

Imperatives for the Post-Vaccine Institution

From Crisis Management to Competitive Transformation

Joining Us Today

Meet our EAB Expert



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Fun Fact:

I spent over 50% of my growing up years outside the US – living in Morocco; Venezuela; Belgium; the United Kingdom (*where I graduated from high school*).

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We help schools support students from enrollment to graduation and beyond

➤ **ROOTED IN RESEARCH**

8,000+ Peer-tested best practices

500+ Enrollment innovations tested annually

➤ **ADVANTAGE OF SCALE**

1,900+ Institutions served

4.1 M+ Students supported by our SSMS

➤ **WE DELIVER RESULTS**

95% Of our partners continue with us year after year, reflecting the goals we **achieve together**

➤ Find and enroll your right-fit students

➤ Support and graduate more students



➤ Prepare your institution for the future

Five Imperatives for the Post-Vaccine Institution



1

Enrollment

Demographics
Aren't Destiny—
Competitive
Dynamics Even
More Impactful

2

Remote Work

Creating an
Effective
Institutional
Workforce in a
Virtual World

3

Student Experience

Online Backlash
Overstated,
Virtual
Experience Now
Key to Flexibility
and Career
Readiness

4

Mental Health

Preventive
Support, Not
Just More
Counselors the
Way Out of
Mental Health
Crisis

5

DEIJ

Only Systemic
Institutional
Change Will Be
Enough to
Address
Systemic Racism

1

Competition, Not Demographics, Is Destiny for Most



Before COVID: Bracing for the Demographic Cliff

Demographics and Demand Drove Strategy

Focused on Maximizing Undergrad Enrollment

Consistent Enrollment Growth in the Grad Market



Now: Preparing to Compete Harder for Changing Student Audiences

Demographic Cliff Not Quite So Steep, But Still Widespread

Market Share Decisive Factor for Most Growth, not Demographics

Long-Term Growth Strategy Expands Beyond Undergrads

An Only Slightly Less Pessimistic Projection

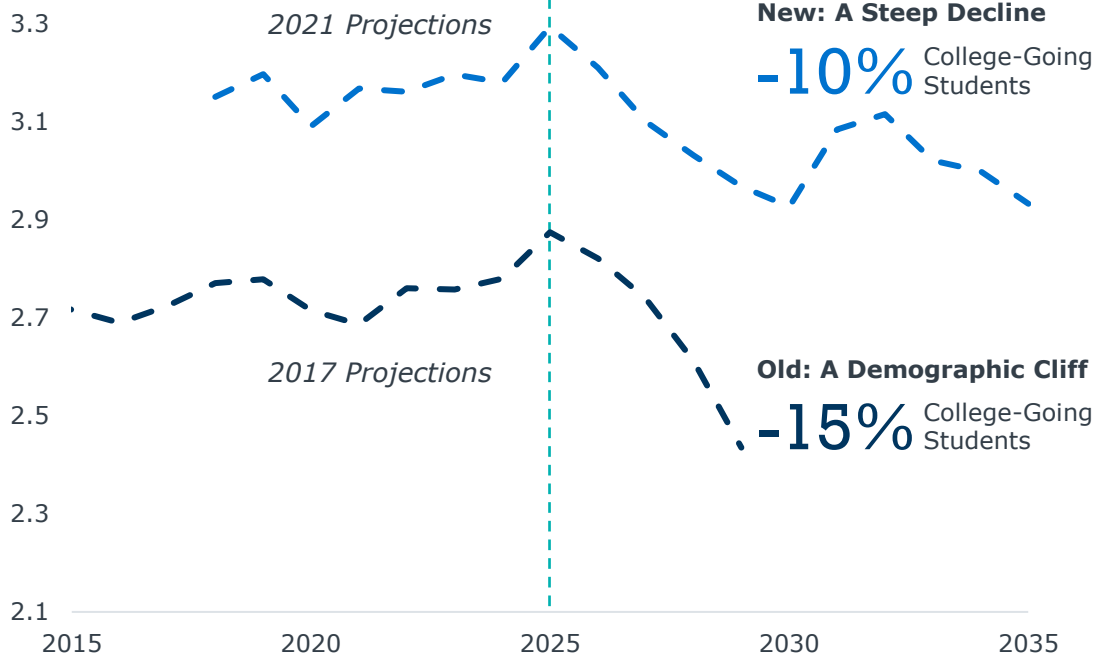


Years of Enrollment Stagnation...

Millions of College-Going Students

Followed by Dramatic Decline

2025 Onwards

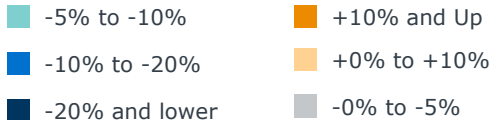
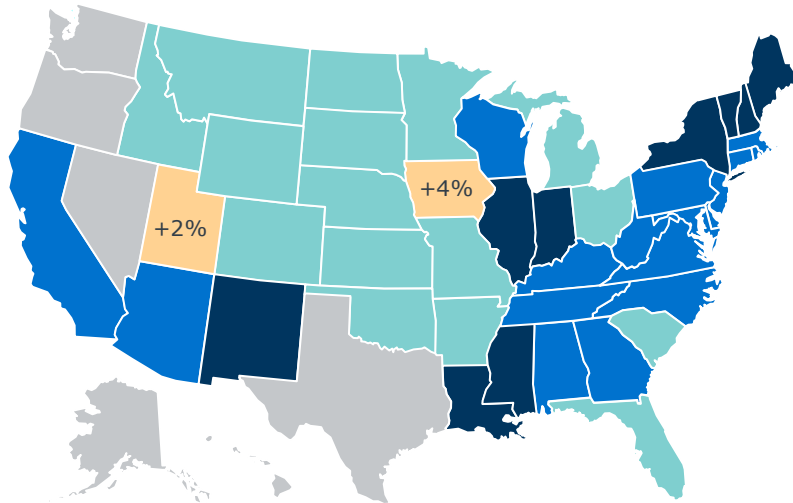


A Nearly-Universal Population Cliff



Falling Birthrates Will Hit Institutions Across the US

Percent Change in the Population of 18-Year-Olds, 2025-2035



Demographics Hit Regional Institutions Much Harder

Change in demand, 2025-2035

- 6% Private Institutions
- 10% Public Institutions
- 1% 'Elite'
Top 50¹ research universities & liberal arts colleges
- 5% National
Top 50-100¹ research universities & liberal arts colleges
- 10% Regional
Ranked¹ outside of Top 100

1) Based on US News and World Report
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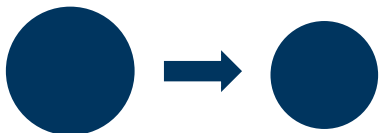
Sources: Grawe, Nathan D., *The Agile College: How Institutions Successfully Navigate Demographic Changes, 2021*; EAB analysis.



