

DIVERSITY IN LEADERSHIP

Spring 2020

Santa Monica College
A Case Study: The Challenges
of Changing a Community
College Culture





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PRESENTERS

INTRODUCTION

Santa Monica Community College...

is the gateway to higher education and career options for a diverse student population

“No matter what you do, it will never amount to anything more than a single drop in a limitless ocean.

Yes, but what is an ocean but a multitude of drops?”

- Cloud Atlas, 2012

THE BACKGROUND

Santa Monica Community College...

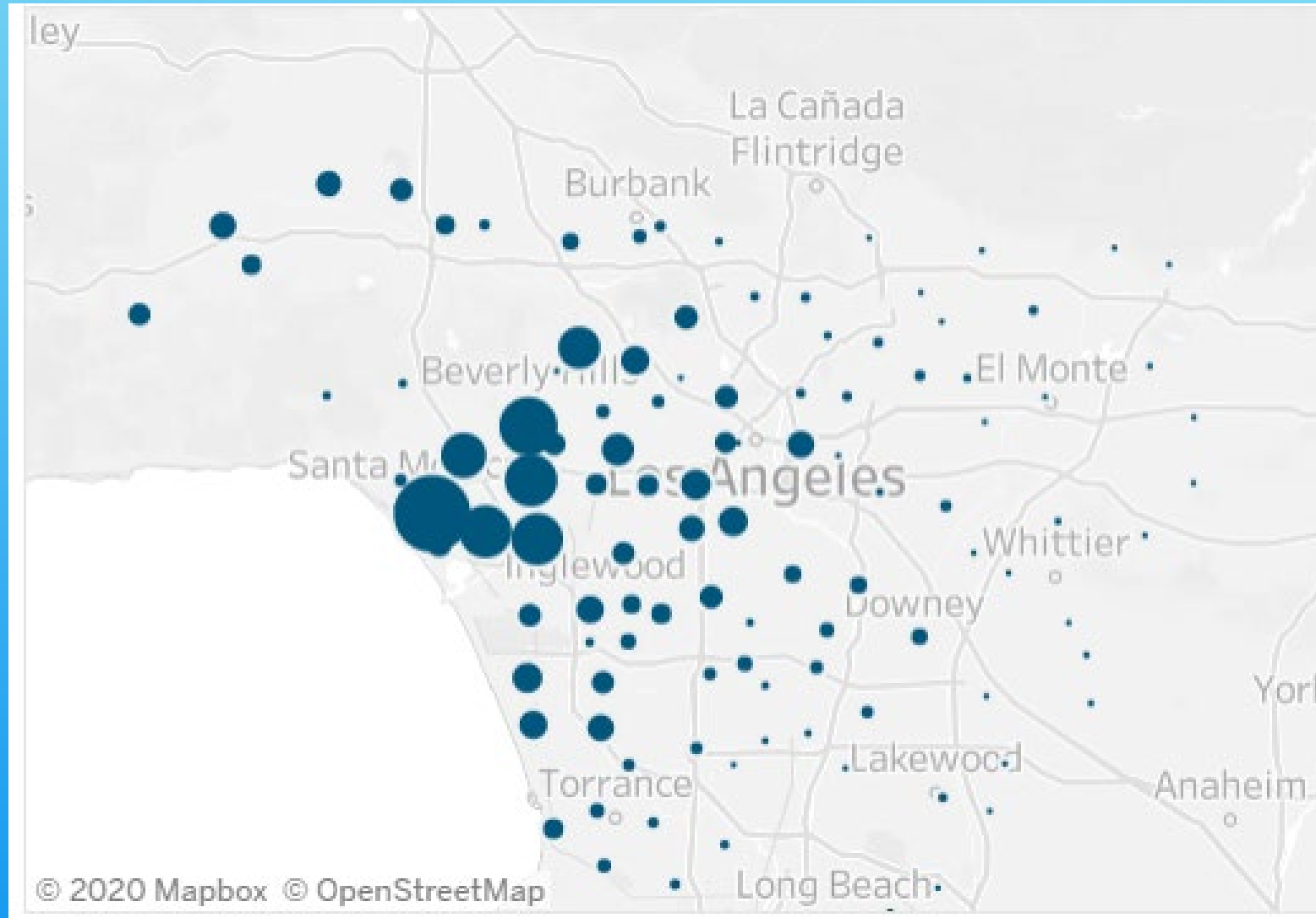
1929 - Established w/153 students

