



Strategy #11: scale search advocacy and diversity fellowships.

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Executive Summary

- SLCC is committed to “the creation of opportunities for historically underrepresented populations to have equal access to and participate in educational programs that are capable of closing the achievement gaps in student success and completion.” (AACU)
- SLCC intends to 1) Create an inclusive culture that values and uses the talents of all its employees; and 2) Mirror our community and cultures so we can better understand and anticipate the needs of our students
- Strategy #11 consists of two aspects to work towards the objectives above (1) Search Advocate Program and (2) Diverse Faculty Fellows

Charge and Background

- Identify one or two key outcomes to be accomplished this academic year. Design a work plan around these outcomes.
- Assess institutional performance under this strategy. Working with the data science and analytics office, identify and analyze key metrics and how they align to the larger institutional goal of equity in participation and completion.
- Identify and present critical, strategic decisions that must be made by College leadership to successfully implement the strategy.
- Engage stakeholders to ensure participation, collaboration, and clear communication.
- Maintain the internal SharePoint site with regular updates on the work accomplished. This should include a minimum of three updates per academic year.

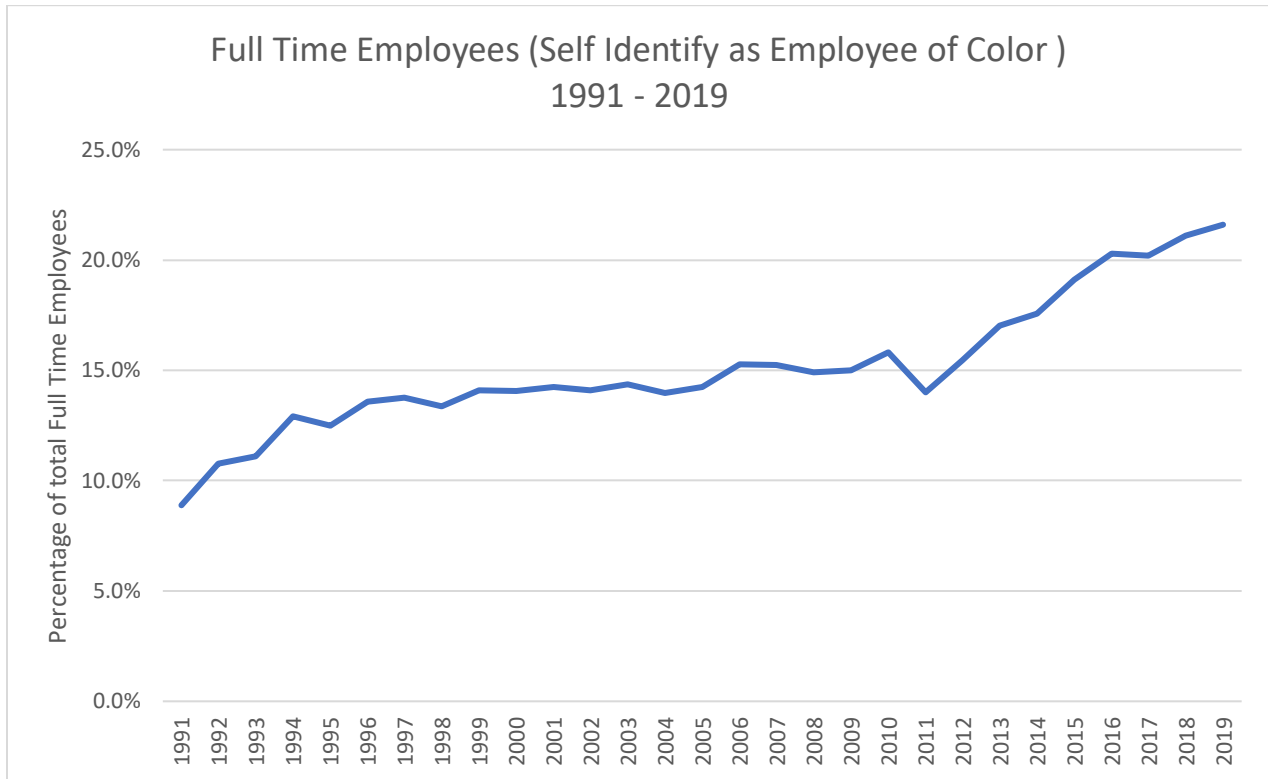
Context

Salt Lake Community College seeks to cultivate an environment of respect and empathy, advanced by diverse cultures and perspectives.

