

# Hiring and Recruiting Diverse Faculty

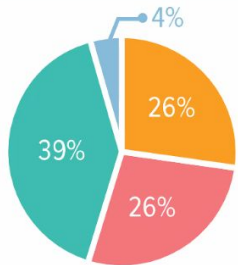
Bruce Armbrust,  
Jeff DeFranco, Julie Ewing,  
Michelle Risdon, and  
Laura Ryland



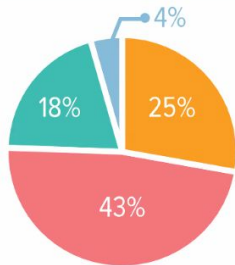
**USC** Race and  
Equity Center

## Racial Diversity Among Students at California's Public Colleges, 2016-17

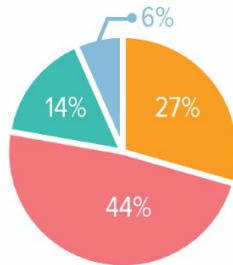
UNIVERSITY OF CALIFORNIA



CALIFORNIA STATE UNIVERSITY



CALIFORNIA COMMUNITY COLLEGES



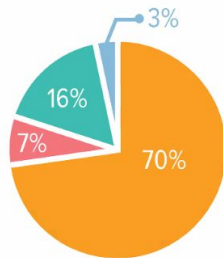
■ AANHPI\* 
 ■ White 
 ■ Latino 
 ■ African American

AANHPI\*: Asian American, Native Hawaiian, Pacific Islander (AANHPI).

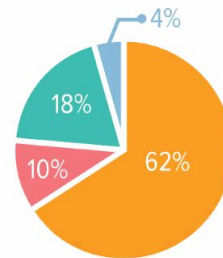
Data Source: The Campaign for College Opportunity. Graphic by Yuxuan Xie.

## Racial Diversity Among Tenured Faculty at California's Public Colleges, 2016-17

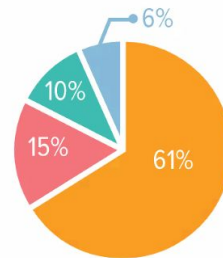
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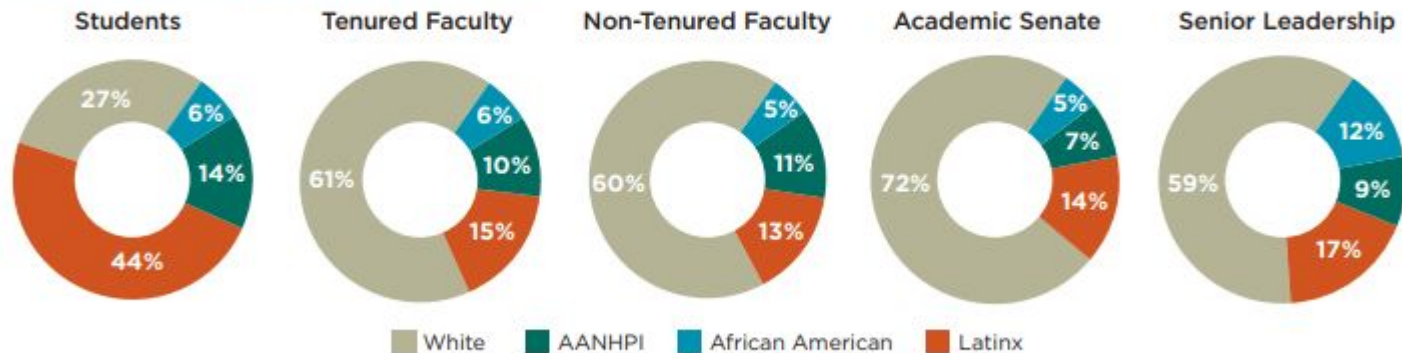
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## CALIFORNIA COMMUNITY COLLEGES

