It is hardly possible to overrate the value, in the present low state of human improvement, of placing human beings in contact with persons dissimilar to themselves and with modes of thought and action unlike those with which they are familiar…

John Stuart Mill, 1848

Please reference as follows:

Brown, T. (October, 2018). *Improving Our Hiring Practices: Equity and Diversity*. Presentation at the Fall 2018 meeting of the California Community Colleges Chief Instructional Officers 2018 Fall Conference. San Diego, California

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Changing Our Hiring Practices: Equity and Diversity
California Community Colleges
Chief Instructional Officers 2018 Fall Conference
San Diego, California

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Improving Our Hiring Practices: Equity and Diversity
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Today's Session

➢ The continuing effort to diversify the faculty and staff & the challenge of change.
➢ Does a diverse faculty & staff matter; if so, why and how? *Yup, still gotta make the case!*
➢ Reconsider strategies for recruiting a more diverse faculty & staff.
➢ Examine the role of search and hiring committees, including the charge for training/professional development.
➢ Solve the Mideast crises!

Change is a process not an event.

Today: A Learning Community

Lasting change most often occurs when reform strategies include creating leaders and change agents who can scale up and sustain change.

Barriers and Opportunities for 2-year and 4-year STEM Degrees: Systemic Change to Support Students Diverse Pathways.
National Academies of Sciences, Engineering, and Medicine, 2016

Trigger Warning

If you are:
- ✓ An administrator
- ✓ A faculty member
- ✓ A classified staff member
- ✓ A politician
- ✓ A conservative, liberal, or moderate
- ✓ Simply alive and breathing…

this session may include material that will be upsetting or cause you to feel uncomfortable.

You don't just want to get out of your comfort zone….

You want to challenge and support yourself to *stretch* your comfort zones to rise to the challenge of leading and supporting campus diversity efforts.

The More Things Change
(Bon Jovi)

Is it just me or does anybody see:
The new improved tomorrow isn't what it used to be.
Yesterday keeps comin' 'round, it's just reality;
It's the same damn song with a different melody…
But I guess it's time to roll up our sleeves….

A Sea of Change?
I've passed this way before: 1968

On November 6, 1968, students and faculty at San Francisco State University began what would become the longest campus strike in US history….

Among the demands:
More faculty of color….

Fifty Years Later….

Throughout the fall semester of 2016, colleges and universities around the United States and Canada experienced perhaps the biggest upsurge in student activism since the 1960s….

What Are Students Demanding?
Higher Education Today January 13, 2016

A Common Theme: Faculty Diversity

One demand in particular appeared on many lists: Students want significant increases in faculty diversity, most notably, more professors from communities of color.

"Reconsidering the Pipeline Problem: Increasing Faculty Diversity," Kimberly Griffith, *Higher Education Today* February 10, 2016

Source: http://www.higheredtoday.org/2016/02/10/reconsidering-the-pipeline-problem-increasing-faculty-diversity//

The more things change…or don't

The diversity of college and university faculties has been the subject of discussion, debate, and priority for several decades—particularly since the 1960s.

Despite these discussions and the subsequent launching of several local and national programs accomplishments remain unacceptably poor.

"Diversifying the Faculty." Orlando Taylor, Cheryl Burgan Apprey, George Hill, Loretta McGrann & Jianping Wang. *Peer Review*. 2012

Race & Ethnicity of College Faculty
(1999-Fall 2016)

Today		1999
76%	White	A lot!
10%	Asian Pacific Islander	6%
6%	African American/Black	5%
5%	Hispanic/Latinx	3%
<1%	American Indian/Alaska Native	<1%

Source: National Center for Education Statistics

https://nces.ed.gov/fastfacts/display.asp?id=61

California Community Colleges
(2016-17)

Tenured Faculty		Students
61%	White	27%
10%	Asian Pacific Islander	14%
6%	African American/Black	6%
15%	Hispanic/Latinx	44%

Source: Campaign for College Opportunity

http://collegecampaign.org/portfolio/left-out-report/

The Status of Women

➢ While women have made significant advances on college and university faculties in recent years, their presence in many disciplines lags far behind that of men, particularly in STEM—with the exception of biology

➢ Women of color fare even worse

Taylor, Burgan Apprey, Hill, McGrann & Wang, 2012

"Surfing is like life. Every wave and every day are different…."

➢ Wave power is the capture of energy to do useful work.

➢ Life is like surfing: Sometimes we fall or get knocked off the board, but we need to keep getting up to ride the next wave to shore.