Los Angeles County population @ 1 million

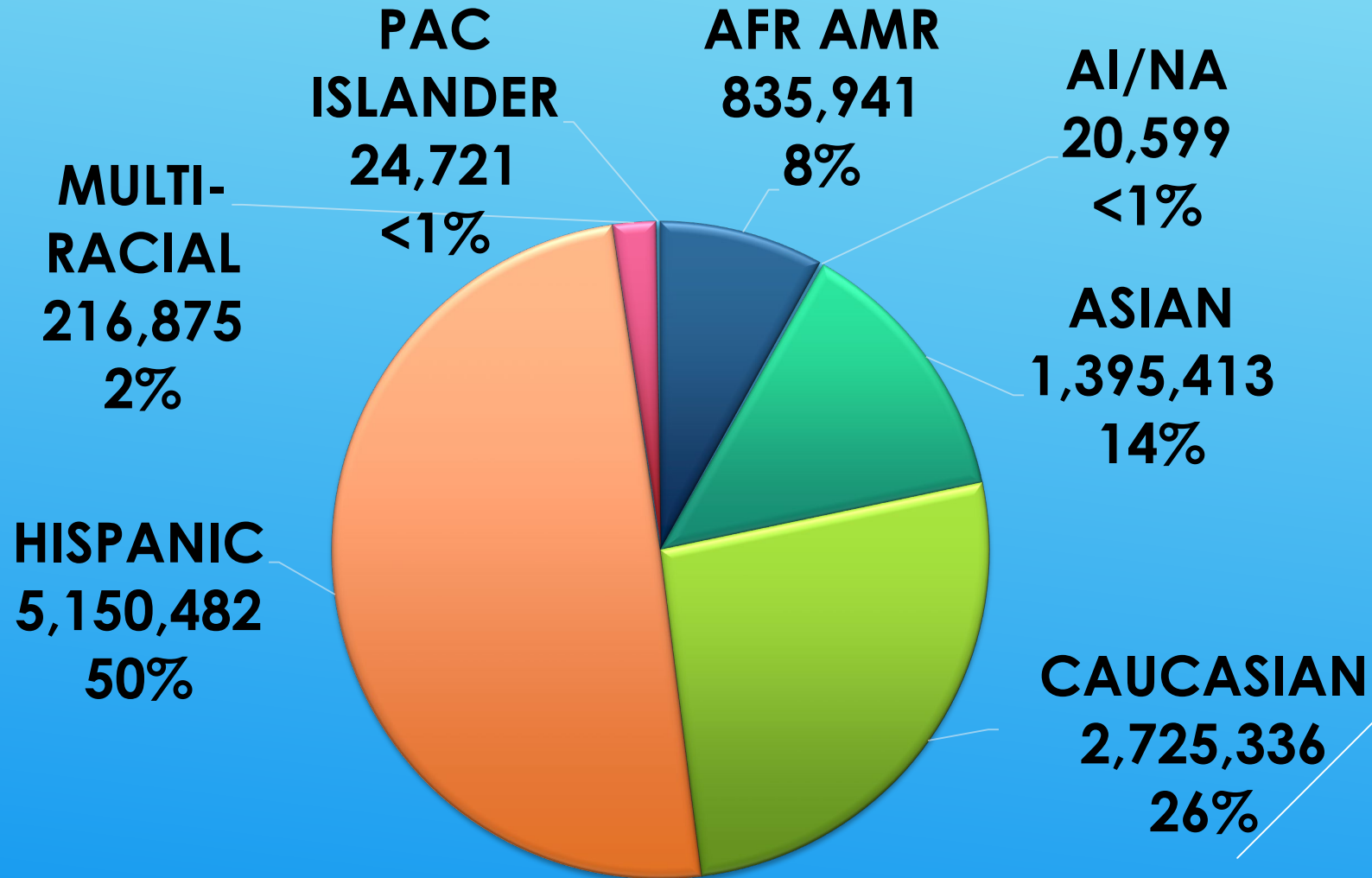
2019 – 31,492 students

Los Angeles County – 10.3 million population

STUDENT DEMOGRAPHICS

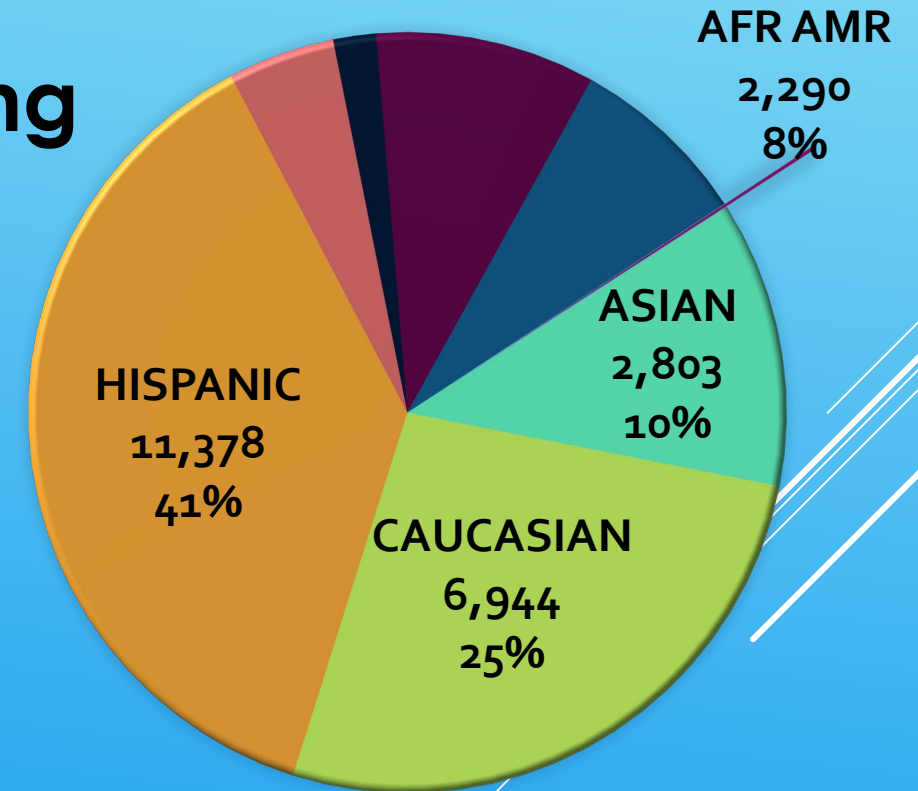


COUNTY OF LOS ANGELES 2020 POPULATION ESTIMATE BASED ON 2010 CENSUS



Santa Monica Community College...

faces the challenge of diversifying its faculty to better reflect our student population of 64-75% students of color*



Student Ethnicity 2019

* 11% Unreported/Unknown

THE CHALLENGE

How do we increase under-represented groups in the faculty and leadership positions when there is little personnel turnover?



HOW DO WE GET THERE?