Importance of Demographics Often Overstated

Market Share a Powerful Determinant of Undergrad Enrollment Growth

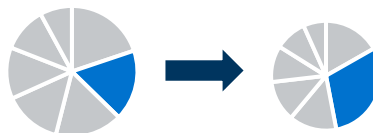
What Demographic Change Looks Like The total number of students (Demographic Change)



Key Drivers:

- Population Change
- High School Graduation Rates
- College-Going Behaviors

What Market Share Change Looks Like An institution's share of total students



Key Drivers:

- Other Competitors
- Programs, Experience, Affordability, ROI
- Sophistication of Marketing and Recruitment

Market Share has Almost Twice the Impact¹ on Enrollments vs. Demographics

37% Of enrollment change caused by demographic shifts
Institutional average² (2008 to 2018)

63% Of enrollment change caused by changes in market share
Institutional average² (2008 to 2018)

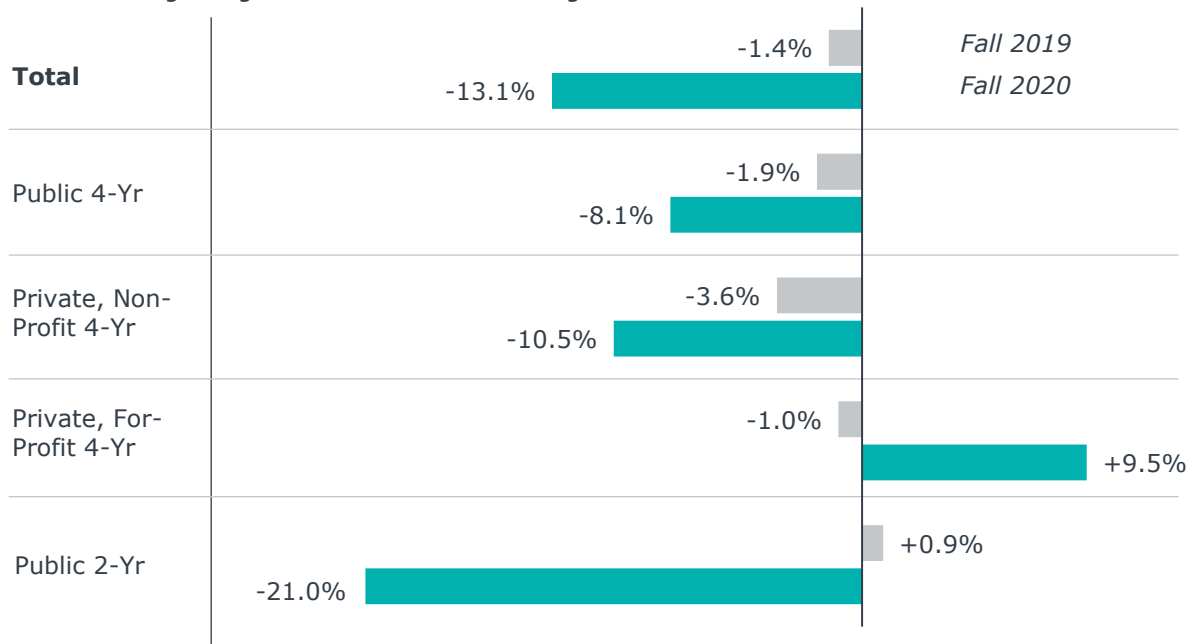
1) Impact calculated as a share of the absolute year-on-year change
2) Weighted average of four-year public and private, non-profit institutions.

First-Time Enrollments Dropped Last Year



First-Time Beginning Undergraduate Enrollment Changes by Sector

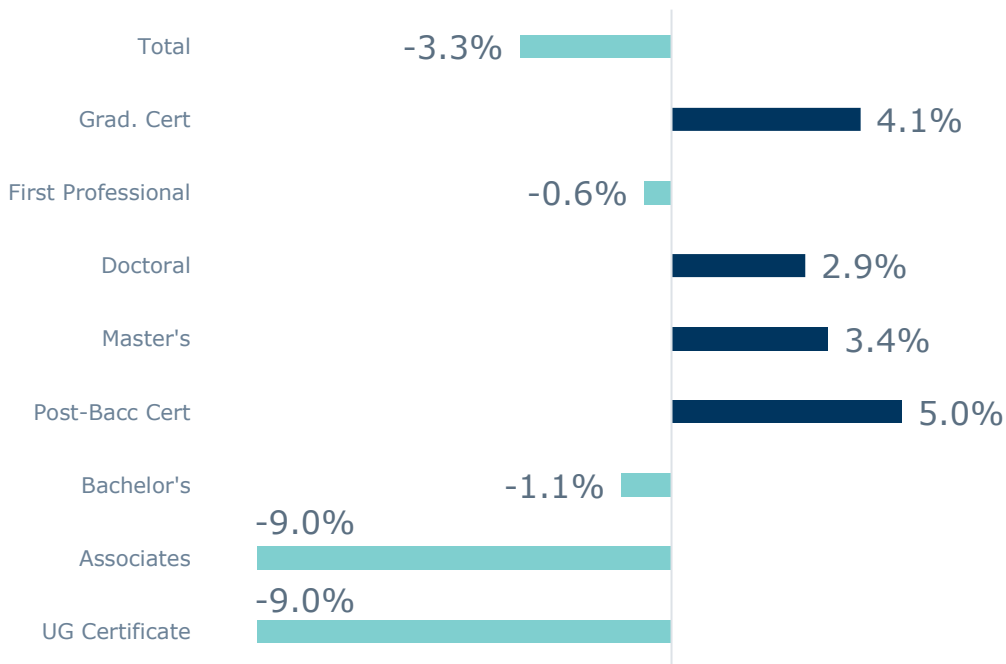
First-time Beginning Student Enrollment Changes - Total



Change in Credential Demand



Enrollment Changes by Credential Type¹; Sept 2019 vs. Sept 2020

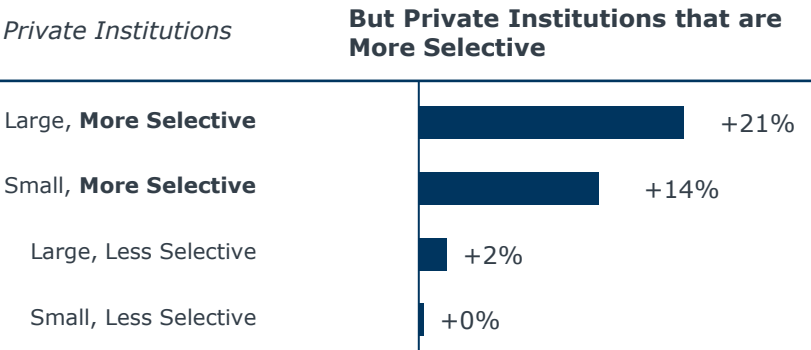
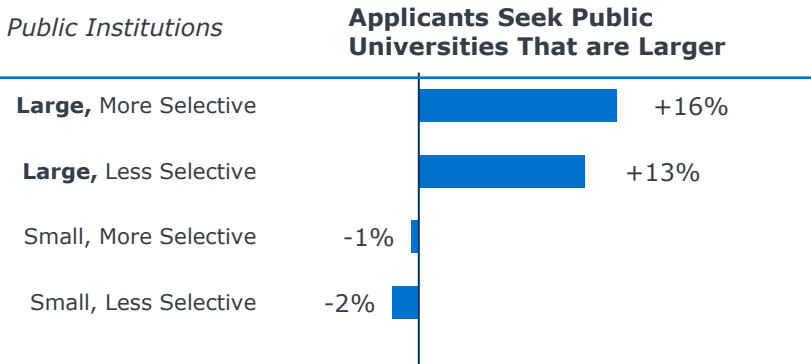