Most change never happens because people don't realize how much time, effort, and hard work are required to create change.

The Fifth Discipline, Peter Senge

Action Changes Things

Change Requires Leadership

Recently, I gave a talk at the American Association of University Professors annual meeting focused on the retention of faculty of color—unfortunately only one White faculty member attended.

My comments were directed at those in positions of power within historically white institutions—I was saddened that many of these individuals didn't attend my session.

Professor Marybeth Gasman

"Why Colleges Don't Hire More Faculty of Color: We Don't Want Them." Marybeth Gasman. *Washington Post.* September 26, 2016

Well, Marybeth, the leaders are here today!!

Courageous Leadership Needed

Too often leaders and faculty claim the desire for more diverse candidates but fail to fulfill it because they are unable (or unwilling) to understand the myriad ways in which their hiring routines reproduce the status quo.

Estela Bensimon, Director, USC Center for Urban Education

Challenge the Status Quo
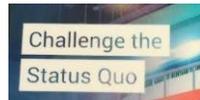
The Challenge of Change

Trying to change a college is like trying to move a cemetery…

✓ You have to move a lot of dirt;
✓ Must know where the skeletons are buried;
✓ You don't get much internal support.

There is an entrenched academic culture that questions the place of faculty of color in the academy, devalues their scholarly work, and sets up structural barriers to tenure and promotion.

Women and Minority Faculty: Recruitment, Retention and Academic Culture. Adalberto Aquirre. ASHE-ERIC Education Report, 2000.

Changing Campus Diversity Culture

➢ Changing the campus culture with respect to increasing diversity requires <u>learning to work effectively with the guardians of its culture</u>.

➢ Changing culture is only going to occur when there is <u>intentionality</u> and <u>collective ownership in decision making</u>.

"Reflections On Changing a University's Diversity Culture."
Christine Stanley, VP for Diversity, Texas A&M, 2016

The Bell Curve of Campus Change

Start from **YES**

← Activists

Start from **NO**

Cynics →

← Collaborators
Open to change
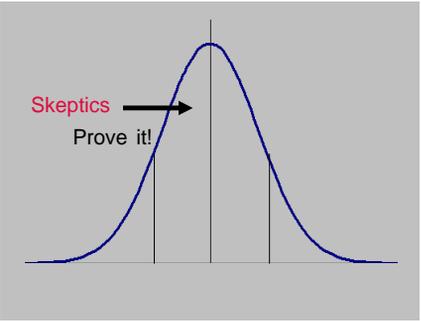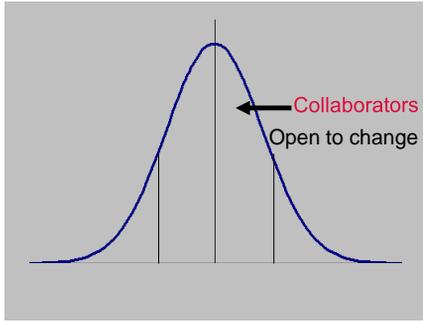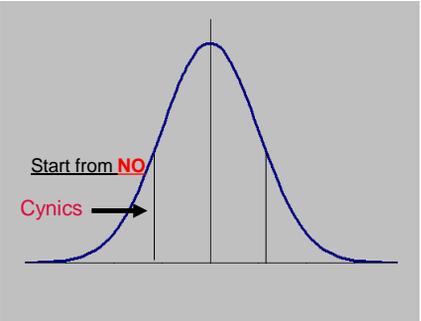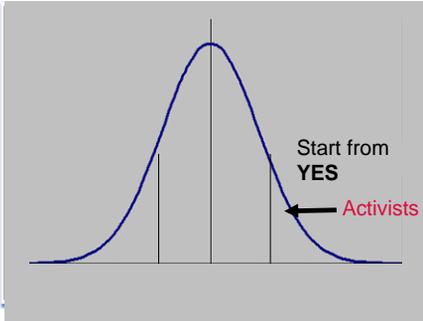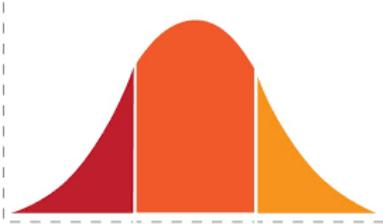
Skeptics →
Prove it!

Where to focus?

Skeptics are often devil's advocates, who may be collaborators in disguise or in the making….

Skeptics to Collaborators

While we met resistance from employees who do not understand how diversity and inclusion related to their work, this resistance is becoming less common as we make the case for inclusivity.

