment of an Advisory Council on African American Affairs** to advise the President.
- 3** ASU commits to **establishing a campus multicultural space** and funding a working group to assess and design the space.
- 4** ASU commits to **publishing an annual report** on key metrics to broadly **share student enrollment and graduation data.**
- 5** ASU commits to **the training of all faculty and staff** on all search committees to **address issues such as systemic bias in identification of candidates and hiring.**
- 6** ASU commits to **recruit more underrepresented faculty** with **a commitment to 10 positions this year.**

*Selection pulled from an array of demands, not listed in the order they appear on screen.

Arcadia Anti-Racism Plan Embeds Accountability

Assigned Projects Owners and Deadlines Keep Initiatives on Track

Excerpt from Email on Arcadia's Anti-Black Racism Initiative

Bolding added for emphasis

Dear Arcadia Community,

On June 11, we announced action steps to improve the Arcadia experience for our Black community members. However, **action steps must be accompanied by accountability measures and timelines, areas where institutions often fall short** in creating systemic change.

Please review our initiatives, **which include leaders assigned to each action step.**

In the coming weeks, we will ask leaders to provide a **timeline and completion date for their assigned initiative(s)**. These initiatives will be incorporated within the University's Adaptive Strategy ARCADIA2025 to ensure that justice, equity, diversity, and inclusion efforts at Arcadia are truly prioritized...

Ajay Nair, Ph.D
President



Accountability in Arcadia's Anti-Black Racism Initiative

Every initiative has **clear project owners** held responsible for progress. There are **cabinet-level and unit-level owners** to show senior buy-in.

Project owners must **establish deadlines and timelines for their projects** to further establish accountability.

Incentivize Follow-Through Among Employees

Two Key Strategies for Strengthening Buy-In Among Staff and Faculty

1 Ensure All Staff Have a Stake in Initiative's Success



Excerpt: Colorado College's Action Plan

"For the work of antiracism to be successful, **all faculty and staff must see it as part of their responsibilities to the college, and as something for which everyone must be held accountable.**

The Faculty Executive Committee...will develop **faculty evaluation criteria and reward systems to ensure that antiracism work (including publicly-engaged scholarship) is considered in annual reviews.**"

2 Effectively Recognize Exemplary Staff Contributions



Nicole Kaniki and Bertha Garcia named special advisors on anti-racism

AUGUST 6, 2020 BY WESTERN COMMUNICATIONS



- ✓ **Meaningfully recognize exemplary staff** through compensation, title changes, or performance evaluations
- ✓ **Reevaluate and adjust workloads** when giving staff new responsibilities
- ✓ **Ask staff directly** what recognition or professional development they prefer

Elevate Student Voices in Action Plans

Solicit Student Feedback on an Ongoing Basis



Add Student Reps to Action Committees

- Student representatives provide insight into student priorities when addressing demands
- Reps communicate progress on the initiative to their peers, keeping the student body informed on institutional efforts



Pressure-Test New Ideas with Focus Groups

- Seek input on components of your plan with students outside of the committee process for an unfiltered view on how ideas may be received by the wider student body
- Students can be incentivized to participate in focus groups through small rewards like gift cards or vouchers



Create Spaces for Community Feedback

- Institutions can solicit feedback on current initiatives through online forums or in-person town halls
- Proactively building in dates for check-points and pull-ups in action plans ensures your initiative continues to match campus needs

Standardize and Publicize Demand Response

Students Easily Submit Requests and View Progress on GW Online Form

Key Elements of George Washington University's Name Change Request Page

- 1 Registry lets students review previous requests and see their status and progress
- 2 Page sets clear expectations on how requests are received and reviewed
- 3 Online form makes it easy for students to submit new requests

3

Submit a Name Change Request

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

2

► [Procedure for Considering a Name Change Request](#)