1) 76% of colleges reporting as of October 22, 2020



Application Flight to Size and Selectivity

Pct. Change in Common App Submissions 2019-20 to 2020-21



Apps Outpace Students, Raising Yield Concerns

+11% Total Applications

+2% Unique Prospects

And FAFSA Filings Present Worrying Signs for Equity

% Change in FAFSA Completion

-12% At Title I Eligible High Schools

-14% At High POC High Schools

1) Large: More than 10,000 total students
 2) More Selective: admit rate of less than 50%
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Sources: Common Application; Melissa Korn and Douglas Belkin, 'College Admission Season Is Crazier Than Ever. That Could Change Who Gets In', The Wall Street Journal, Mar. 16, 2021, ([Link](#)); Scott Jaschik, 'The Rich Get Richer...' Inside Higher Ed, Mar. 15, 2021, ([Link](#)); National College Attainment Network, 'FAFSA Tracker', Form Your Future, Accessed Mar. 24, 2021, ([Link](#)) EAB Interviews and Analysis.

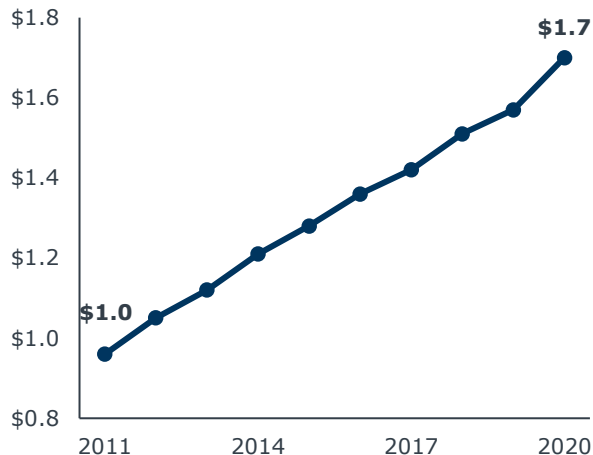
Affordability On Everyone's Mind



Amid Growing Student Debt, Students and Families Focusing More on Cost

Student Debt Grew Sharply in 2020, Headed Toward \$2 Trillion

Total U.S. National Student Loan Debt (Trillions)



Affordability and Debt Factor into Almost All Families' College Decisions

77% of families eliminated at least one college from consideration due to cost in 2019-20

For Some, Affordability Synonymous with "No Debt at All"

39% of high school students exhibit evidence of loan-averse behavior

Not Just Affordability, But How We Communicate It

43% of families find at least one component of financial aid offers difficult to understand

Source: educationdata.org, "Student Loan Debt Statistics", 2020; Sallie Mae and Ipsos, "How America Pays for College 2020"; Boatman, A., Brent J. Evans, and Adela Soliz, 2017, *Understanding Loan Aversion in Education: Evidence from High School Seniors, Community College Students, and Adults*; EAB, *Clearly Communicate Price and Financial Aid*; EAB interviews and analysis.

Alternative Pricing and Aid Strategies Proliferate

New Models Geared More Toward Market Niches Than Affordability At Scale

Tuition Reset

Lowers published list price, shifting an institution's pricing away from traditional high-price, high-discount model

Market niche: some low- and middle-income students



Income-Share Agreement

Graduates repay tuition as a fixed percentage of earnings instead of taking out a traditional loan

Market niche: DACA¹ students, seniors with unmet need



Tuition and Price Guarantee

Commitment to hold some part of cost of attendance constant while students are enrolled

Market niche: affluent families



Price Match

Guarantees qualified students the same tuition and fees as designated public institutions (typically flagships)

Market niche: underrepresented students, high-ability students

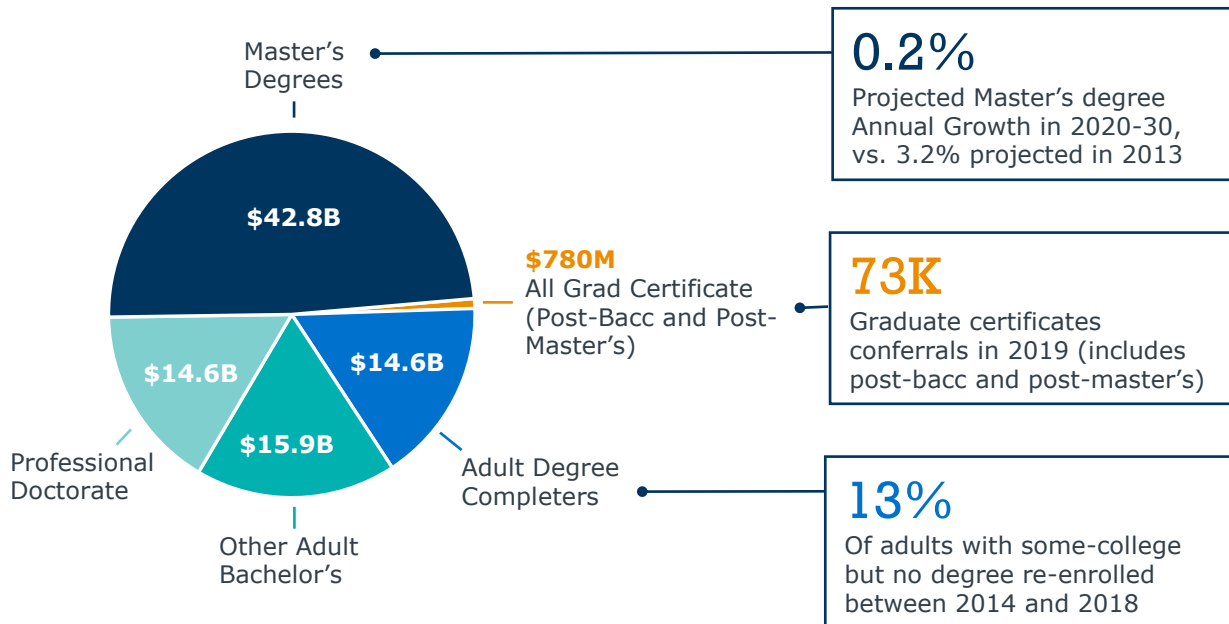


1) Deferred Action for Childhood Arrivals, which gives some undocumented Americans access to work permits.