"5 Things We Learned About Creating a Successful Workplace Diversity Program." Alison-Scot Pruitt, Carolyn Brinkworth, Joshua Young, & Kristin Luna Aponte. *Harvard Business Review*, March 20, 2018

The Challenge of Change

Change or Die

When heart doctors tell their seriously ill at-risk heart patients they will die if they do not make changes to their personal lives—diet, exercise, smoking…*only one in seven will actually make the change.*

Immunity to Change. Robert Kegan & Lisa Laskow-Lahey, 2009
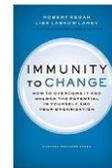
Immunity to Change
Robert Kegan & Lisa Laskow Lahey, 2006

Technical vs. Adaptive Challenges

Technical challenges:
Involve learning and applying specific, well known skills:
➢ How to fly an airplane
➢ How to perform surgery
➢ How to play a musical instrument

Immunity to Change
Robert Kegan & Lisa Laskow Lahey, 2006

Technical vs. Adaptive Challenges

Adaptive challenges
➢ Require a more complex mental state;
➢ Involve *transforming mindsets* about what is possible.

The greatest error is applying technical solutions to adaptive challenges.

Creating a Diverse Faculty:
Technical or Adaptive Challenge?

Technical Responses
- Advertise openings in publications targeting diverse academic communities;
- Recruit at fairs & conferences;
- Offer financial incentives to departments & diversity hires;
- Outreach to community and church organizations;
- Appoint a Chief Diversity Officer from faculty & staff.

Adaptive Responses
- Increase student and curriculum diversity;
- Establish personal contacts with programs producing potential diverse candidates;
- Mentors for diverse adjuncts;
- *Cultural Competence & Implicit Bias* programs to enhance campus/community climate to support diversity;
- Explicit policies, infrastructure & accountability systems.

Sometimes a journey of 1000 miles begins with…

A flat tire and a blown radiator.

Small Wins

A small win is a concrete, complete, implemented outcome of moderate importance.

Professor Karl E. Weick University of Michigan

Small wins

over time =

BIG GAINS

If you don't know where you are going, you might end up somewhere else….

Lewis Carroll

Ron Kraft, President, Napa Valley College

A Fundamental Question: Does a diverse faculty and staff matter to student success?

Diversity→Student Success

For colleges committed to closing student achievement gaps, a diverse faculty, staff, and administration is a critical component.

"How Colleges Can Hire & Retain a Diverse Faculty& Staff," *HigherEdJobs.* Christine Johnson-McPhail & George Boggs, December 7, 2016

The paucity of faculty of color diminishes students sense of belonging on predominantly white campuses, eroding their [hope], resilience and resolve over time.

"Someone Like Me: Promoting the Success of Students of Color by Promoting the Success of Faculty of Color." Benitez, James, Joshua, Perfetti & Vick, *Liberal Education*, Spring 2017

Why Diversify the Faculty & Staff?

To properly serve a growing diverse population, the District will endeavor to hire and retain faculty and staff who are sensitive to, and knowledgeable of, the needs of the continually changing student body it serves.

College of the Redwoods EEO Plan

Someone Who Looks Like Me.…

When a young person, even a gifted one, grows up without proximate living examples of what she may aspire to become—whether lawyer, scientist, artist, or leader in any realm—her goal remains abstract.

But a role model in the flesh provides more than inspiration; his or her very existence is confirmation of possibilities one may have every reason to doubt, saying, "Yes, someone like me can do this."

My Beloved World, Justice Sonia Sotomayor

Courageous Leadership Needed

The situation is not going to improve until we are intentional, persistent and consistent. We are only going to close the equity gap by completely rethinking how we do business— including how we recruit, hire, and retain employees who are going to make the biggest difference.

Chancellor Eloy Ortiz Oakley, 2017

Courageous leaders have double vision: They see the world as it is and as it could be.

"Quality"

The word "quality" is used to dismiss people of color who are otherwise competitive for faculty positions. Even those people on search committees who appear to be dedicated to access and equity will point to "quality" or "lack of quality" as a reason for not hiring a person on color.

Marybeth Gasman, 2016

Q_{uality} =

A Critical Reframe: Qualified?

It is important to change the dialog from wanting to hire "the best qualified person" to seeking the person who best meets the needs of the college and its students.

Leaders need to insist that established minimum qualifications are appropriate.

