



NALEO National Policy Institute on Higher Education Shared Governance: Meeting the Leadership Challenge

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DePaul University Overview

- DePaul is the largest private Catholic university in the US.
- Mission and strategic plan include diversity and inclusion as a priority.
- DePaul has 10 Colleges and Schools on two campuses.
- DePaul enrolls 22,467 students.
- Diverse students represent 35% of DePaul's student population and 19% of students identify as Hispanic.
- First-generation students are 33% the freshman class
- Students of color represent 44% of the freshmen class with Hispanic students representing 21.6%.

DePaul University Overview

- DePaul is Test-Optional University with 12% of students opting out of SAT exams. The average freshmen GPA is 3.67.
- 52% of students receive \$20,000 or more in federal and institutional financial aid.
- Overall graduation rates: 72% six year and 58% four year.
 - Hispanic grad rates: 67% six year and 48% four year.
 - African American grad rates: 62% six year and 42% four year.
- DePaul is a member of the Illinois Equity and Attainment Partnership that commits to closing the equity gap by 2025.
- 19 % of faculty and 29% of staff are from diverse groups.
- 6% of faculty and 13% of staff are Latinx.

Demands of the College Presidency

- Role of Presidency is changing.
 - ✓ External facing.
 - ✓ Major fundraiser.
- Strategic leader to deal with the changing higher education landscape.
 - ✓ Hot button Issues: Student activism, guns on campus, sexual assault, academic freedom and freedom of speech.
 - ✓ Dealing with lack of public confidence in higher education.
 - ✓ Dwindling federal and state financial support.
 - ✓ Declining enrollments.
- Dealing with 24/7 role and is always “on”.
- Shared governance system that is complex and with many competing interests.

Skills needed for College Presidency

- Strategist to see both short and long term goals and innovations to meet the future.
- Communicator and collaborator with EQ skills.
- Proven fundraiser.
- Demonstrated financial and administrative acumen.
- Conflict management skills to deal with crisis and difficult situations and respond deliberately and thoughtfully.
- Requires political deftness.
- Academic and intellectual leader.

The Why? Latinx Student Growth

- Between 1995/96 and 2015/16, the share of undergraduate students of color increased from about 30% to approximately 45%. This increase was largely driven by the increase in Hispanic undergrad enrollment
- By 2016, Hispanics numbered 57.5 million (17.9%), making them the largest ethnic or racial minority in the United States.
- The growth in the Hispanic population has been accompanied by a growth in the Hispanic student population.
- From 1996 to 2016, the number of Hispanic students enrolled in schools, colleges and universities in the US doubled from 8.8 million to 17.9 million. Hispanic students now make up 22.7% of all students enrolled in school.
- The share of Hispanic elementary school students went from 14.1 to 25.0 percent, high school went from 13.2% to 23.7%, and college and university students went from 8.0% to 19.1%.

Leadership Challenge

- The Latinx leadership pipeline to the presidency is a mere trickle. In 2016, 3.9% of college presidents were Latinx.
 - ✓ Lack of Latinx leadership in higher education.
 - ✓ Latinx faculty are 4.7% of faculty and 82.8 of them are in positions without academic rank.
 - ✓ CUPA-HR data shows that Whites represent the majority of all administrative positions in higher education (78%).
- Latinx leaders have non-traditional pathways and not necessarily from academic, finance or advancement areas.
- Latinx leaders tend to cluster in certain professions.
 - ✓ Student Affairs
 - ✓ Human Resources
 - ✓ Campus Security
 - ✓ Enrollment Management (Registration, advising, financial aid)

Leadership Challenge

- Lack of Mentorship.
 - ✓ Executives who take Latinx leaders under their wing.
 - ✓ Lack of development opportunities.
- Career succession planning: Deloitte Survey 75% of presidents surveyed do not have a career succession plan in place.
- The pool vs. selection. Search committees may bring Latinx candidates to campus for interview but often they do not hire them.
 - ✓ Implicit bias may be a barrier to selection.
 - ✓ The candidate is “too nice, too loud, too passionate, too arrogant and/or not the right fit” and other perceptions that deter selection.
- Once they get the presidency the campus climate is not ready to support a Latinx CEO or person of color.
 - ✓ BOT expectations.
 - ✓ Stakeholder expectations.
 - ✓ Style and constant comparisons to predecessor.

Solutions to address the challenges

- Provide mentorship and executive coaching.
- Develop Career Pathways for Latinx higher education leaders.
- Educate BOT and stakeholders.
- Invest in leadership opportunities and institutes.
- Change mindset about the capabilities of Latinx leaders, the careers they come from and the strengths they bring.
- Develop BOT and search committee's that have a willingness to look beyond traditional backgrounds.
- Set up a transition team once a new president arrives and continue investing in coaching.
- Long term view: cultivating the pipeline.

Conclusion

- Higher education needs Latinx leadership.
- Diverse students need leadership that reflects them.
- Latinx presidents if given the chance will make systems, communities, and organizations stronger and a more welcoming environment.
- Latinx leaders have lived these lives and faced these struggles.
- We know how to lead the way.

References

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