Sizing the Adult and Grad Ed Revenue Opportunity

Large Markets, But Growth Potential Often More Challenging than Assumed

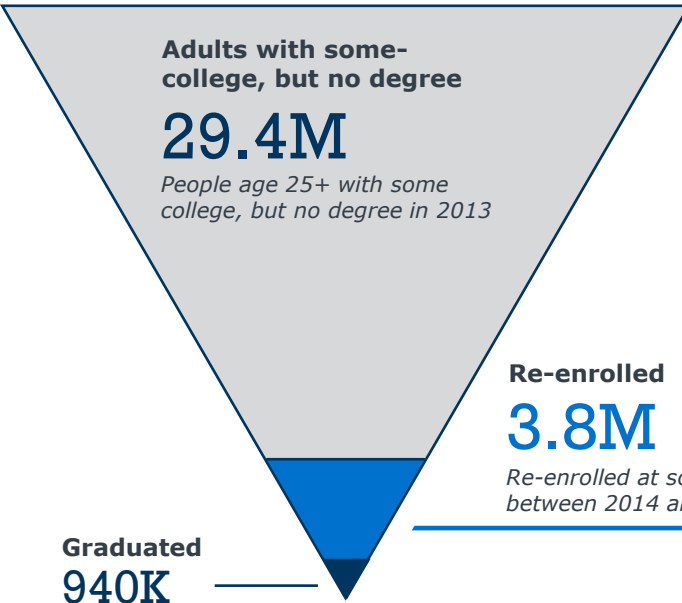
Gross Annual Tuition Revenue Generated from Adult (25+) Bachelor's, Post-Bacc. Certificates, and Graduate Enrollment, 18-19



Despite Many Potential Students, Few Re-Enroll

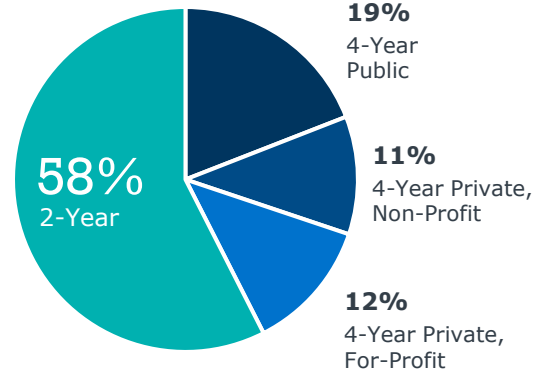


Only a small fraction of some-college, no degree students ultimately enroll



And of those who re-enroll, most choose a 2-year college

Institution choices of 3.8M degree completion students, 2014-18



Source: Ryu, Mikyung. "Some College, No Degree". National Student Clearinghouse Research Center. 2019; National Student Clearinghouse Research Center. "Some College, No Degree: A 2019 Snapshot for the Nation and 50 States" report and appendix. 2019; EAB interviews and analysis.

How Degree Completers Choose a Program

Program Characteristics Most Important to Degree Completers

n=1,010 U.S. degree completion prospects¹ ages 25-54

Flexible and Customized



Degree completers seek flexible, customizable degree programs designed with their schedule and lifestyle in mind.

61%

Seek a customized plan or roadmap to help them complete their degree

Online



Two-thirds of respondents intend to enroll in a program that allows them to complete some or all courses online.

91%

Will likely take courses that are offered online

Enrolls Students Like Them



Degree completers want evidence that programs and institutions cater to students like them.

67%

Seek a program designed "for someone in my situation"

1) Survey of American adults without a prior bachelor's degree but interest in pursuing one; may include adults with associate's degrees and/or certificates.

Beyond Revenue, Certificates Advance Mission

Aligning Certificate Strategies with Institutional Goals



Access Underserved Student Markets

Stackable Career-Oriented UG Pathways

BYU
IDAHO

MBA Readiness Certificate



Sustain Mission-Critical Partnerships and Programs

Funding Model for Mission-Critical Programs



Onsite Corporate Learner Support



Lower Barriers to Program Innovation

Fast-Cycle Market Viability Testing

Northwestern
SCHOOL OF
PROFESSIONAL STUDIES

Nimble and Stackable Grad Certificate Modules

ARCADIA
UNIVERSITY

What Will It Take to Serve the Lifetime Student?



Preventing Barriers to Enrollment

Overcoming Undergrad Debt as a Deterrent



Undergrads borrowing more and taking longer to repay

Matching Next Steps to Industry Needs



Need a clear connection between career and next educational step

Promoting Alumni Re-Enrollment



Incentives and post-graduation advising needed

Radical Membership Models



Subscription pricing and single, forever transactions

Redefined Undergrad Value Proposition



Unrealistic to expect bachelor's to sustain lifelong career

2

Creating an Effective Institutional Workforce in a Virtual World



Before COVID: Real Estate and Place Focused

Campus-centric

Physical Attendance Mandatory

Space Intensive Environment

Remote-Work is Rare



Now: Untethering the Administrative Workforce

Virtual Work Now Possible For Many High-Demand Positions

Coordination Issues Become Critical

Management Challenges



Toward the Best of Both Worlds on Campus

Emerging Work Regime Maintains New Gains and Keeps the Old

Pre-Pandemic

- Campus-centric
- Limited employee choice
- Informal, casual communication
- Resistant to change

Post-Vaccine

- Optimized work modality and location
- Expanded employee choice
- Hybrid communication and interaction
- Sustained and enhanced agility

Pandemic

- Location decoupled from work
- Limited employee choice
- Virtual, formal communication
- Proven ability to change

It's Policy Development Season!

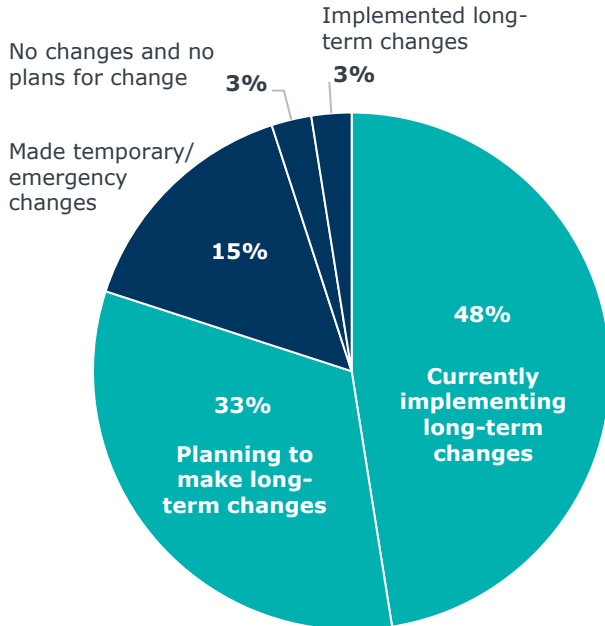


Institutions Stay Busy Planning and Implementing Remote Policy Changes

Status of Remote Work Policy Changes

Responses as of May 2021

n=45



>80%
Institutions either planning or implementing long-term changes

<5%
Institutions did not make any changes and do not plan to change

Want the Best Talent? Let Staff Work Remotely

Four Benefits of Remote Work on Recruiting and Retention



Deeper Applicant Pool

- Institutions can expand talent pool to non-local workers, including those unable or unwilling to live in university location
- Beneficial to institutional diversity, equity, and inclusion (DEI) goals