In support of the Salt Lake Community College’s strategic plan and efforts, we are striving to have our faculty and staff mirror our student population. One of our initiatives, led by the Chief

Diversity Officer in partnership with Academic Affairs and Human Resources, were (a) Diverse Faculty Fellowship and (b) Search Advocate programs.

Percentage of Full Time Employees who identify as Employee of Color (1991 – 2019)



Profession Break down; Current as of 6/30/19

Category	Total # of FT employees in Category	# Identifying as Minority	%
Executive	122	19	15.6%
Faculty	349	50	14.3%
Professionals	379	107	28.2%
Secretarial	88	21	23.9%
Technical	202	43	21.3%
Skilled Craft	47	4	8.5%
Service/Maintenance	77	29	37.7%
	1264	273	100%

* Categories as defined by [EEO Job Classification Guide](#)

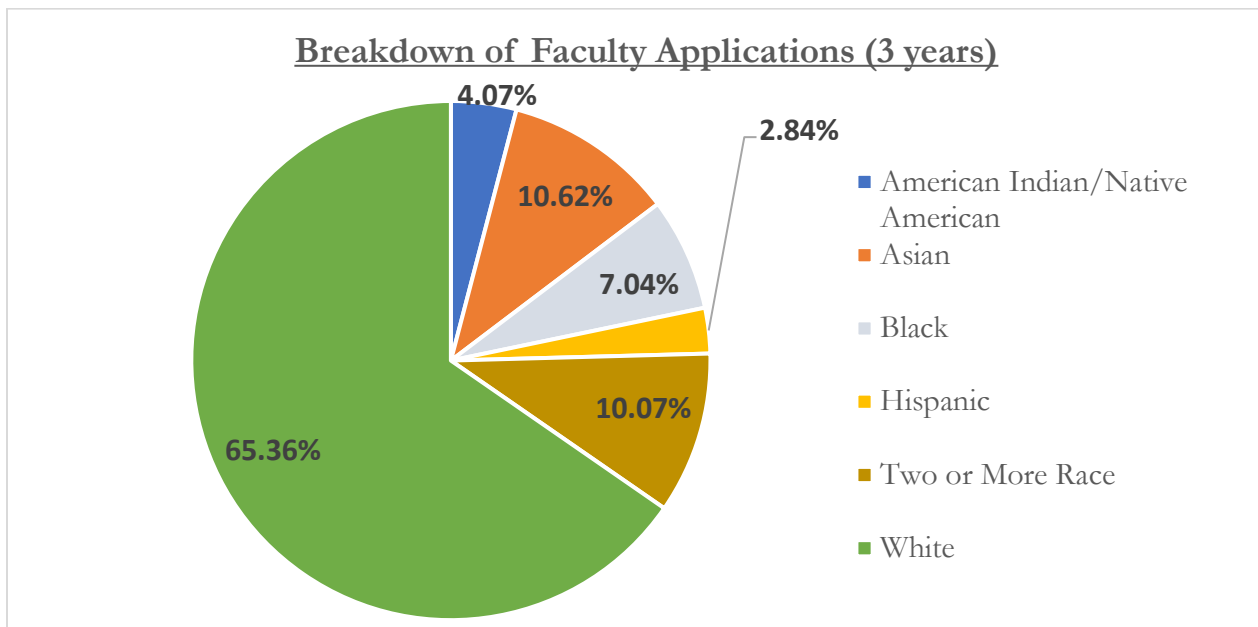
After looking at the trend and current data, our data efforts have focused on the how Salt Lake Community College could focus its faculty recruiting initiatives. Part of the analysis included a 3 year break down of our faculty applicant and faculty candidate selection pools.

