Redistributing Responsibility: Critical Stakeholders and Student of Color Success

AAC&U 103rd ANNUAL MEETING
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Learning Agenda

I. Identifying stakeholders
II. Starting at the beginning- narrative histories
III. Data, Diversity, Disaggregation
IV. Deepening student of color profiles
V. Value of ecology
VI. Ecological mapping
VII. 5 Key Stakeholder Communities
VIII. Report Out & Next Steps
Framing Success

**Individuated Success:** There are compelling narratives directly communicated to individual students that recognize and reject notions of deficit thinking and lowered thresholds/expectations.

**Group Success:** Our engagement of affinity/identify groups moves well beyond their relative juxtaposition to cultural centers, area studies or “diversity dialogues” and engages their understanding of difference (by virtue of their lived experience) in helping to shape the identity of the institution. A community is defined by its members.

**Organizational Success:** The culture of the institution is shaped by an affirmation of difference; difference which transcends identities and leverages the best of what individuals have to offer.
Key Functions

Leadership

Tactics

Sponsorship
# Stakeholder Roles

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<tr>
<th>Leaders</th>
<th>Tacticians</th>
<th>Sponsors</th>
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<tr>
<td>Cast vision</td>
<td>Actualize</td>
<td>Design opportunities for success</td>
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<td>Create narratives</td>
<td>Translate and apply</td>
<td>Create context</td>
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<td>Define aspirations</td>
<td>Analyze gaps</td>
<td>Anticipate the path</td>
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<td>Identify goals (w/ metrics)</td>
<td>Create objectives and strategies</td>
<td>Communicate process</td>
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<td>Encourage evaluation</td>
<td>Evaluate</td>
<td>Individuate credit</td>
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<td>Recalibrate</td>
<td>Reassess</td>
<td>Find more sponsors</td>
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Following the narrative…

- What key words show up in anchoring documents?
- What does that mean for students success?
- What has been captured in institutional memory?
- Can a story line be traced?
The 3D’s

Data

Diversity

Disaggregation
Student of Color Profiles

- Using ecology to situate student of color success stories
- Being intentional around counter-narratives and anti-deficit language
- Helping students find agency and voice by crafting their own narratives
- Appreciating the variability of “success” as a threshold concept
- This requires the institution to become more nimble
Value of Ecology

Helps us answer 3 key questions:

1. What is our analysis of the environment?
2. Do students shape the environment or does the environment shape students?
3. Does the environment hold the necessary resources to support student success?
Ecological Mapping

Step 1: Macro-mapping
Step 2: Student of color population relative to institutional function
Step 3: Gap analysis (where are the deltas?)
Step 4: What partners can help fill in the gaps?
Step 5: What does that work entail? Who will do it? Who will follow up and manage the case?
Step 6: What does the institution need to know about Steps 1-5?
Step 7: Are resources properly aligned to steward a new paradigm?
Step 8: Are the right stakeholders involved?
Step 9: What other systems are affected by new knowledge?
Step 10: Is there support for retooling?
5 Key Stakeholder Communities: Admission & Financial Aid

- Earliest articulation of ecology
- 1:1 interaction (face-to-face and/or virtual)
- Early indications of what matters to students and how they are likely to negotiate the campus
- Flagging systems (who, what, when, where, why)
- Feedback systems between stakeholder groups
- Data sharing (what systems hold what information, and who has access?)
5 Key Stakeholder Communities: Counseling Center

- Analytics
- Data-sharing
- Themes/trends
- Who needs to know?
- Implications for other dimensions of the campus experience
Five Key Stakeholder Communities: Student Advising

- What does advising entail?
- Is there a baseline threshold for what advisors will/won’t do?
- Are those who hold these functions clear about (the delineation of) roles?
- What are the systems of care around:
  - Academic concerns
  - Welfare checks
  - Conduct issues
  - Opportunities (curricular, co-curricular, extra-curricular)
5 Key Stakeholder Communities: Institutional Research (IR)

- Who sets the research agenda?
- Who assesses alignment to macro-plans?
- Is there a discernable footprint for D&I broadly and s.o.c. success more particularly?
- Who else is gathering data?
- Who is involved in discussions following analysis?
- Does new knowledge lead to systemic changes?
Five Key Stakeholder Communities: Career Center

- Richest opportunity for early interface
- Immediately presents an important counter-narrative
- Making curricular connections
- Connects to identity but does not center it
Let’s Map!

Your institution learns that only 2% of those pursuing academic prizes and fellowships over the last four years have been students of color. You decide to informally poll some of your mentees to learn more about what’s going on. In a conversation with one student she professes, “It’s just not a thing here.” Using ecological mapping, devise a plan to address this issue.