69% of Millennials would give up other benefits for a more flexible environment



Enhanced Productivity

- Remote and flexible workers work longer hours and are more productive
- Decreased stress and increased satisfaction associated with regular remote work

13% increase in productivity among travel agency workers randomly assigned to work at home



Lower Turnover

- Workplaces can accommodate changes in employee lifestyles or locations that would ordinarily force resignation
- Remote employees report higher satisfaction overall

25% lower turnover on average in jobs that offer employees remote work options



Potential Savings

▶ **\$5,100**

non-space related annual savings per employee in a 1,000 person organization that is 40% remote

Finally, an Opportunity to Change Campus Space Use 23

Remote Workforces Could Let Universities Do More With Less Space

CBOs See Workplace Potential for Space Change, But Most Not Yet Committed

In a recent EAB survey of 119 higher education CBOs:

76% anticipated major changes¹ to remote work policies post-COVID

43% anticipated major change to space utilization work policies and practices

24% anticipated major change to campus footprint

¹Responded 4 or 5 on scale of 1 (no change) to 5 (radical change).

Multiple Ways for to Realize Cost Savings from Work at Home



Short-term: Terminate leases that are no longer needed



Medium-term: Rethink, pause projects in design or construction



Long-term: Consolidate and reconfigure toward hoteling & hot desking spaces

\$300

cost per square foot of avoided new construction

\$1900

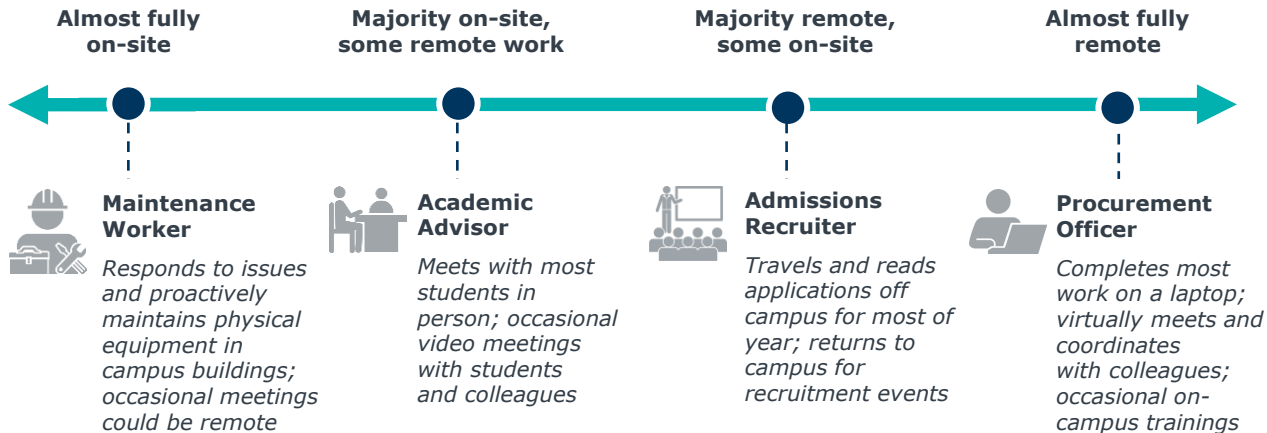
space cost savings per employee annually in a 40% remote office



Hybrid Means Not All or Nothing

The Future Campus is Not Fully On-Site or Fully Remote, But In-Between

Sample Hybrid Work Scenarios



The Murky Middle

72% of private sector office staff would like to work remotely at least 2 days/week post-pandemic

Then and Now: Shifting Work Modalities



Remote Work Survey Results on Past and Future Work Arrangements

Pre-Pandemic Work Arrangement Estimates

88% Fully on-campus

6% Hybrid

7% Fully remote



19%



17%



~1%

Post-Pandemic Work Arrangement Estimates

69% Fully on-campus

23% Hybrid

8% Fully remote

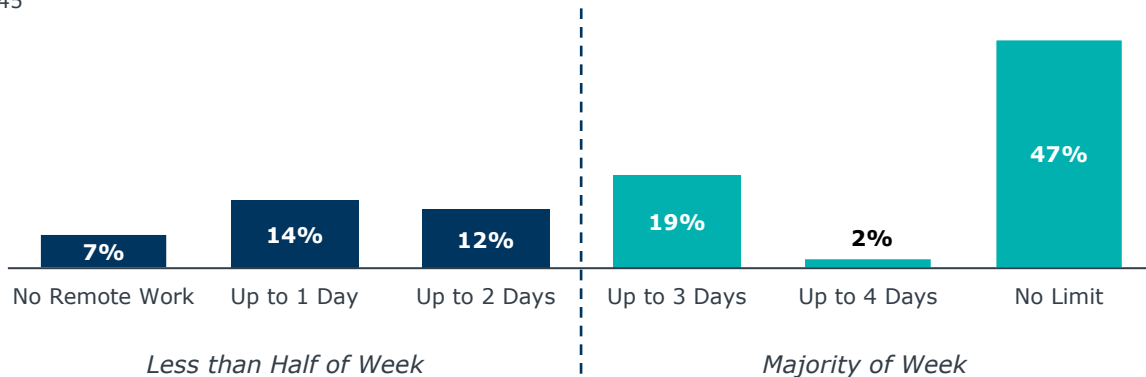
Embracing a Generous Measure of Work at Home



Anticipated Weekly Remote Work Limits

Responses as of May 2021

n=45



>65%
Institutions allowing a majority of the work week spent remote

>90%
Institutions allowing some level of remote work







Establish a Goal-Driven Remote Work Policy

Update Outdated Rules to Promote Flexibility, Support Institutional Strategy

Remote Work Policies





Typical Pre-COVID Policies

Transactional, Risk Mitigation Approach

-  Employees must have a certain tenure and be in good standing to be eligible for remote work
-  The working hours for remote employees must stay the same as those for on-site staff
-  Employee and manager must co-sign an agreement and receive approval from Dean or VP
-  Agreement often has a time limit and must be reviewed and renewed periodically

Post-COVID Policy Tenets

Strategic, Trust-Based Approach

-  Pre-approve remote work option at time of job posting to increase talent pool
-  Allow flexibility in work hours and location whenever feasible to retain staff
-  Transition from remote work as a privilege to an option for most employees
-  Eliminate time limits on remote work approval

Leadership Sets the Tone

University of Bradford's "New Ways of Working" Principles



Trust-based. That colleagues are trusted, and in turn take personal responsibility...to deliver the highest standards of performance and productivity.