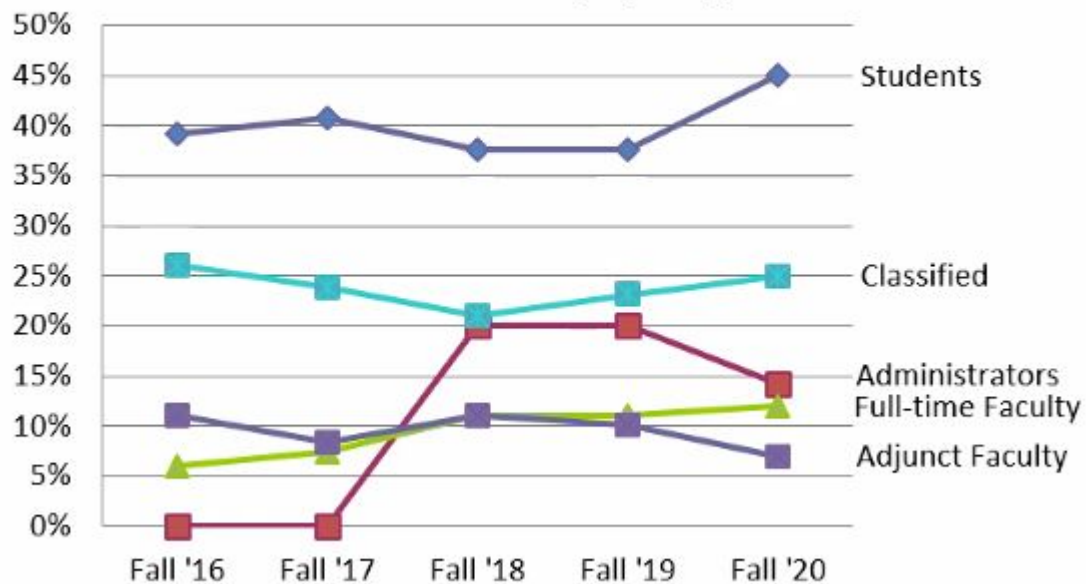
EXECUTIVE SUMMARY FIGURE 7: Campus Faculty and Leadership Diversity at the California Community Colleges, by Race and Ethnicity, 2016-17



Sources: CCCCO Data Mart and individual campus websites, 2016

Note: Numbers will not always add up to 100% since these charts do not include "Other" or "Unknown" categories.

### LTCC's Underrepresented Minority\* Percentages by Student and Employee Types



\*Underrepresented Minority: Native American/Alaskan Native, Black or African American, Hispanic or Latino/a, and Native Hawaiian or Pacific Islander.

# The WHY

Why do institutions have trouble recruiting and hiring faculty of color?

1. Implicit Bias
2. Explicit Bias
3. Unsubstantiated Presumptions
4. Passive Recruitment
5. Raceless Recruitment
6. Habitual Repetition

Take an [implicit bias test!](#)

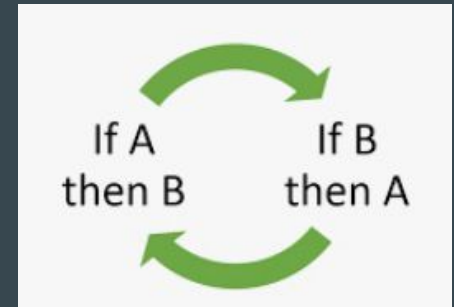


# Habitual Shortcomings:

Using the same strategies, expecting different results

- Ads are expensive
- Two-pronged approach: posting ads in two places--literally
- Posting to faculty group listservs reaches few:
  - Memberships predominantly white
  - Memberships often lapse
  - Members stop reading emails
  - Senior scholars don't check listservs for job opportunities
- Relying on a passive process
- We can't know who views the ads or postings

Thus, we haven't moved the needle on diversity.



# Seven Strategies to Diversify Faculty

1. Experiment - redact names and educational institutions
2. Solicit Stories - faculty sharing stories of bias in search and hiring process
3. Understand - how has LTCC attracted the diverse faculty and staff it does have - seek to replicate and build on what led to successful diverse hires



# Seven Strategies to Diversify Faculty, cont'd



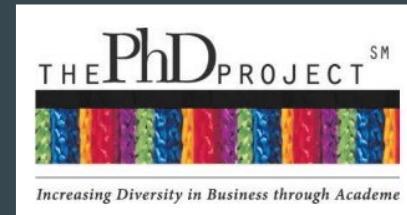
4. Create - a campaign with faculty of color specifically in mind - multidimensional, using race-forward social, digital, and print media materials