Total of Faculty Applications Submitted (2017-2019)

Breakdown of Applicants, who identify as an applicant of color ; data based on 3 years, as of July 2019;
1,480 total applicants

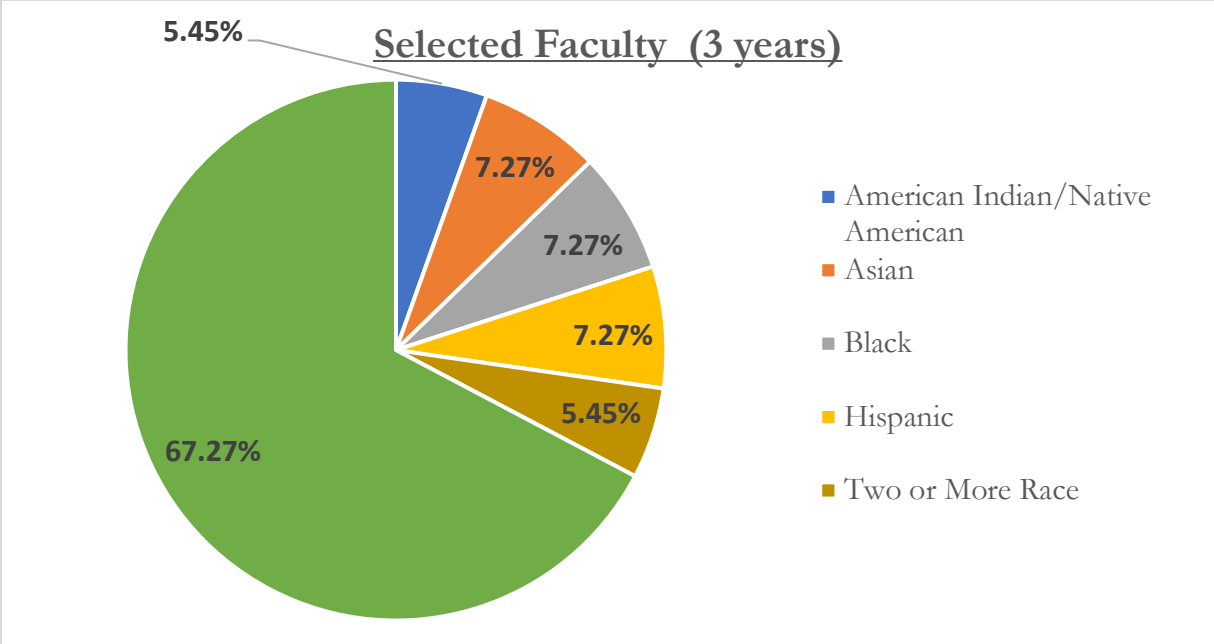
(34.64% Total self identified as applicant of color)

a. Asian	10.62%
b. 2+ Race	10.07%
c. Black	7.04%
d. Native American	4.07%
e. Hispanic	2.84%
f. White	65.36%



Total % of Faculty of Color Hired (2017-2019)

a. Asian	7.27%
b. 2+ Race	5.45%
c. Black	7.27%
d. Native American	5.45%
e. Hispanic	7.27%
f. White	67.27%



Adjunct Faculty Diversity

African American	1.20%
Asian	2.80%
Caucasian	87.70%
Hispanic/Latinx	3.30%
More than one race	0.30%
Native American	0.40%
Non Resident	0.10%
Not Specified	3.80%
Pacific Islander	0.40%
Total	100.00%

Approach

- The two portions of this strategy required two different approaches; the metrics provided above help us as a College gauge (1) diversity of our applicant pool and (2) diversity, as a

result of our selection process. As we evolve these strategies, we also need to consider the diversity of our part time and more specifically the adjunct population.