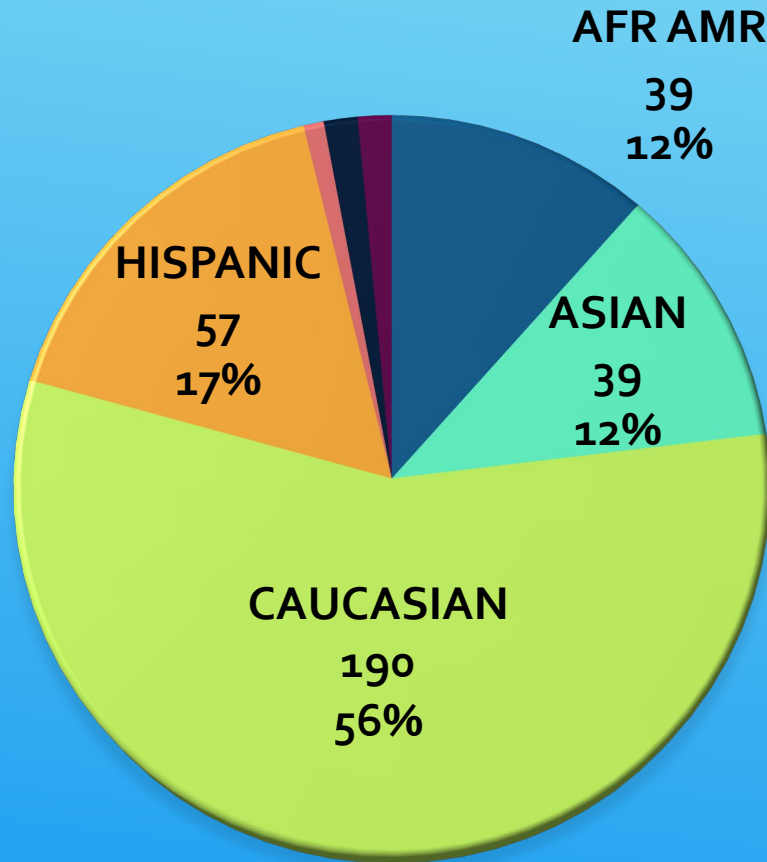


THE PATH

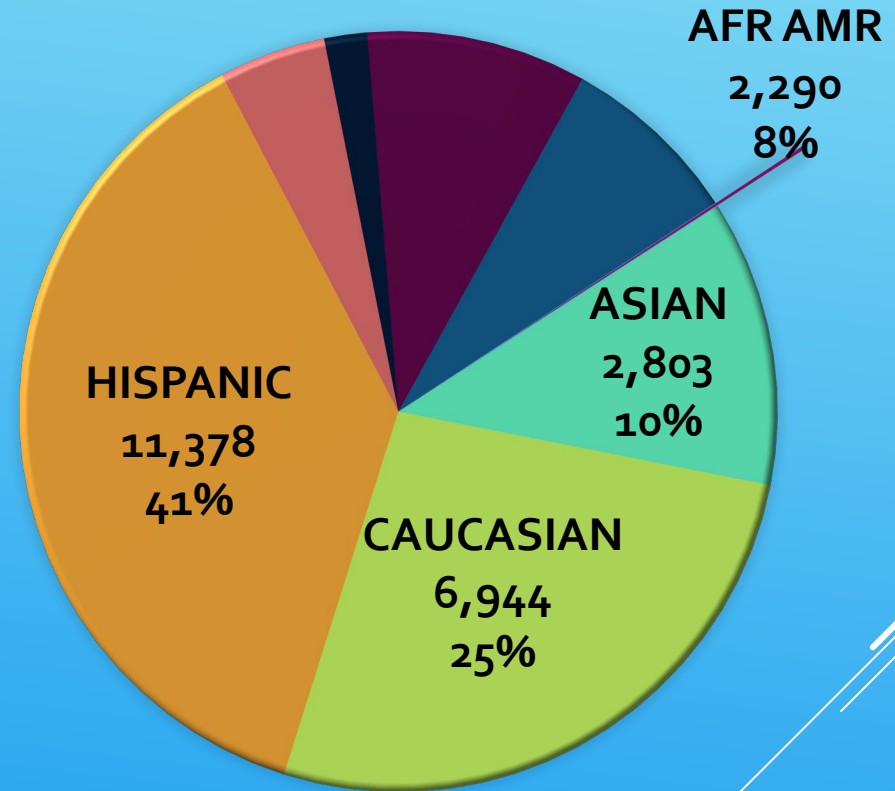
- **What do we need to understand?**
- **What do we need to know?**
- **What do we need to do differently?**
- **How do we hold ourselves and the institution accountable?**