# Seven Strategies to Diversify Faculty, cont'd

5. “Send your best to LTCC” - identify promising graduate students and alumni of color, engage professional networks whose membership predominantly includes people of color, specify outreach

- American Association of Hispanics in Higher Education, Inc.
- Hispanic Association of Colleges and Universities
- Historically Black Colleges and Universities
- Robert Wood Johnson - New Connections
- The PhD Project - Business and Economics
- RISE - For Boys and Men of Color



# Seven Strategies to Diversify Faculty, cont'd



Dear Professor B,

LTCC is searching for a new academic counselor. Please see the attached position description. We obviously want to hire the most qualified person. Given how few people of color we have on our faculty, we are especially interested in selecting this person from a diverse applicant pool. Please share the attached position description with your graduate students and others in your academic networks. Contact me if you know scholars who will help us actualize our diversity goals, and I will personally reach out to them.

Many thanks,  
Professor A

# Seven Strategies to Diversify Faculty, cont'd

6. Leverage technology - subscribe to PRISM, the USC Race and Equity Center's racial equity recruiting technology tool



7. Support students of color to come back as faculty

- Bring faculty and graduate students of color to talk about educational pathways
- What does it look like to be a faculty member and what can one contribute
- Help/find mentors for students of color to pursue faculty roles

What is



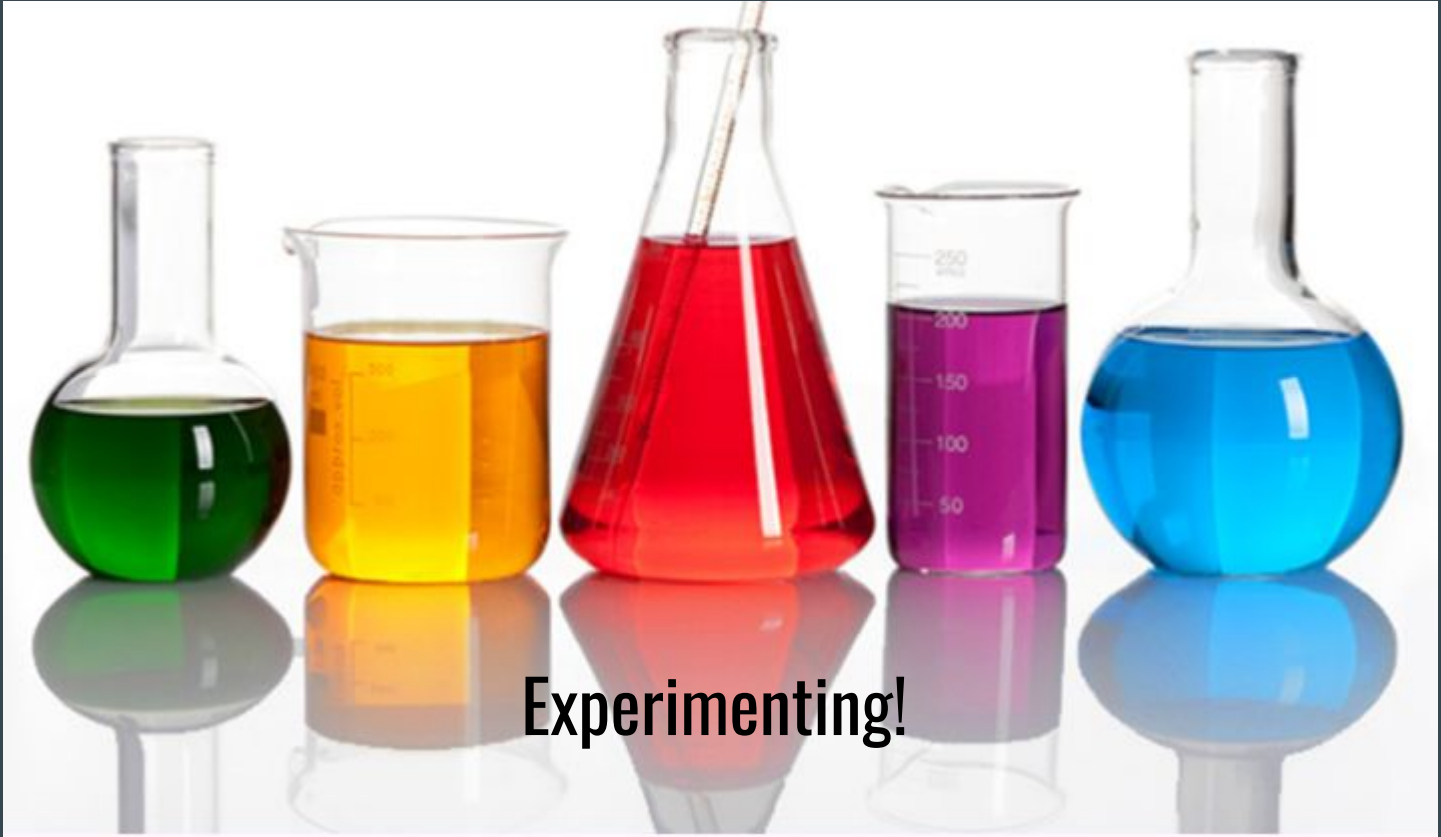
doing?