- **Search Advocate Program** – this program has been active at a smaller scale for a few years; the approach was to bring together the original faculty, update the content, conduct training, and then work on integration planning
 - Outcomes Desired for the year:
 - Train two cohorts of individuals to support
 - Design processes and integrate search advocates in to targeted searches (e.g. Senior leaders, faculty, etc.)
 - Develop a community of practice around Search Advocates to ensure ongoing dialogue, training, and development to enhance the program
- **Diverse Faculty Fellows** – also an active program for a few years; due to changes in personnel during the recent years, this portion of the strategy required more explorations and discussion with the primary goal this first year to identify the current state before working towards the next steps of this program
 - Outcomes Desired for the year:
 - Meet with stakeholders to assess current state
 - With stakeholders, determine the next steps of the Diverse Faculty Fellows program
- For the remainder of this report, there will be two sections to clarify the steps and future recommendations for each.

Accomplishments

- **Search Advocate Program**
 - Conducted multiple training sessions and trained 47 search advocates to support college recruitments
 - Integrated search advocates in to nearly 20 recruitments
 - Developed community of practice, including sharing of resources
- **Diverse Faculty Fellows**
 - Analyzed the current diversity of our faculty, both part time and full time, to raise awareness
 - Conducted a focus group with the current Diverse Faculty Fellows to allow for candid feedback of the program
 - Process created through SLCC to provide opportunities for Diverse Faculty Fellows and other individuals in Instructor/Lecturer positions to apply for tenure-track positions

Challenges and Limitations

- **Search Advocate Program:**
 - We are currently limited on the total number of search advocates and need to consider how we can continue to train, to retain, and to grow the pool to enable the broader cultural effort we want with this training
 - Part time/Adjunct hiring processes do not utilize search advocates; our adjunct population is also in need of additional diversity to better support our students
 - Recruiting faculty advocates
 - Refining process to ensure advocates are included prior to writing the job descriptions.

- **Diverse Faculty Fellows** is a complex program that requires in depth conversations to ensure next steps are meeting our broader strategic goal of being an equity minded college. These conversations are necessary and involvement of key stakeholders, including the feedback from the fellows themselves are essential.

Next Steps: Diverse Faculty Fellows

Action	Leader/Responsible Party	Proposed Timeline
Consider repurposing of current lines to focus recruitment	Provost/Academic Affairs	Summer 2020
Conduct focus group with Associate Deans	Lea Lani/Jason/Sara	Summer 2020
Creation of a Diverse Faculty Fellows Steering Committee	Lea Lani/Jason/Sara	Summer 2020 for Fall 2020
Develop criteria/framework for the work that is expected around Diverse Faculty Fellows	Diverse Faculty Fellows Steering Committee	2020 – 2021
Develop criteria/framework for feedback and evaluation of Diverse Faculty Fellows	Diverse Faculty Fellows Steering Committee	2020 – 2021
Develop criteria/framework for hiring/placement– based on skills, experience, education, etc.	HR/Academic Affairs	2020 – 2021

Develop individual development plans (as applicable) and support with resources for professional development	Faculty Development/Academic Affairs	2020 – 2021
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Recommendations

- For both programs, close coordination with stakeholders (Academic Affairs, CDO, etc.) is crucial because these programs are intended to enhance and to move us toward our goals of equity and inclusion
- **Search Advocate Program**
 - Consider moving to a hybrid training approach to allow for more opportunities for training. Plans to move material into Canvas this summer.
 - Consider a hiring manager specific training to lay the foundation for accepting and for inviting the feedback of Search Advocates.
- **Diverse Faculty Fellows**
 - Consider the recommended next steps for summer 2020 and in to the 2020-2021 academic year
 - Recommend an aggressive target for hiring of 30 – 50% of all faculty hires be faculty of color in order to make progress on our goal to have our faculty reflect our students and our community; consider allocating certain positions as diverse faculty hiring slots

In conclusion, the work of strategy #11 is a collective effort of hiring managers, college leaders, and our broader culture to create a sense of welcoming, inclusion, and belonging. We will need to continue to work towards attracting the best talent, and we will need to continue to grow our efforts to support recruitment, retention, and development of our faculty and broader employee population. Then once an employee chooses us as an employer, we need to continue our efforts collectively in support of being a welcoming and inclusive College. The work done in support of strategy #11 directly impacts many other strategies and endeavors at the College and needs to be seen through the lens of a collective effort.