

Recommendations for Justice, Equity, and Inclusion

Strategy 1: Develop and Apply an Equity Lens in the Board's Governance Structures and Processes

- Boards should ensure their composition results in a robust team that is demographically diverse and brings a variety of perspectives to its decision making.
- Governors and state legislators should seek to identify board members who will contribute to the diverse skillsets needed by each governing board, and who, additionally, have demonstrated commitment to justice, equity, and inclusion initiatives in their own businesses and other voluntary engagements.
- Boards should embed the work of justice, equity, and inclusion in their governance structures and practices and each member of the board must see this as a significant component of fiduciary responsibility.
- Board members should commit to continuous learning related to justice, equity, and inclusion.

CONTINUOUS IMPROVEMENT AND LEARNING CYCLE FRAME

- 1. Reflect on where you are in your learning.**
- 2. Identify knowledge gaps and growth areas.**
- 3. Take action, read, and attend programs and events.**
- 4. What was the impact of your actions?**

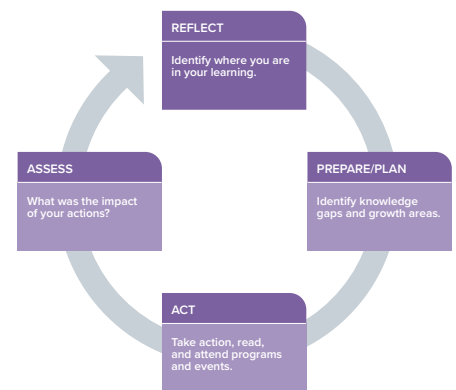


Image adapted from How Learning Works: Seven Research-Based Principles for Smart Teaching

- The board should include a commitment to and demonstrated success in leading institutional transformation related to diversity, equity, and inclusion as part of the hiring criteria for the CEO and senior leadership, and incorporate accountability measures related to this strategy into the annual assessment of all senior leaders.

Strategy 2: Apply a Justice, Equity, and Inclusion Lens throughout the Institution

- The board should provide sufficient funds to support the resource requirements necessary to achieve the institution's justice, equity, and inclusion goals, based on a recommendation from leadership.
- The board must accept its responsibility to initiate and monitor institutional efforts to embed justice, equity, and inclusion throughout the institution.
- The board should require a periodic audit of all institutional policies and practices in an effort to identify and eradicate systemic bias that contributes to inequity on campus. Policies should also be continually assessed to ensure they affirmatively promote inclusion and equity.
- The board should establish a set of metrics that provide reliable information about the experience of faculty and staff of color.
- The board should establish a set of practices that enable structured interaction with students from underrepresented groups.

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- Governing boards should ensure that the institution's curriculum addresses the breadth of human experience and that the experience of marginalized communities is treated as central to this examination.
- The board should commission a review of the institution's history, including past policies and practices, and identify instances and ways in which the institution may have been complicit in racial and/or social injustice. It should commit to a transparent airing of those situations and to correcting policies and practices that enabled past injustices (Brown, Legon, and MacTaggart, 2020).
- Institutional leaders and governing boards should anticipate and prepare for increased levels of activism on the campus and in the local community.

Strategy 3: Contribute to Social Justice and Equity in the Community in Which the Institution Is Located

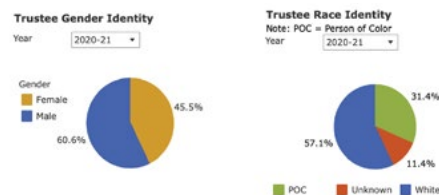
- Boards should examine the institution's business practices to ensure they foster equity and justice within the local community.
- Board members, in conjunction with institutional leaders, must ensure that the local community is welcoming to students, faculty, and staff from diverse backgrounds.
- Boards should encourage institutional leaders, working in partnership with the government, business, and the nonprofit sector, to address systemic inequities evident in local/regional public education, housing, employment, health, etc.
- Working with institutional leaders, boards should seek opportunities to acknowledge and reward scholarly work and community engagement that address intractable problems associated with inequality and injustice.

Questions to Ask

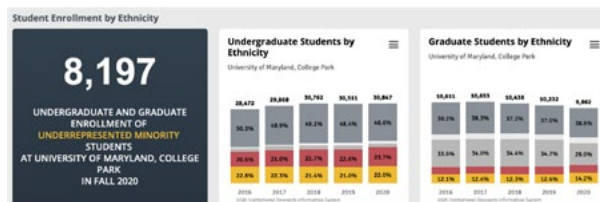
- Does our board composition reflect the skills, insights, and perspectives required to oversee our priority of justice, equity, and inclusion for all institutional stakeholders?
- How much time on board agendas is devoted to justice, equity, and inclusion?
- Do our institutional mission, vision, strategy, and financial priorities reflect a commitment to justice, equity, and inclusion?

Sample Diversity Dashboards

COLORADO COLLEGE



UNIVERSITY SYSTEM OF MARYLAND



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Conclusions

- Boards have the capacity to serve as catalysts for the necessary institutional transformation.
- Undertaking this work will require knowledge, intentional resolve, and courage.
- Now is the time for boards to summon the will and courage required for this work. Doing so will ensure that American higher education remains one of the world's great beacons.

References

- *AGB Board of Directors' Statement on Justice, Equity, and Inclusion*
- Ambrose, S., Bridges, M., DiPietro, M., Lovett, M., & Norman, M. (2010). *How Learning Works: Seven Research-Based Principles for Smart Teaching*. Jossey-Bass, Inc.
- Colorado College. (2020, December 17). Diversity at CC.
- University System of Maryland. (2020). Diversity and Inclusion Dashboard.

Additional Resources

AGB Trending Topics Webpage on JDE&I

AGB

AGB compiled resources and board discussion questions for governing bodies and chief executives to consider in addressing the issues of campus climate, diversity, inclusion, and civility.

2021 • Webpage

FAQs: Justice, Diversity, Equity, and Inclusion

AGB

Higher education boards must integrate justice, diversity, equity, and inclusion (JDE&I) into their institutional policies and practices to ensure student success and inclusivity of all campus constituencies at colleges and universities nationwide. This guide provides some answers to the most common questions around these four topics and includes some resources to help boards navigate this evolving landscape.

2020 • FAQs

AGB Board of Directors' Statement on Justice, Equity, and Inclusion, and Guidance for Implementation

AGB

Governing boards, as guardians of higher education, have a moral, a fiduciary, and an educational responsibility to advance racial justice, equity, and inclusion (JE&I). The *AGB Board of Directors' Statement on Justice, Equity, and Inclusion, and Guidance for Implementation* outlines strategies for implementing this important governance work and urges boards to address barriers to JE&I at all levels of the institution and beyond the borders of the campus.

2021

Why Diversity, Equity, and Inclusion Matter to Foundation Boards

Robert J. Nava

America's national reckoning with systemic racism heightens demands for diversity, equity, and inclusion (DE&I) at universities, colleges, and their affiliated foundations. Luckily, foundation boards are uniquely positioned to help their host institutions reflect and act in a practice manner in support of their institutional commitment to DE&I.

2020 • *Trusteeship* magazine article