## Articulating LTCC's Commitment to Diversity

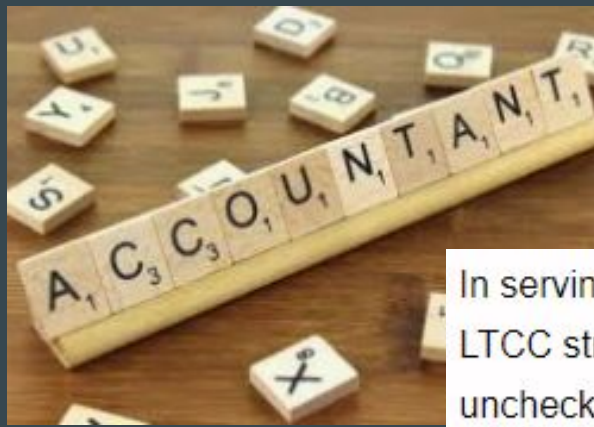
BP 7100: The District is committed to employing and supporting qualified administrators, faculty, and staff who are dedicated to student success and to eradicating racism, discrimination, and biases from our system.

- Board Resolution
- Classified Employee Senate
- Academic Employee Senate
- Student Senate
- Curriculum Committee
- Board Policy 7100

What is LTCC doing?



**Experimenting!**



In serving a diverse student community — a key component of strength. LTCC strives to speak out against racism and violence and also address the unchecked microaggressions that occur far too often on campus and in the community. More specifically, LTCC is working to capture and weave anti-racism into curriculum and especially in public safety programs. LTCC continues to work to do a better job of presenting coursework that informs the next generation of public safety providers, helping them understand historic racism and implicit bias, the benefits of diversity and inclusion, and the power of building close relationships with all members of the communities they will one day swear to serve and protect.

## Accountant Job Announcement



What is LTCC doing?



Growing our own!

# What are new or recent LTCC strategies?

The President's Office and the Human Resources Department have worked closely with campus representation leaders to work toward diverse representation on our screening committees.





What are new or recent LTCC strategies?



Moving from passive to active recruitment

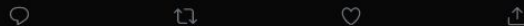


CommunityCollegeJobs @CCJobs · Sep 7, 2020

Lake Tahoe Community College is Seeking Clerical Assistant Pool  
Apply Now: [zcu.io/XvQW](https://zcu.io/XvQW)



#hiring #jobs #collegeHR #ccjobs #highereducation #hercjobs  
#technicalcollege #facultyjobs #teachingjobs



Lake Tahoe Community College

Published by Shelley Easterday · January 29 ·



LTCC is now recruiting for a Board, Governance, and Policy Assistant.  
This recruitment is open until filled. 1st screening is scheduled for February 22, 2021.