A service-led flexible approach. That we embrace a blended approach to service delivery by determining which tasks are best delivered on campus and which can be achieved remotely.

Team connection days. That each team has an agreed day where all members are in the office to meet and connect face to face.

Visibility and accessibility. That there is a representative from each team in the office every day to ensure visibility and accessibility for anyone else working on campus that may visit the department.

Supporting personal choice. That we recognize, respect and support staff working in a way that balances and enables their work requirements with their personal preferences.

Maximizing technology. That we take full advantage of the technology available to us by equipping ourselves with the skills to be visible, accessible and fully efficient in our roles.



Keeping the Guidelines Simple

Fairhope University¹ Pilots Simple Flexible Work Requirements in the IT Organization

If the employee can...



They can work from home with managerial approval.



Advantages of High-Level Work Guidelines

- Empower autonomous managerial decision making
- Shield Human Resources from answering numerous “what-if” scenarios
- Advance equity in flex work consideration without micromanaging



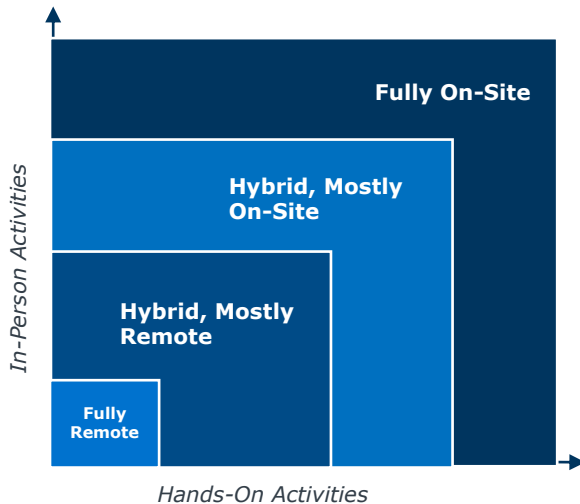
1) Pseudonym



Service Needs Determine Remoteness

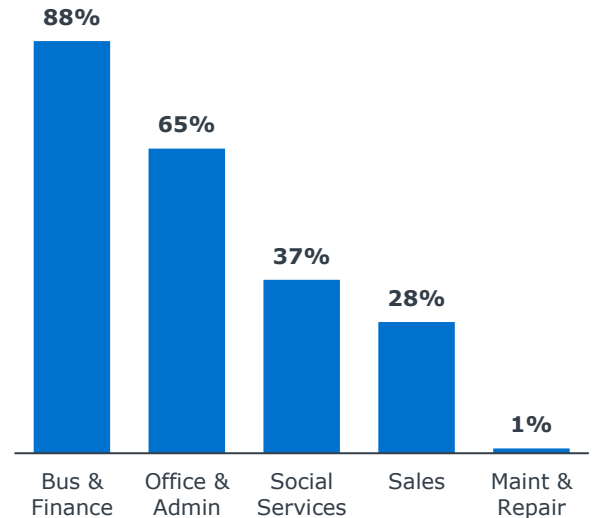
Employee Choice is Important, but Quality of Service Comes First

Level of Hybridity Depends on “Who and What” Assessment...



...Leading to Significant Variation in Hybridity of Roles

Jobs in Category Suitable for Work at Home



Source: Jonathan Dingel and Brent Nieman, "How Many Jobs Can Be Done at Home?" *Journal of Public Economics*, 2020; EAB interviews and analysis.

Anticipating Differential Impacts per Unit



Remote Work Increase Estimates by Staff Department

MINIMAL INCREASE



Facilities



**Academic
Advising**

MODEST INCREASE



HR/Legal



Advancement

SIGNIFICANT INCREASE



IT



Finance



Procurement

3

Online Backlash
Has Been
Overstated,
Virtual
Experience Now
Cost of Doing
Business



Before COVID: Customer Experience Secondary to Academics

Most Student Services In-
Person, Difficult to Navigate

“One-Stop Shops” the Paragon
of Customer Service

Undergraduate Online Learning
Misunderstood as Less Rigorous



Now: Heightened Expectations of Both In-Person and Virtual Service

Current Consumer Behaviors
Will Outlast Pandemic

Prepare for Long-Term Virtual
Services Investments


Prioritize Just-in-Time,
Equitable Access

Gen Z Daily Lives Shaped by an Advanced Digital Landscape

 **One-stop-shop information access**, whenever and wherever

 Information **filtered through algorithms**


 **Online experience personalized** through ad tracking

 **Media has always been social**, and platforms have distinct purposes


 Content has **8-seconds to capture attention**


Feeling the Effects

Students Now Need and Expect:

 More **directive and personalized** ways to navigate resources

 **24/7 service** and **centralized information hubs**

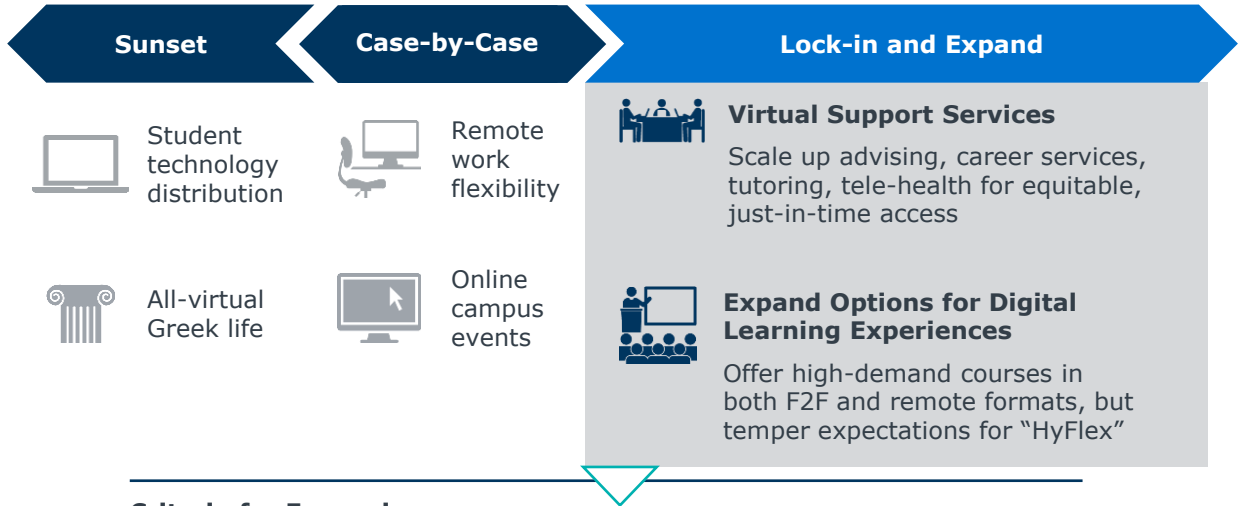
 **Online conduct and media literacy training**

 Leadership to address online polarization, **conduct issues** and **greater range of flashpoints**

Post-Pandemic, Focus on Known Wins



Strategically Scale or Sunset Virtual Services Based on Student Needs



Criteria for Expansion:

Increases Access

Sustainable

Reduces “Friction”

Gen Z Flocks to Virtual Learning



60B views on #LearnonTikTok in 2020



Education 5th most popular podcast genre globally in 2020



"Learn how" searches peaked early in pandemic¹ on YouTube

The Student Voice

But Not Necessarily from Your Institution

Analysis Methodology:

130+ Student newspapers from around the country

84%

Of articles reported negative reactions toward virtual learning in 2020

2x

Students more likely to object to **poor quality** of online instruction **vs. online modality** itself

1) Comparison period: Jan. 2019 – Jan. 2021

Toward a More Hybrid Future

How Do We Preserve and Scale the Best Parts of Virtual Learning?