THE CHALLENGE OF CHANGING DEMOGRAPHICS

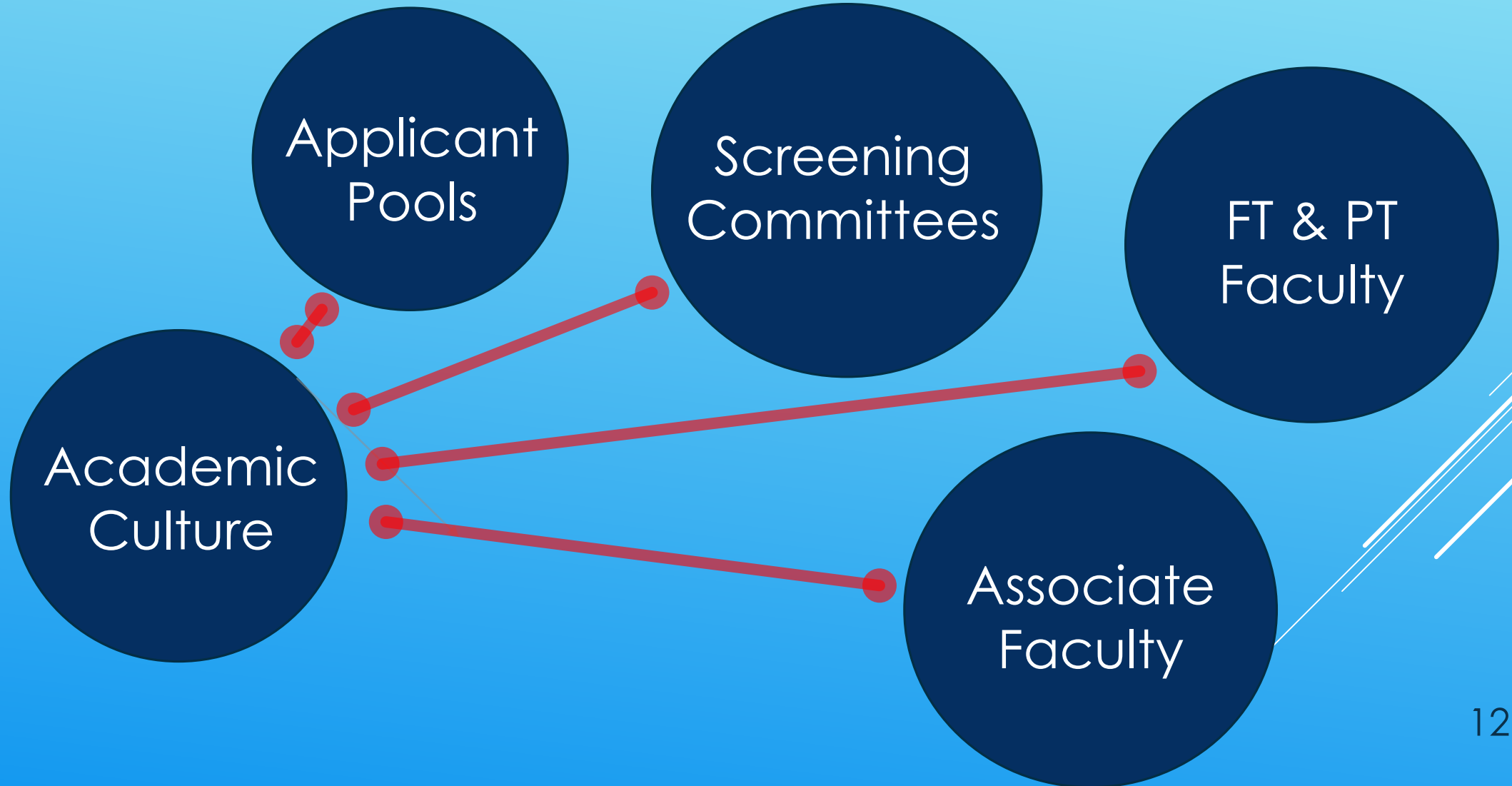


Full-time Faculty 2019

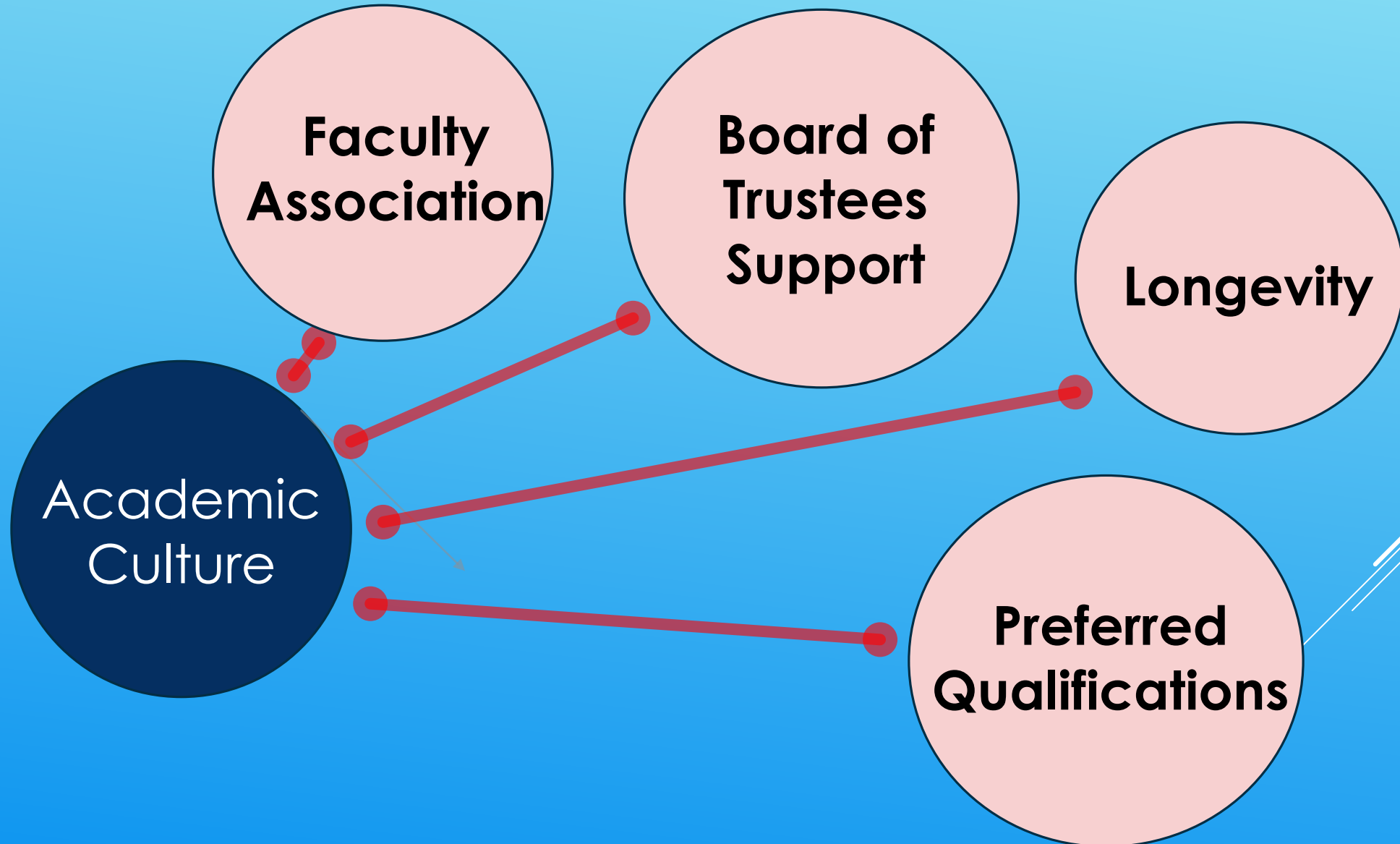


Student Ethnicity 2019

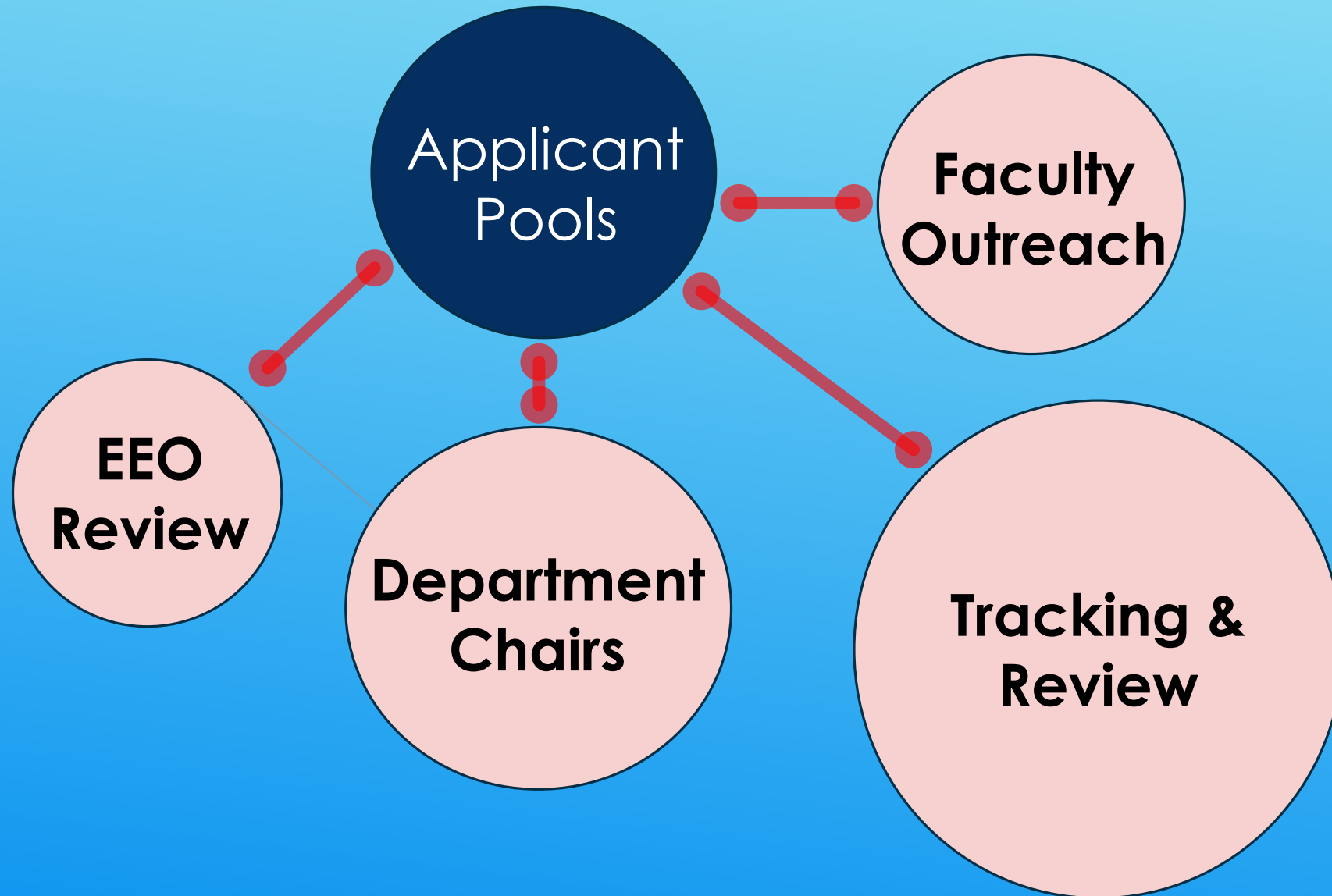
BARRIERS