Please follow the link for more information.  
<https://ltcc.hiretouch.com/job-details?jobID=212...>



Lake Tahoe Community College

Published by Shelley Easterday · February 22 at 12:51 PM ·



Lake Tahoe Community College District (LTCC) anuncia una oportunidad de trabajo a medio tiempo como Técnico de Campos y Áreas Verdes en el departamento de Mantenimiento y Operaciones. Esta posición trabaja de cerca con la Community Play Consortium Joint Powers Authority (JPA) para ofrecer condiciones de campos óptimas para las varias actividades que se llevan a cabo en los canchas de césped natural y tiene a cargo el mantenimiento del campo sintético de fútbol de LTCC. Esta posición seguirá vacante hasta encontrar a la persona idónea. La primera revisión de eliminación está programada para el 22 de marzo de 2021. Ver la oferta de empleo para obtener más información aquí: <https://ltcc.hiretouch.com/job-details?jobID=216...>



Jeff DeFranco · 1st

College President | Aspen Presidential Fellow  
4yr ·



Please consider this important job opportunity working alongside me @LakeTahoeCC. It is a great place to live, work and grow professionally!



Vice President of Administrative Services  
Lake Tahoe Community College • South Lake Tahoe, California

26 · 4 comments



Lake Tahoe Community College

3,392 followers  
1w ·



You still have this weekend to apply for LTCC's Accountant position!

This recruitment is open until filled. 1st screening is scheduled for March ...see mo



Job Details: Accountant



- Find Jobs
- Find Talent
- Network
- Get Resources

PRISM

Log In Why PRISM Search

Find Jobs Find Talent Network Get Resources

# Diversify your team with PRISM

PRISM is a unique recruitment and job search tool that matches institutions that care about diversity with ethnically and racially diverse talent eager to work in higher education.

[Sign Your Institution Up](#)

Want to know more before signing up?

<https://prismnetwork.org/diversify>



PRISM



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## Lake Tahoe Co

Associates, College, Public  
South Lake Tahoe, CA

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## Lake Tahoe Community College

LTCC is an evolving, dynamic California community college located in South Lake Tahoe. The waters and surrounding forests of Lake Tahoe are a national treasure, and LTCC's campus is a microcosm of the region's natural beauty. Located 6,229 feet above sea level, LTCC is Northern California's highest altitude college. This enthusiastic college community serves students from the bi-state, multi-jurisdictional Tahoe watershed area, and includes many students from neighboring Nevada communities, other states in the country, and from around the world.

Expires February 22 2021



## Biology/Chemistry Faculty

Lake Tahoe Community College

Lake Tahoe Community College (LTCC) announces an opportunity to work as a full-time, tenure-track Biology/Chemistry faculty member.

From cell and molecular biology to ecology and anatomy and physiology, LTCC has a robust Biology department that prepares students for their chosen career paths.

The Chemistry department at LTCC offers courses for students interested in pursuing careers in allied health fields or other applied sciences and for those needing to fulfill their physical science general education requirements.

The demand for science courses is consistently growing, and the ability to offer more sections of science courses will benefit students and the college as a whole. The number of students pursuing degrees in the sciences is comparatively and consistently high and is likely to grow even more as LTCC completes the [Remodel for Efficiency \(RFE\) project](#), which will fully remodel and modernize the science area scheduled to conclude by January 2023.

LTCC students hoping to transfer into the sciences generally pursue a Liberal Arts degree with an emphasis in Math and Science. Currently, 146 students are pursuing this pathway, making it one of the most popular programs at the college. LTCC has also made (and with the RFE, will continue to make) major investments in state-of-the-art science labs to support the growing student demand, and an additional faculty member in this area will further support these investments. A new Biology/Chemistry faculty member will ensure stability in course offerings in the sciences. The successful candidate is expected to teach in both Biology and Chemistry courses and support the expansion of science in alignment with student demand.

This position is based on a 177-day contract for fall, winter, and spring quarters. The work calendar may need to be adjusted as the position and programs grow and change.

Are you part of this institution and would like to access to the subscription? [Request Access](#) >





## [Vice President of Student Services](#)

Lake Tahoe Community College District in South Lake Tahoe, CA invites innovative and energetic candidates to submit applications for the [Vice President of Student Services](#). The Superintendent/President seeks a proven leader who is committed to student access, equity, and success. As Chief Student Services Officer, the vice president will continue to bring LTCC's vision of California's premier destination community college to student support areas. The beauty of the Lake Tahoe south shore provides for a truly stimulating environment for the entire college community. The next Vice President of Student Services will join a dynamic leadership team inspired by transforming the next generation of learners.