Johnson-McPhail & Boggs, 2016

QUALIFIED
UNQUALIFIED

Recruitment to Retention

➢ Each year more than 2 million professionals and managers voluntarily leave their jobs solely due to unfairness, costing employers $64 billion in turnover annually.

➢ Persons of color are more than three times more likely to leave due to unfairness.

➢ Other issues are related to religion, sexual orientation, and gender.

➢ 24% of those who experienced unfairness said they were "strongly discouraged" from recommending their employer to others.

Corporate Leavers Survey, Level Playing Field Institute, 2007

Retention Matters

An important source of new diverse faculty and staff?

Re-recruit the diverse the faculty and staff you already have.

The "Pipeline" is not the problem…

Even if the pipeline were awash with women and minorities, a fundamental challenge would remain: The pipeline empties into territory that women and minorities find uninviting, unaccommodating, and unappealing. In short, the pipeline leaks….

"Faculty Diversity; Too little for too long." Cathy Trower & Richard Chait. *Harvard Magazine*. March-April 2002

Re-recruiting & Recruiting Diverse Faculty & Staff

No need to initiate a lengthy climate study.

Simply, sit down with your current faculty & staff and have an open, honest, and direct conversation to ask about whether they have what they need to be successful.

After you ask, stop talking, really listen to what they have to say, and commit to taking concrete actions to create a more supportive environment.

Retention Recommendations

✓ Provide mentors and success coaches.
✓ Encourage deans and chairs to engage new faculty members in their departments.
✓ Don't "*overcommittee*" faculty of color.
✓ Invite diverse faculty to lunch, social gatherings, to your home, etc.
✓ Don't ask for input and then ignore it.
✓ Provide recognition in promotion and tenure for "cultural tax" paid diverse faculty (e.g., mentoring diverse students).
✓ In promotion and enure considerations, be aware of hypercriticism from majority students unaccustomed to having women & diverse people in positions of authority.
✓ Seek to hire a critical mass of faculty of color.

The Goal:
Creating Intentional Communities

Search and Hiring Committees

➤ An effective search committee is the most critical element in successful hiring.
➤ Should include broad representation from communities of colors, LGBTQ communities, etc.
➤ A diverse search committee sends a positive signal and shows candidates that the college is serious about attracting a diverse team.
➤ If necessary, seek community representation to ensure a broader perspective.

Johnson-McPhail & Boggs, 2016; *City University of New York Search Committee Guide*, August 2013

Hiring Committees

Faculty search committees are part of the problem.

They are not trained in recruitment, are rarely diverse in makeup, and are often more interested in bringing in people like them rather than expanding diversity.

When they do get a diverse pool, they're concerned that finalists "aren't the right fit...."

Marybeth Gasman, 2016

Effective Hiring Committees

✓ Committed to Mission, Vision, Values, and Goals;
✓ Generate a diverse pool of highly qualified, motivated candidates;
✓ Follow a structured approach: Screening, interview, and rating tools are carefully prepared to reflect the positon and reduce the potential for bias;
✓ Encourage equal participation in discussions;
✓ Have consensus as a goal;
✓ Committed to transparency.

Santa Rosa Junior College, City University of New York

Hiring Committee Ground Rules

• Be inclusive & avoid bias
• Encourage equal participation in discussions
• Let consensus be your goal
• Follow a structured approach
• Make a commitment to transparency
• Avoid unreasonable time limits for discussions
• Have an open mind

Santa Rosa Junior College

Professional Development for Hiring Committees

Each district shall include a process for ensuring that district employees who participate on screening or selection committees receive training, prior to their participation. Training shall include, but not be limited to, the following four elements:

1. California Community College, State, federal, & District/College nondiscrimination laws;
2. The educational benefits of workforce diversity;
3. The elimination of bias in hiring decisions;
4. Best practices in serving on a selection or screening committee.

Typical reaction to attending another "diversity workshop"

Diversity Workshop?!?

Diversity Workshop?!?

That could be a good day to schedule that colonoscopy….

People may be more open to unconscious bias training because it focuses on how bias is universal, rather than singling out a few "bad apples."

"What's Unconscious Bias Training & Does it Work? Calvin Lai, April 19, 2018

Bias wasn't a choice….

Everyone who is socialized in a society inherits the biases, stereotypes, attitudes, beliefs and behaviors of that society.

None of us are born with preconceived notions, stereotypes, racial bigotry or hatred

Race Talk, Derald Wing Sue, 2015

But we can choose to change, or not….