THE NEW YORKER

Jeanie Suk Gerson,
"Finding Real Life in
Teaching Law Online"
April 2020

- Socratic method better on Zoom
- Easier to see facial expressions
- No one sitting in the back
- Students less self-conscious and less intimidated

"Online teaching makes the attention to each student feel more live and personalized, not less."

Five Opportunities



Ending the
Lecture As
We Know It



Replace
Office Hours
with Virtual
Outreach



Intentional,
Online Peer-
to-Peer
Networks



Problem-
Based Group
Work at the
Core



Integrated
Data on
Student
Progress

4

Preventive Support, Not More Counselors the Way Out of Campus Mental Health Crisis



Before COVID: Mental Health Requires More Budget, Senior Time

Rising Levels of Anxiety and Depression Already a Crisis

Increase in Counseling Center Use Far Outpaces Enrollment

Institutions Start Trying Scaled and Non-Clinical Resources



Now: Mental Health a Barrier to Institutional Strategic Success

Rising Levels of Isolation and Grief, Greater Expectations of Support

Both Clinical and Non-Clinical Solutions Essential

Integrated Wellness Environments for Students, Faculty, and Staff

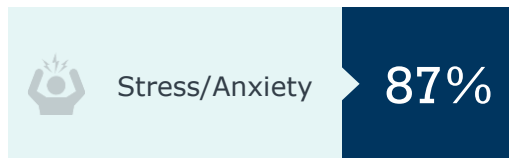
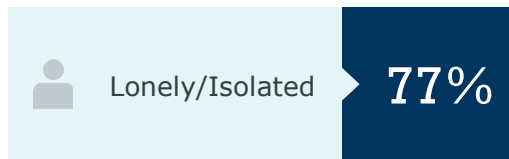
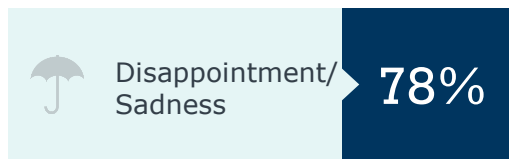
COVID Effect Still Not Fully Understood



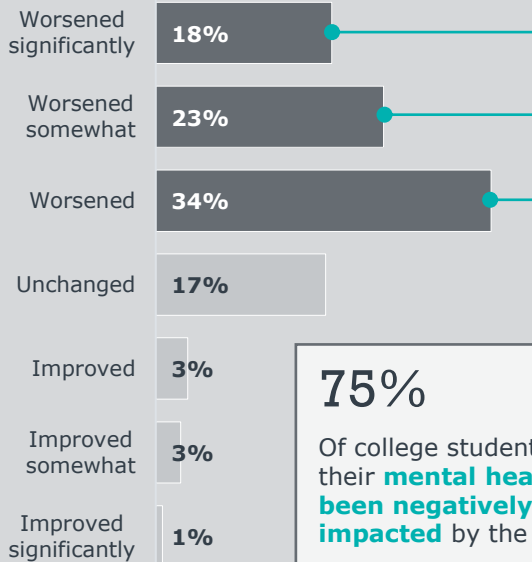
But Early Data Indicates Widespread Impact on Mental Health and Wellness

No One Immune to Emotional Impacts of COVID

Share of students surveyed who reported feeling...



Since the beginning of the pandemic, has your mental health...



“Well-Being” vs. Mental Health



Mental Health Often Included in ‘Health’ Among Other Key Factors to Thriving

“Well-being is used frequently as a synonym for ideas “mental health,”. Theorizing well-being in a way that feels both relevant and measurable begins with looking at **what people need to thrive in their lives.**”

-Chief Wellness Officer, 4-year Public U.S University



Collegiate Well-Being Initiatives Often Focus on Overall ‘Health’:



Vision: Campus communities in which all members live long, **healthy** lives

OKANAGAN CHARTER
AN INTERNATIONAL CHARTER
FOR HEALTH PROMOTING
UNIVERSITIES & COLLEGES

Vision: Embed **health** into all aspects of campus culture

“Well-Being” Becoming Table Stakes to Compete



A New Competitive Recruitment Advantage

It's more and more common to hear parents and families asking about the availability of mental health and well-being resources on campus during the admissions process.

*Dean of Students
Private College*

Well-Being Expectations Growing Among Families and Prospective Students...

83% Of **parents have or tried to use telehealth for their child's mental health needs** in the last 12 months

60% Of prospective students said that **mental health services are a very important factor when selecting** where they will go to school

...and Current Students

56% Of first year **students believe they will likely seek personal counseling while in college** according to a 2019 survey

Teaching Wellness through Academic Disciplines



Georgetown's Engelhard Project

Faculty link academic course content to health and well-being topics through readings, presentations, and reflective writing assignments.

Three Elements of Curricular Infusion



Targeted readings or writing assignments that link course content with infusion topic



In-class discussions and/or presentations from campus resource professionals



Community partnerships that encourage students to reflect on lived experience



Georgetown
University

DEPARTMENT	COURSE TITLE	WELL-BEING TOPIC
<i>Anthropology</i>	<i>Disability and Culture</i>	<i>Mental Health, Relationships</i>
<i>Economics</i>	<i>Healthcare Systems Economics</i>	<i>Stress and Coping Skills</i>
<i>German</i>	<i>Witches</i>	<i>Societal Stigma, Mental Health</i>
<i>Mathematics</i>	<i>Introduction to Math Modeling</i>	<i>Healthy Relationships With Food and Exercise</i>
<i>Physics</i>	<i>Dynamic Processes in Biological Physics</i>	<i>Biology of Depression</i>
<i>Philosophy</i>	<i>Introduction to Philosophy</i>	<i>Human Flourishing</i>
<i>Psychology</i>	<i>Cultural Psychology</i>	<i>Contemplative Practices for Well-Being</i>