[LTCC is an evolving](#), dynamic, California community college in South Lake Tahoe whose [accreditation](#) has been reaffirmed this January for a seven-year period as the result of a comprehensive evaluation. The waters and surrounding forests of [Lake Tahoe](#) are a national treasure, and the LTCC campus, featuring 164-forested and creekside acres, is a microcosm of the region's natural beauty. Located 6,229 feet above sea level, LTCC is Northern California's highest altitude college. This enthusiastic college community serves students from the bi-state, multi-jurisdictional watershed, including students from neighboring Nevada communities.

LTCC offers a compensation package that includes a salary plus health and welfare benefits which include medical, dental, vision, life insurance, and long term disability.

Complete applications must be received **by noon on Monday, March 26, 2018** to be considered for this opening.

**Further details regarding this opportunity are provided by clicking [here](#).** To apply, please visit [www.ltcc.edu/vpss](http://www.ltcc.edu/vpss). Questions may be directed to [humanresources@ltcc.edu](mailto:humanresources@ltcc.edu) or (530) 541-4660 x226.





# Lake Tahoe Community College

California's Premier Destination Community College

<b>ABOUT</b> <i>Get to Know Us!</i>	<b>ACADEMICS</b> <i>Courses &amp; Programs</i>	<b>ADMISSIONS</b> <i>Apply &amp; Register</i>	<b>RESOURCES</b> <i>Tools for Success</i>	<b>CAMPUS LIFE</b> <i>Clubs &amp; Athletics</i>	<b>COMMUNITY</b> <i>Not for Credit Options</i>	<b>GIVING</b> <i>Support Students</i>	<b>VIRTUAL CAMPUS</b>
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Home > About > Human Resources > English Faculty Search

Overview

Benefits

COVID-19

Employee Benefits

Professional

Development

Salary Schedules

Jobs Search

Biology/Chemistry

Faculty Search

English Faculty

Search

## English Faculty Search



is the only bi-state Promise program in the country.

Eligible students can receive:

- Free tuition for up to three years
- Priority access to the free Textbook Lending Library
- \$100/quarter to use with the LTCC Bookstore
- Priority registration
- Dedicated Promise counselor
- Access to peer mentors
- Free tutoring, academic counseling, and other support services



As the college promise program took shape on campus, it ensured that funding would be available to make the promise of free tuition and the hope of a debt-free degree available to DREAMers to. LTCC serves a bi-state community, and ensuring that DREAMers living in the Tahoe Basin in either state could be eligible for free tuition and extensive educational support along with documented citizens was a cornerstone of our Lake Tahoe Community College Western program from its beginning.

LTCC is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges, a regional accrediting body recognized by the Council for Higher Education and the U.S. Department of Education. In January 2018, LTCC had its accreditation reaffirmed for a seven-year period as the result of a comprehensive evaluation.

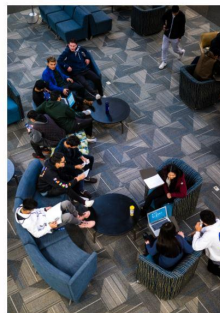
LTCC was originally granted accreditation in January 1979. Accreditation status has successfully been maintained ever since through a regular process of self-evaluation and review. The University of California, the California State Universities, and other accredited colleges and universities give full credit for equivalent and transferable courses satisfactorily completed at LTCC.



LTCC's progress and stability rooted in an institutional commitment to student success and constant efforts to realize opportunities related to the region's unique geography, environment, and history. LTCC currently offers 29 associate degrees, including 15 AA transfer degrees that provide seamless matriculation to four-year institutions. Additionally, LTCC currently offers 31 certificates. Students planning to transfer to a four-year university have a wide variety of options, as LTCC offers the equivalent of the first two years of a four-year university program. LTCC's campus is also home to the Lisa Maloff University Center, which provides access to a variety of advanced degree programs through our university partners.

In addition to quality programs for traditional students, LTCC has expanded

Lake Tahoe Community College serves our local, regional, and global communities by promoting comprehensive learning, success, and life-changing opportunities. Through quality instruction and student support, our personalized approach to teaching and learning empowers students to achieve their educational and personal goals.



Thanks to our community's support, LTCC has the funding to revitalize and modernize the campus. A \$55 million General Obligation Bond (Measure F) was passed in November 2014. The bond is supporting LTCC renovation (classrooms, laboratories, and technology), leveraging state capital outlay and scheduled maintenance funding.