The Context for the Workshop: Professional Development

From Transmission to Transformation

True professional development is about transforming the operating system not just increasing your fund of knowledge or your behavioral repertoire…

Immunity to Change
Robert Kegan and Lisa Laskow Lahey, 2009

Compliance→Commitment→Conversion

It's not enough to change what we do;
we must also examine and change what we believe.

Changing Attitudes

I came to the symposium without enthusiasm and left with a decided "attitude adjustment," largely owing to the clarity and persuasion of your presentation . . .

Dr. Herbert M. Eder, Professor
Emeritus, California State University, Hayward

Why does diversity/inclusivity matter?
COMPLIANCE

It's the Law!!

Federal discrimination laws prohibit discrimination in any aspect of employment based:

➢ Age (over 40 years)	➢ Race
➢ Ancestry/National origin	➢ Color
➢ Disability	➢ Religion
➢ Genetics	➢ Sex (gender)

California Law (AB 2654) prohibits discrimination based on:

- Age
- Ancestry
- Color
- Disability
- Gender (including Gender identity)
- Marital status
- Medical condition
- National origin/Ethnic group
- Race
- Religion
- Sexual orientation

Santa Monica College Policies
No person shall be subjected to discrimination in any program or activity of the District on the basis of:

- accent
- age
- ancestry
- citizenship status
- color
- disability
- economic status
- ethnic group identification
- gender

- language
- marital status
- medical condition
- national origin
- parental status
- race
- religion
- sexual orientation
- transgender
- veteran status

Compliance: Unconscious Bias

May put your campus at risk of lawsuits due to perceived discriminatory practices in:

recruiting   interviews hiring decisions

mentoring job assignments training

promotions   reviews pay increases

Nancy K. Gongaware, Crider Health Center, St. Louis

From Compliance to Commitment and Conversion

Shift the focus from non-discrimination to fair and equitable treatment in pursuit of college mission, vison, and values.

From the head to the heart….

The American college campus is one of the very few places on earth where people from so many diverse backgrounds come together for a common purpose.

The other is the American workplace.

Contact Theory

Limited interactions with racial and ethnic minorities, immigrants, and college graduates may contribute to prejudicial stereotypes, political and cultural misunderstandings.

Jonathan Rothwel, Gallup senior economist, August 15, 2016

Intergroup contact theory finds that interactions between members of different social groups generate more positive attitudes toward these groups.

Making "Diversity" More Inclusive

"Culture" is often viewed in the U.S. as being primarily related to race, ethnicity, and gender

However, effective diversity/inclusivity initiatives must also address other kinds of diversity which lead to marginalization and exclusion.

Seven kinds of diversity
Beverly D. Tatum, 1999

"Otherness"
- Race/ethnicity
- Gender
- Religion
- Sexual Orientation
- Socio-economic status
- Age
- Physical/Mental Ability

"ism"
- Racism/ethnocentrism
- Sexism
- Religious oppression
- Heterosexism
- Classism
- Ageism
- Ableism

Implicit bias is at the root of all the _isms_: individual and institutional systems of prejudice, exclusion and discrimination

Multiple issues: Intersectionality

Experiences of race, class, gender, sexuality, etc. intersect to produce an identity that is equal to more than just the sum of its parts.
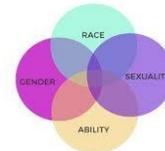
No one is solely their race, gender, sexual orientation, etc.

Reflecting on Bias

Bias: An impediment to community

The story we tell ourselves about people before we know who they are.

Religious Intolerance

"Employers Are Less Likely to Hire a Woman Who Wears a Headscarf."

Sarah Green Carmichael
Harvard Business Review, May 26, 2017

Bias and Names

➢ Studies found significant differences in the number of callbacks for interviews between Asian, Hispanic, Black, and White-sounding names, when used on identical resumes.

➢ Lakisha, José, & Mohammed get fewer callbacks than Emily or Greg.

"Are Emily and Greg More Employable Than Lakisha and Jamal?" Bertrand, M. and Mullainathan, S. *American Economic Review*, 2004, v94(4,Sep), 991-1013

Accent Bias

Many people distrust those who speak English with a "foreign" accent.

"Why We Don't Believe Non-Native Speakers" *Journal of Experimental Social Psychology*, 2010

➢ California has more foreign language speakers than any other state in the country.

➢ 44% of Californians speaks a language other than English at home.

People With Disabilities

➢ 67% of respondents felt uncomfortable talking to disabled people

➢ 36% tended to think of disabled people as not as productive as others.

