Retaining and Supporting Employees of Color at ARC

Executive Summary and Recommended Actions, Fall 2020

Panel Members

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Note: For a full discussion of the background and evidence around this issue please see the
[Retaining Employees of Color Resource Panel Report to Student Success Council](#)

Executive Summary

In response to recommendations in the [ARC Institutional Equity Plan](#) (see especially pages 16-17) and observations of BIPOC employee attrition, the Student Success Council formed a Resource Panel in Fall 2020 to research and recommend retention and support strategies for employees of color. After a review of national and statewide research on structural racism in higher education as well as ARC reports, listening sessions, and climate survey data, the panel found that BIPOC employees at ARC and in higher education in general face institutional barriers that impact their position longevity, opportunities for advancement, and overall job satisfaction. In order to answer the State Chancellor's Call to Action, our panel has recommendations for improving the retention of BIPOC employees based on best practices noted by both national and statewide experts.

Recommended Actions

1. Support the work of the affinity-based [Employee Resource Groups](#) at ARC
   - Host a discussion with ERG leaders about their needs, goals, and the ways the College can support them
   - Provide each group with a consistent, predictable budget and a budget manager
   - If needed/desired, offer support with tasks like booking rooms, requesting room setups, submitting requisitions.
   - Provide reassign time, a stipend, or other compensation for each group's coordinator
   - Develop a process for making sure new employees are invited to join ERGs
   - Make sure all deans and supervisors are aware of the ERGs so they can invite their employees to join

2. Offer structured identity-focused mentorship and leadership development for BIPOC employees
   - Work with Equity Advisory Committee to gather ideas and input

3. Require equity and identity focused training for supervisors/managers on how to support and develop BIPOC employees

4. Develop ways to recognize and support employees for equity work, such as developing an "Agents of Change"/"Equity Champions" Awards Ceremony/Process
   ○ Develop a Equity Innovation Grant

5. Develop a structure for gathering regular (e.g. annually) feedback from BIPOC employees to inform retention & support efforts
   ○ Annual focus group
   ○ Analyze full [Campus Climate Survey](#)

6. Work with HR to develop an exit interview
   ○ Sarah Lehmann and Nick Daily will soon meet with Peter Khang from HR to discuss the exit interview

7. Review & improve the onboarding practices at the College with a focus on equity
   ○ Develop resources (e.g. brief tip sheets and resources and maybe a presentation) for managers on "onboarding for equity"
   ○ Invite managers to review the onboarding processes in their areas, gather input from current employees on how to improve them, and develop department-specific resources as needed
   ○ Pay special attention to how adjunct faculty and temporary classified employees are onboarded

8. Plan for one or more ["cluster hires"](#) of faculty with expertise in supporting the Black and African-American Communities
   ○ Update and Improve Hiring The Best and Equity Representative trainings to focus on Antiracist, Equitable, and Intentional hiring
   ○ Implement recommendation made by CUE and Estella Bensimon in past
   ○ Seek guidance and advice from [San Diego State University](#) to learn more about their recent cluster hire of nine faculty with expertise in supporting Black and African-American students
   ○ Discuss the philosophy & logistics of cluster hiring with the Academic Senate leadership, Black Parliament, deans, district HR, and other stakeholders
   ○ Work with campus stakeholders to develop a process for the cluster hires
   ○ Develop action plan for future cluster hires to support other student populations who are disproportionately impacted
   ○ Consider how to provide for support for the cluster after hiring
      i. Create a Cluster Hire New Faculty Academy sub-group
      ii. Work in partnership with Black Parliament

9. Communicate these actions to the campus community, invite additional feedback

Recommendations with Process Leaders[1]

Initiative	Process Leader	Approver	Contributor(s)	Executor(s)	Time to Revisit?	Other Considerations	Resources Needed
Provide ERGS with Budgets & Budget Manager	Nick Daily	**PES** President's Executive Staff	**ERGs** Black Parliament, Comunidad, Native American Collaborative, Asian Pacific Islander Legacy, Spectrum	ERGs	02/10/21	Consistent Annual Funding Paid/Release Time Consistent Messaging & Expectations No Dues	Budget Line(s)
Offer structured identity-focused mentorship and leadership development for BIPOC employees	ERGs	**Would need approver**	Classified Senate Academic Senate Professional Development	**ERGs or Professional Development**	02/25/21	EXPLICIT SUPPORT FOR PART-TIME EMPLOYEES (FACULTY AND CLASSIFIED)	
Require equity and identity focused training for supervisors & managers on how to support and develop BIPOC employees	Nick Daily & PD Team	PES	Professional Development **ALC** Administrative Leadership Council (Supervisors & Managers)	Nick Daily	02/10/21	Bandwidth	
Develop ways to recognize and support employees for equity work, such as "Agents of Change" Awards and Equity Innovation Grants	Nick Daily	Nick Daily	Equity Advisory Committee Communications Academic Senate Classified Senate PES ALC	Equity Advisory Committee	02/10/21	Timeline Cross-Campus Approval	Budget & Funding
Develop a structure for gathering regular (annual?) feedback from BIPOC employees to inform retention & support efforts	Research Team	Adam Karp	ERGs Professional Development Nick Daily	Research Team			

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[1] Source for PACE Chart: Modena, 2008 as cited in Williams & Wade-Golden, 2013

Develop an exit interview Process	Nick Daily	DO-HR	Sarah Lehmann Beth Madigan Classified Senate Academic Senate District partners	ALC PES	03/03/21	PK WILL EXPLORE CURRENT DATA AND PRACTICES	
Review & improve the onboarding practices at the College with a focus on equity	Professional Development	Nick Daily	President's Special Projects Assistant (Monique Benjamin) Equity Consultants Beth Madigan Professional Development	Professional Development Beth Madigan			
Explore Cluster Hires (SDSU)[2]	Frank Kobayashi	DO - HR	Nick Daily, Koue Vang, District Colleagues	DO-HR	02/17/21	Update Standard Diversity Question & expand impact Departmental Explore "Opt-In"	
Communicate these actions to the campus community, invite additional feedback	Sarah Lehmann & Carina Hoffpauir	Communications	PES	Sarah, Carina, & Scott Crow			

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[2] "Conduct cluster hires of faculty members with a demonstrated record of research, teaching, and/or service focused on Black/African-American issues and populations, given that research shows cluster hiring to be one of the most impactful ways to build faculty diversity. These faculty should be hired in disciplines that have limited representation from African-American faculty and demonstrate cultural competency and prior commitment to Black students and communities." (From Luke Wood, SDSU, 2021)