A Mindset to Overcome Early Hurdles

Psychosocial Intervention to Promote First-Year Equity

Orientation Exercises Inoculate Students Against First-Term Shocks

Amherst
College

THE UNIVERSITY OF
TEXAS
AT AUSTIN



Review Information on Growth Mindset

- Letters from other students
- Online modules about the ability to gain new skills and overcome challenges

Reflect on Personal Story of Overcoming Obstacles

- Essay on past struggles that the student has overcome
- Write a letter to the student's past self about resilience

Give Advice on Overcoming Challenges

- Record a video reflecting on what the student learned
- Write to a suggested high school student summarizing information from exercise

50%

Reduction in the gap in 12+ credit completion between "disadvantaged and advantaged"¹

50%

Reduction in the GPA gap between African American and white graduates²

1) Disadvantaged students defined as African American, Hispanic, and first-generation students (Tough, 2014)

2) Replication of growth mindset intervention at elite, northeastern private university

5

Only Systemic Institutional Change Will Be Enough to Address Systemic Racism



Before COVID: Low Urgency to Address Systemic Racism on Campus

Major Retention, Completion, and Job Placement Gaps Persist

Faculty and Staff Diversity Lags Behind Student Diversity

Students of Color Experience Hostile Campus Climate



Now: Pandemic Accelerates Social and Economic Gaps

Disproportionate Health, Financial Impact on Students of Color

Diverse Junior Instructors and Staff More Likely to Be Laid Off

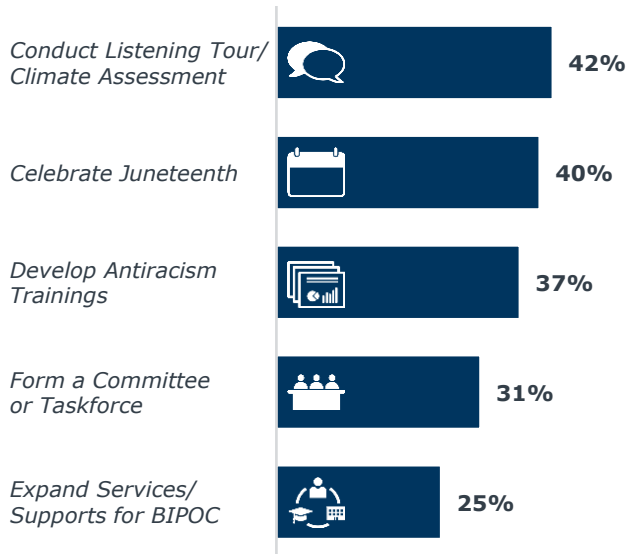
Anti-Racism Statements Promise Change, But Little Commitment

Unclear Strategy and Priorities

Institutional Efforts Center on Incremental, Low-Resource Commitments

Commitments in Our Comfort Zone

Percentage of Statements with Action Items that Include Commitment to:



**No Connection to
Long-Term Strategy**

75%

Of statements with action items did not **connect them** to institutional strategic plans

**Actions Without Dollars
Undermine Sustainability**

37%

Of statements with action items **allocated funding** to them

All Layers of a Complex System Tackle Antiracism

Duke University Mobilizes Three Levels of Coordinated Work



Broad Antiracism Commitments Contextualized and Operationalized Across Multiple Layers of the Institution

10

Central antiracism commitments

Institution

President, Board of Trustees, Cabinet, Overseeing Committee set institution-wide vision, commitments, and goals

Institutional Commitment

*"Recognizing that BIPOC faculty must have equitable opportunities for hiring and advancement, **we will initiate programs to further the excellence of our faculty.**"*

12+

Action plans among individual colleges, schools, and divisions

Divisions

VPs contextualize institution-wide commitments to align with division-wide goals

Office of Faculty Advancement

*"With data from departments, we will build a robust **faculty diversity dashboard** that will publicly track faculty diversity and hiring efforts."*

39+

Programs and actions mapped out to meet goals

Departments

Individual offices, departments held accountable for meeting goals, gathering data, implementing actions

What Can Academic Departments Do?

Recruitment and Retention Practices Can Have an Outsized Impact

Effective Efforts To Diversify are...



Department-Led



Reflect needs of department and driven by faculty ownership and investment



Embedded in Practices



Not dependent on impermanent initiative resources or funding



Process-Focused



Reexamine policies and processes to ensure equity and inclusion

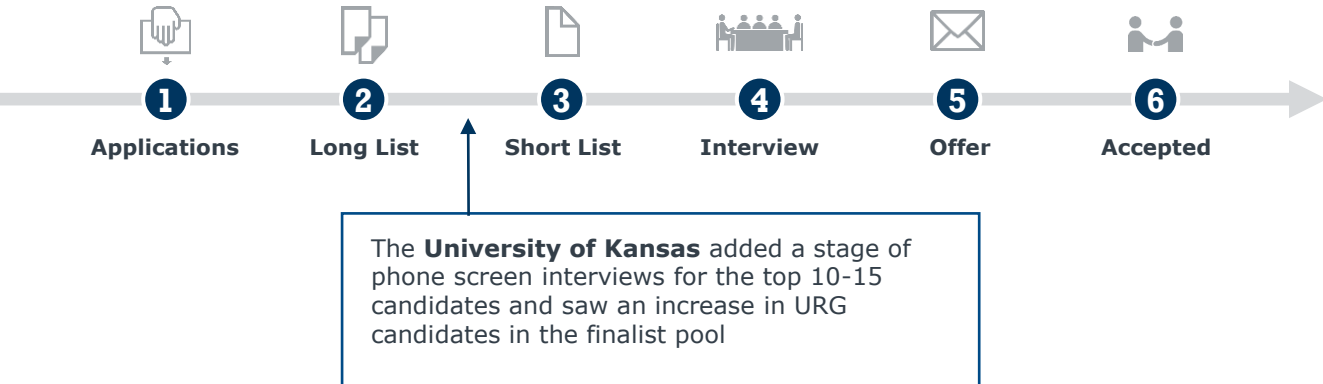


What Departments Should Focus On

- 1 Upstream Recruitment**
- 2 Equitable Hiring**
- 3 Proactive Onboarding**

Expand Interview Opportunities

Increase the Likelihood That Faculty Interact with Diverse Candidates



”When we added Skype screeners, people that had been 7th or 10th beforehand started getting selected for on-campus interviews, and the department just fixed itself.”

Department Chair

From Statements to Substantive Action



EAB's DEIJ Plan Design Lab



"Is my DEIJ plan aligned with industry best practice?"

DEIJ Institutional Plan Assessment

Assess your existing DEI plan or in-progress draft, and enact specific, research-driven advice.



"What are the most important metrics for us to track over time?"

DEIJ Institutional Metrics Selection Workshop

Engage with EAB experts in facilitated workshops to identify the most important metrics to track progress on your campus.



"What role does my unit play in operationalizing our DEIJ plan?"

DEIJ Divisional Alignment Exercise

Unpack the process for cascading institutional goals and metrics to divisions and departments.



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