"Current attitudes Toward Disabled People" Hardeep Aiden and Andrea McCarthy, May 2014

LGBTQ and Military Veterans

➢ Openly LGBTQ candidates may pass scrutiny for faculty roles but run into trouble for presidential positions.

➢ Candidates with military backgrounds are seen as a "bad fit" with higher education.

How Search Committees Can See Biases in Themselves, Lucy A. Leske, *Chronicle of Higher Education*, July 20, 2018

We're not "there" yet…

A vast body of research shows that hiring processes are biased and unfair, as unconscious racism, ageism and sexism play a big role in who we hire. But there are steps you can take to recognize and reduce these biases.

7 Practical Ways to Reduce Bias in Your Hiring Process, Rebecca Knight, *Harvard Business Review,* June 6, 2017

Our attitudes toward *difference* operate at two levels:

Conscious: what we choose to believe.

Unconscious: immediate, automatic associations that tumble out before we've had time to think.

Blink, Malcolm Gladwell

Implicit Association Tests

➢ Gender-Career   ➢ Skin tone
➢ Asian   ➢ Race
➢ Weight   ➢ Arab-Muslim
➢ Religion   ➢ Sexuality
➢ Age   ➢ Gender Science
➢ Disability

Take the Implicit Association Test
https://implicit.harvard.edu/implicit/takeatest.html

Implicit Association Test (IAT)

•What was your experience taking the IAT?
•What did you discover?
•What was surprising?
•Other thoughts….
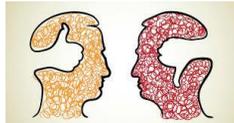
Reducing & Eliminating Bias

Managers have to learn to de-bias their practices and procedures….

Rebecca Knight, Harvard Business Review, June 6, 2017

Common Biases in Hiring

1. *Similarity attraction* effect: gravitating toward people who are like us (e.g., share our interests, remind us of our younger selves, share common interests).
2. The *halo effect*: well dressed, "well spoken" applicants— leads to overrating skills and abilities.
3. *Confirmation bias*: decisions made to confirm existing beliefs (e.g., prestigious credentials).
   Kathe Loehrke, *The Business Journal*, January 22, 2018

Overcoming Biases in Hiring

1. Slow down decision making.
2. Ask "So what" and examine whether the "what" really matters.
3. Question and challenge cultural stereotypes (e.g., is Cristy or Xiang a better choice than Lakisha or José for a STEM position? For a leadership role?).
4. Monitor each other for unconscious bias in a positive and supportive way—because we all have biases.

What Participants Value Most:
Learning to Intervene

Provide in-depth bystander intervention training, so people know how to step in and step up when they observe instances of bias and discrimination.

Pruitt, Brinkworth, J Young & Luna-Aponte, 2018

Questions They Can or Can't Ask

Questions

Subject	May Ask	May Not Ask
Age	Nothing	Age, Date of birth, poof of age
Citizenship	Are you legally eligible to work in the US	Whether applicant, parents, are US born, citizenship of country
Visa status	Nothing	Type of visa
Birthplace	Nothing	Any inquiry re: birthplace
Sex	Nothing	May not comment
Disabilities	Ability to perform essential functions with or without accommodation	Questions about physical or mental limitations
Sexual orientation	Nothing	Anything related to sexual orientation
Family	Nothing	Family size, planning, etc.
Religion	Unless work schedule requires weekend work, may ask about availability	About religious denomination, holidays, regularity of religious practice

Questions

Subject	May Ask	May Not Ask
Pregnancy	Nothing	Plans for having children
Military status	About experiences gained in the military	Branch of service, discharge
Education	Institutions attended, degrees, training	About religious affiliation of schools; native language
Organizations	About professional organizations	About organizations related to race, religion, sex, marital status, national origin, veteran status.
Housing	How applicant can be reached	If applicant owns or rents am apartment, house, etc.
Financial position	Nothing	About credit ratings, debts, etc.

Challenging
Search Committee Myths

Kevin Jacobs, Assistant Vice Chancellor, Human Resources
University of Denver

UC Berkeley Office for Faculty Equity & Welfare

Provide
Search & Hiring Committee Scenarios

Scenario

➢ There are two finalists for a teaching position that requires a Master's degree and three years of teaching. One of the candidates is white with a doctorate, ten years of teaching at USC, and several research based publications.

➢ The other is a Latina with an MA and four years of experience as an adjunct at LA City College. She is also a single mother who is fluent in Spanish and English.

What are the arguments for both candidates?

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