1

Name Change Request Registry

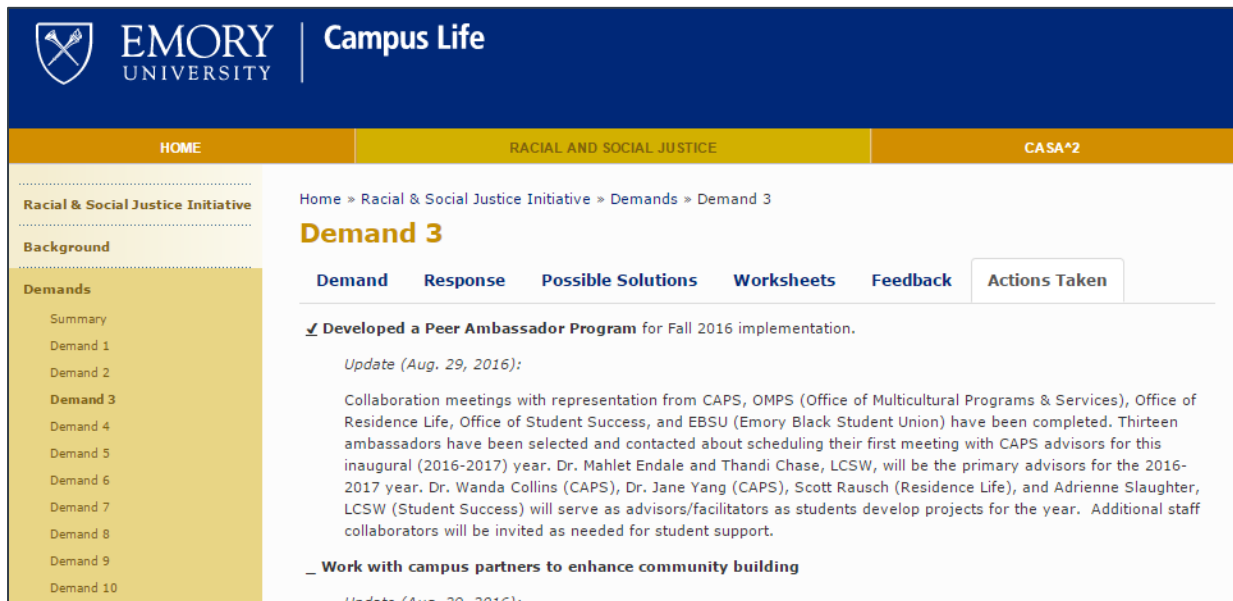
Name	Status	Additional Details	Last Updated
Colonials Moniker	Special Committee Formed; Work Underway	View Special Committee on the Colonials Moniker Website	8/19/20
Marvin Center	Special Committee Formed; Work Underway	View Special Committee on the Marvin Center Name Website	8/19/20
Fulbright Hall	Under Review by the President		7/20/20

A Thorough and Transparent Approach

Emory University's Online Tracker for Student Demands

Highlights of Original Emory Demands Page

- ✓ Website houses initial demands, response, and actions taken
- ✓ Visitors can learn about institutional actions and provide feedback
- ✓ Progress tracker is regularly updated regarding longer-term work



The screenshot shows the Emory University Campus Life website. The header includes the Emory University logo and the text 'EMORY UNIVERSITY | Campus Life'. Below the header is a navigation bar with three tabs: 'HOME', 'RACIAL AND SOCIAL JUSTICE', and 'CASA*2'. The 'RACIAL AND SOCIAL JUSTICE' tab is selected. On the left side, there is a sidebar with a list of links: 'Racial & Social Justice Initiative', 'Background', and 'Demands'. The 'Demands' link is highlighted. The main content area shows the path 'Home » Racial & Social Justice Initiative » Demands » Demand 3' and the title 'Demand 3'. Below the title is a table with five columns: 'Demand', 'Response', 'Possible Solutions', 'Worksheets', and 'Feedback'. The 'Response' column contains the text: '✓ Developed a Peer Ambassador Program for Fall 2016 implementation. Update (Aug. 29, 2016): Collaboration meetings with representation from CAPS, OMPS (Office of Multicultural Programs & Services), Office of Residence Life, Office of Student Success, and EBSU (Emory Black Student Union) have been completed. Thirteen ambassadors have been selected and contacted about scheduling their first meeting with CAPS advisors for this inaugural (2016-2017) year. Dr. Mahlet Endale and Thandi Chase, LCSW, will be the primary advisors for the 2016-2017 year. Dr. Wanda Collins (CAPS), Dr. Jane Yang (CAPS), Scott Rausch (Residence Life), and Adrienne Slaughter, LCSW (Student Success) will serve as advisors/facilitators as students develop projects for the year. Additional staff collaborators will be invited as needed for student support. _ Work with campus partners to enhance community building Update (Aug. 29, 2016):'.

An Ongoing Commitment to Progress

Emory Consistently Incorporates Updates and Information To Its Tracker

How Emory's Page Has Evolved Since 2016...



Summarizes all actions taken to meet student demands, ensuring even new students know what action has been taken



Updated on an ongoing basis through 2020



In 2020, **most demands are "resolved"** but continue to be updated with new information



EMORY UNIVERSITY Commission on Racial and Social Justice

What does it mean for an issue to be "resolved"?

*When a demand is listed as "resolved," this doesn't necessarily mean that the issues surfaced in the demand no longer exist... **Indeed, many of the demands point out systemic issues that will require an ongoing commitment to improvement.***

Rather, "resolved" in this context means one of the following:

- The work fulfilling the demand has been completed*
- The work has been institutionalized to the extent possible*
- The work has been incorporated into a working group*
- The demand is determined unfeasible or unnecessary*

Final Thoughts

Please take a moment to answer this final poll question to provide your overall experience in today's session.

We have also shared a link to a short online evaluation in the **Chat** and we would appreciate if you could take 2-3 minutes to give us additional feedback on your experience today.