On July 17, 2019, LTCC received approval from the California Community Colleges Chancellor's Office to proceed with the Remodel for Efficiency and Science Modernization (RFE) project. The RFE project will renovate and modernize laboratory, office, and other space totaling 23,014 square feet of LTCC's Main Building, the Fine Arts Building, and the G Buildings. The modernization of this space will replace outdated classroom and lab spaces and address safety and security deficiencies. The project will also provide accessibility improvements inside the Main Building and at the campus main entrance. Construction on this project is set to begin on July 1, 2021.

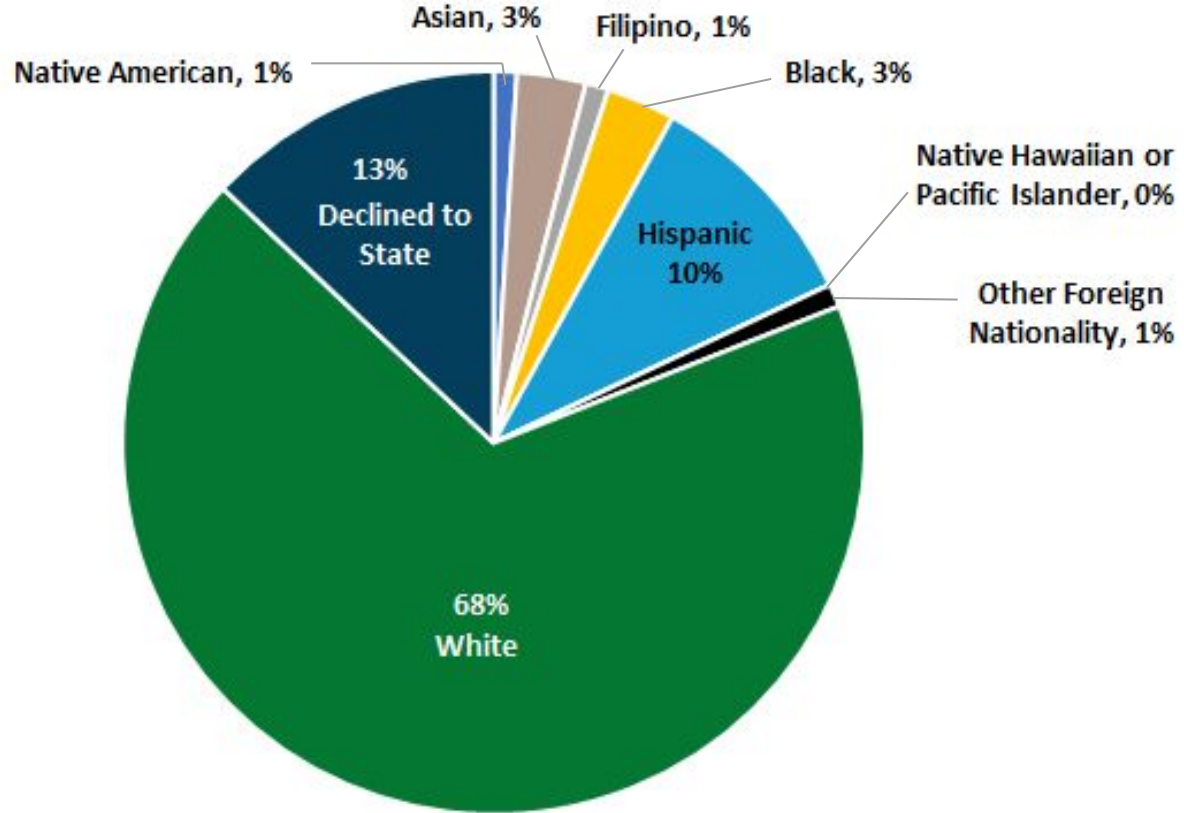
In addition, our community's support of the Measure F bond inspired a generous donation from a longtime Tahoe resident, providing for the construction and opening of the Lisa Maloff University Center (LMUC) in 2018. With this center in place, access to upper-division level educational opportunities and academic support services are made possible through partnerships with Sierra Nevada University, Brandon University, and Washington State University Global Campus. These partners offer

competitively priced degree options in global business management, psychology, liberal studies, applied studies, hospitality business management, a master's in education, and multi-discipline teaching credentials that can be earned right on LTCC's South Shore campus. LTCC offers multiple scholarships to help students transition to an advanced degree program in the LMUC.