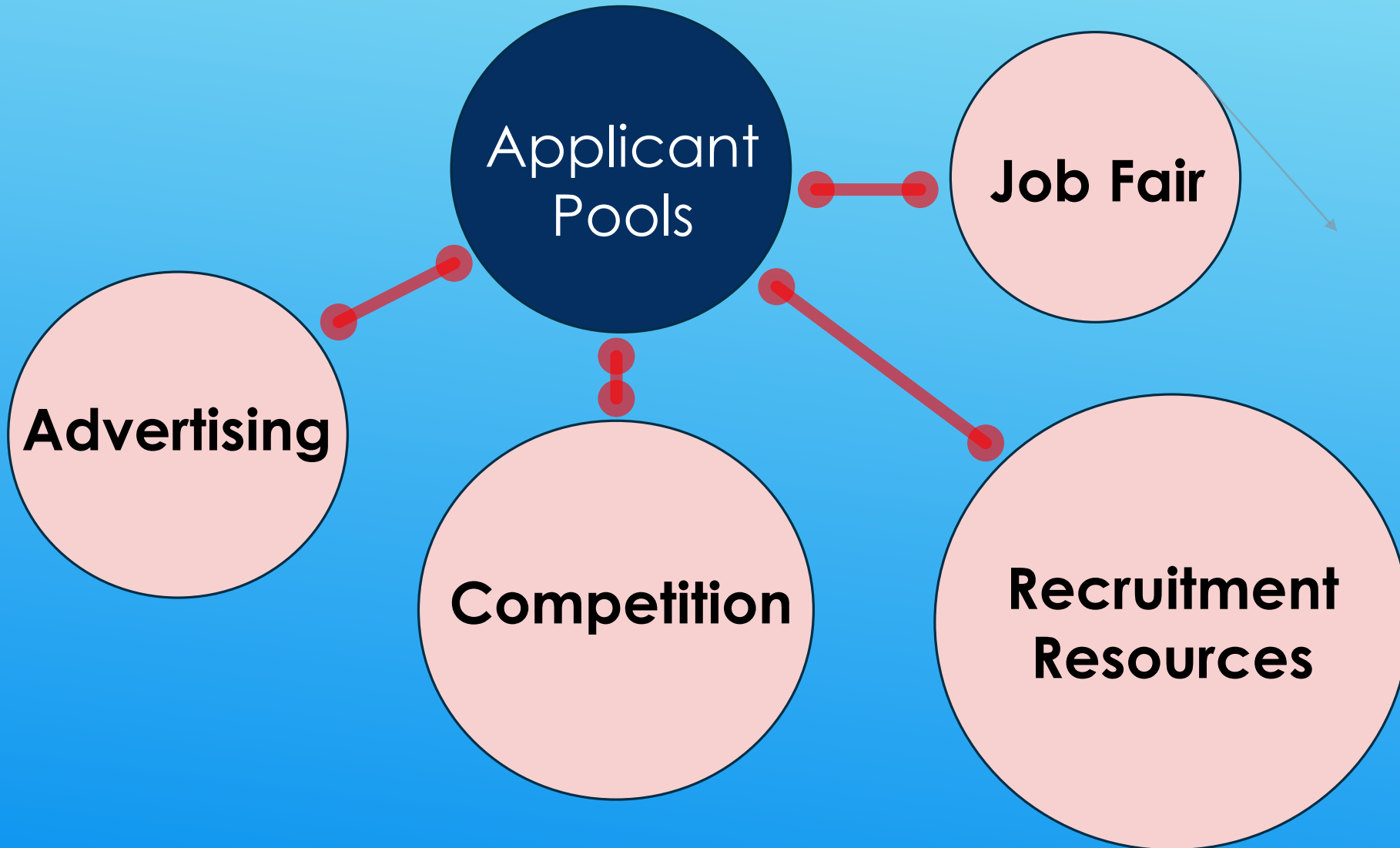
ACADEMIC CULTURE



APPLICANT POOLS - INTERNAL

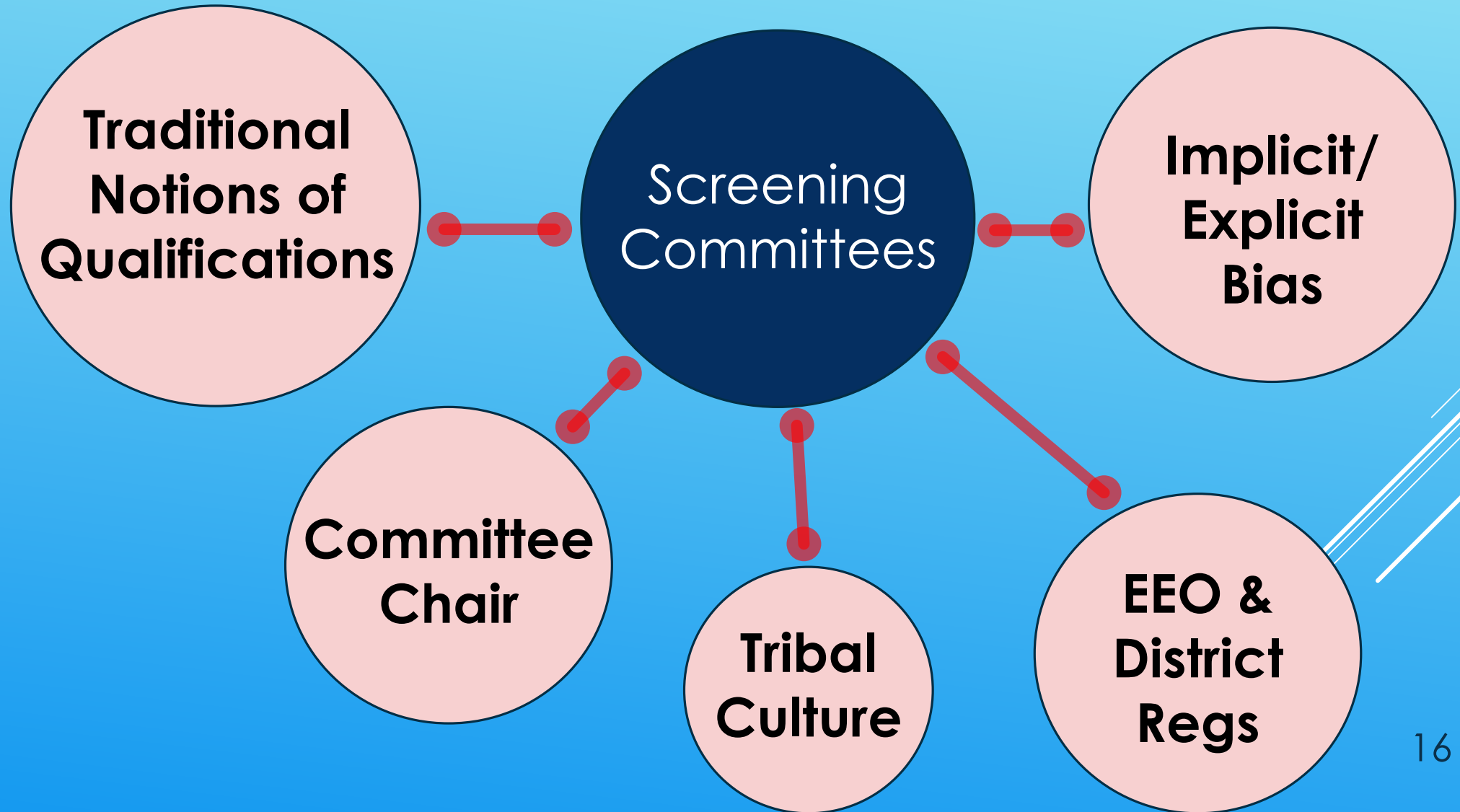


APPLICANT POOLS - EXTERNAL

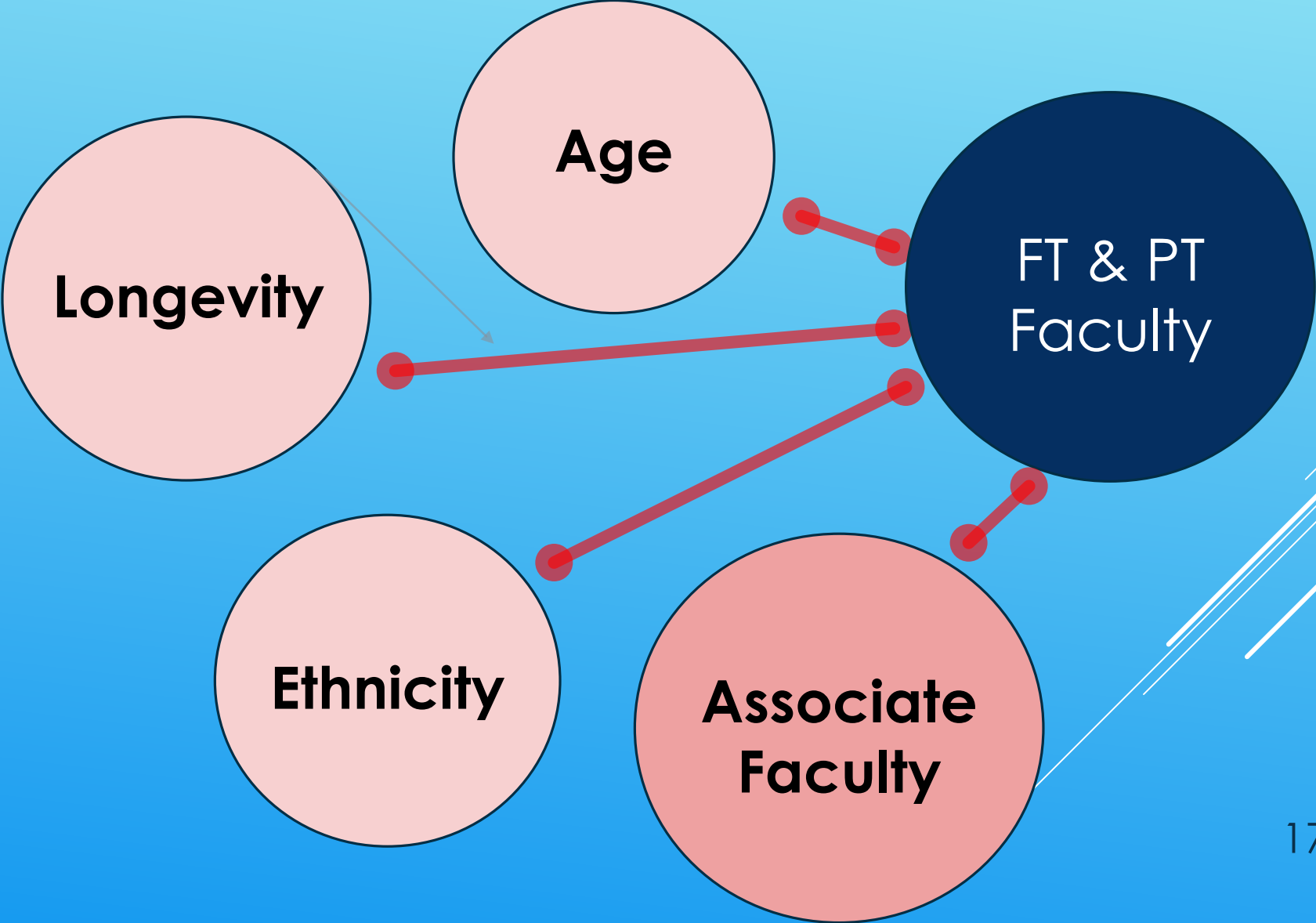


- Funding
- Job Description