# Tracking for Diverse Candidate Pools

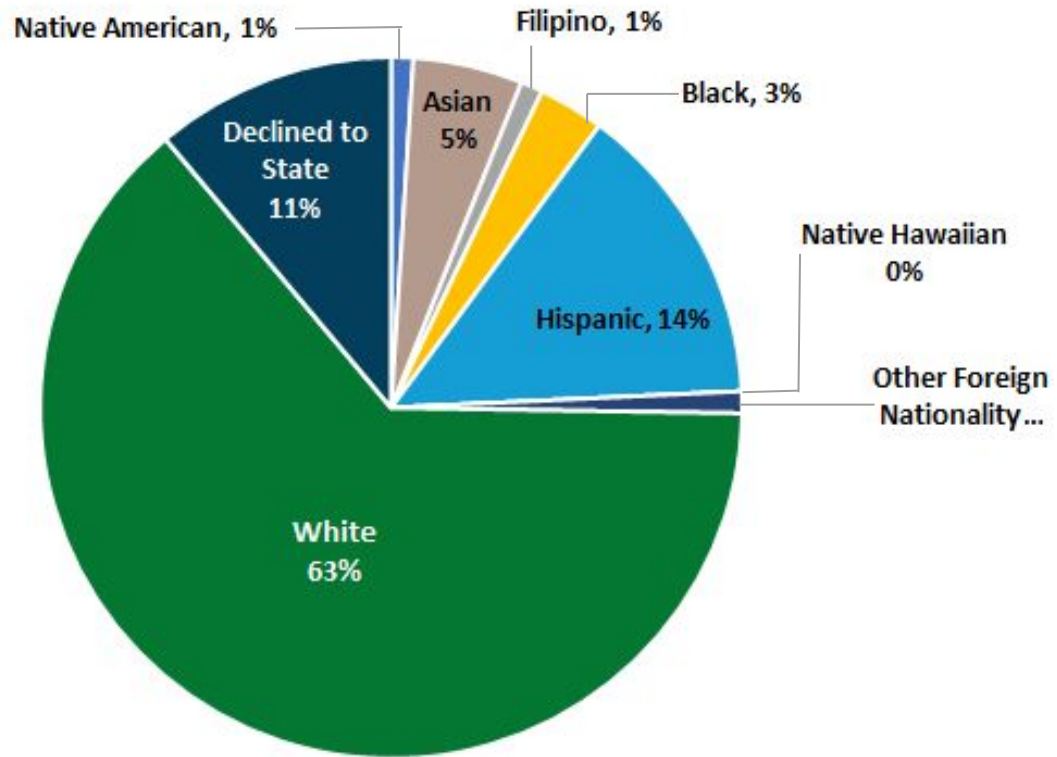
Faculty Applicants	# of Applications	Native American or Alaska Native	Asian	Filipino	Black	Hispanic	Native Hawaiian or Pacific Islander	Other Foreign Nationality	White (origins in Europe, the Indian Subcontinent, or the Middle East)	Race-Decline to State	Female	Disabled
Received	173	1	6	1	5	18	0	2	117	23	80	
Percent of Received		1%	3%	1%	3%	10%	0	1%	68%	13%	46%	
Paper Screen Part 2	87	1	4	1	3	12	0	1	55	10	42	
Percent Paper Screen Part 2	50%	1%	5%	1%	3%	14%	0	1%	63%	11%	48%	
% Difference Between Original Pool and Paper Screen Part 2		0%	+2%	0%	0%	+4%	0	0%	-5%	-2%	+2%	

# Percent of Received Applications





## Percent of Paper Screened Part 2



# What can you do to help?

Help LTCC scout the best applicants!

- Spread the word.
  - Reach out to your professional networks.
  - Inform colleagues at other institutions and organizations.
  - Reach out to alumni, encourage them to come back and work at LTCC



- Volunteer to serve on hiring committees.
  - Help balance “committee fatigue.”
  - Ensure inclusion of diverse voices.



**This is only the tip of the iceberg!**