- Outreach
 - ✓ Institutional
 - ✓ Personal
- Posting Platforms

SCREENING COMMITTEES



FULL & PART-TIME FACULTY



ASSOCIATE FACULTY SPECIAL STATUS

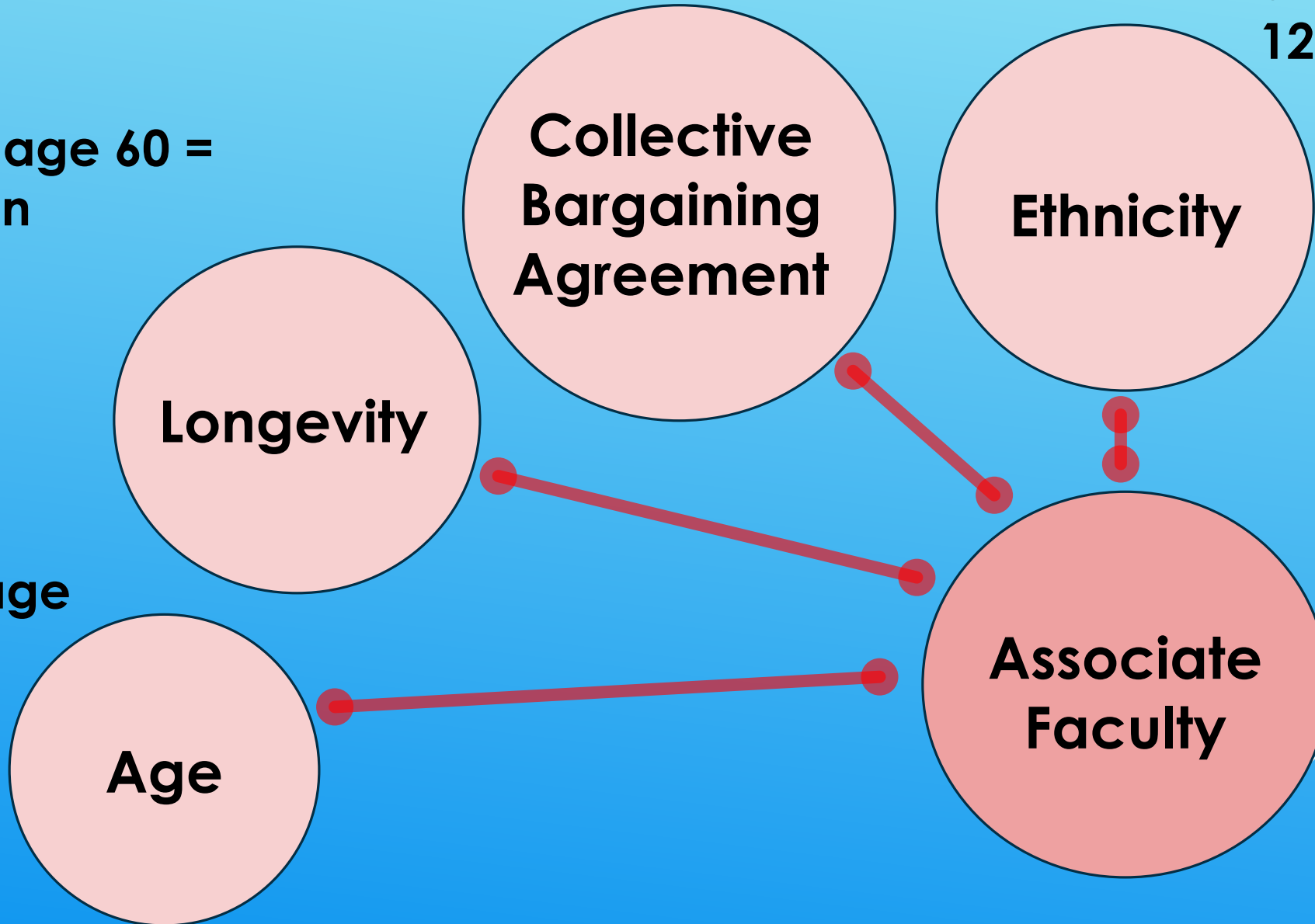
- Part-time faculty with special status
- Offered, if eligible, assignments before any part-time faculty who does not have associate faculty status
- Result? Expectation of longevity as part-time faculty
 - 458 out of 1,019 part-time faculty have Associate Faculty status.

ASSOCIATE FACULTY = BARRIERS

61% Caucasian
12% Hispanic

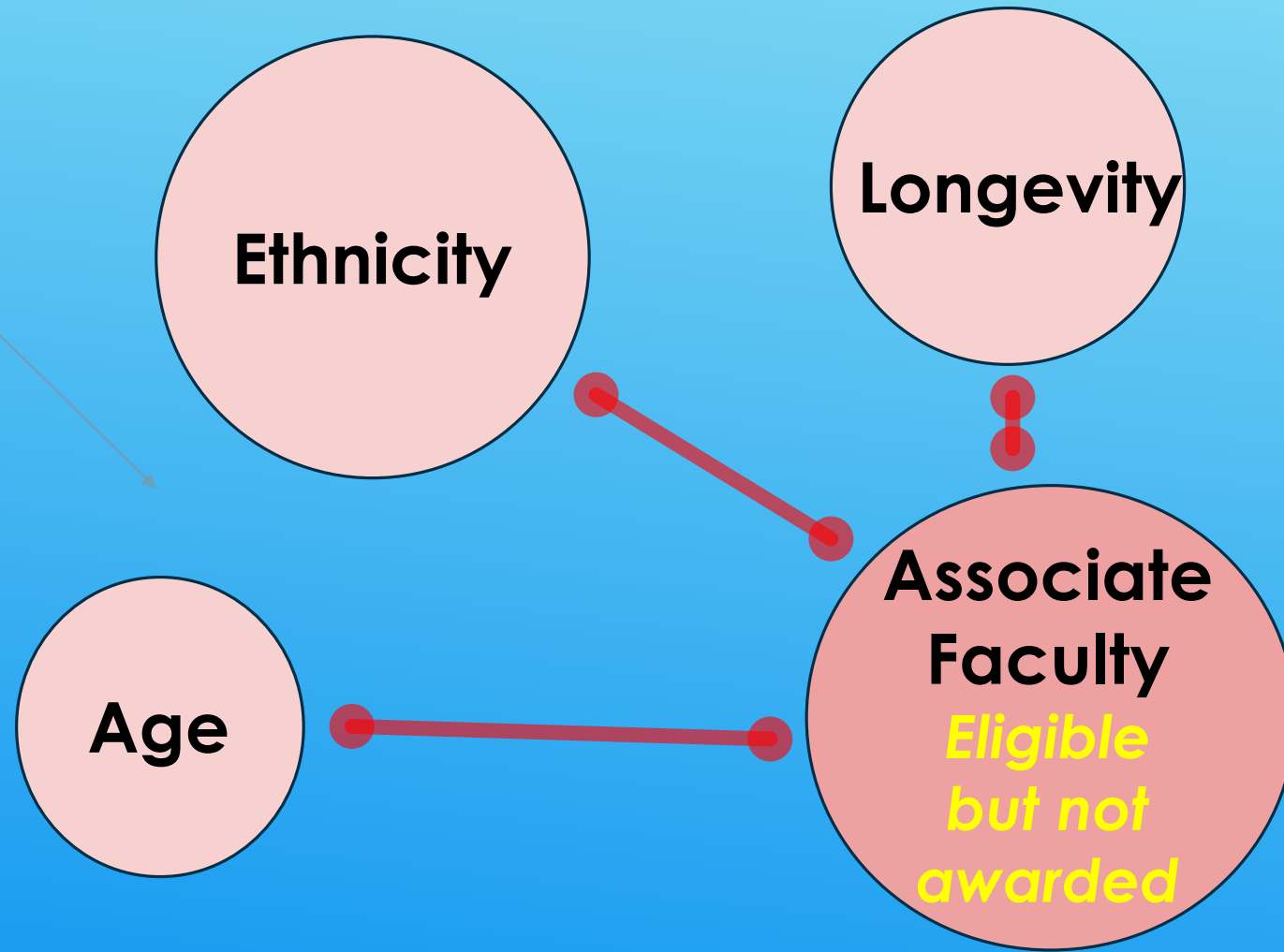
76% over age 60 =
Caucasian

42% of all
A.F. = 60+
years of age



WAITING IN THE WINGS...

46% = Caucasian
17% = Asian
16% = Hispanic
10% = African
American



**FACULTY+
STAFF OF
COLOR**

STUDENTS

**Responses to
BARRIERS
are
interconnected**

EQUITY

FUNDING

HOW CAN I USE THIS KNOWLEDGE?

Multi-dimensional effort

- **Equity must be foundational to all institutional initiatives**
- **Incorporate diversity & equity in all aspects of recruitment and retention**



A MULTI-DIMENSIONAL APPROACH

- **Mission Statement**
- **Institutional Learning Outcomes**
- **Collaboration with cross-college committees (i.e., no silos)**



HOW CAN I INCORPORATE THESE LESSONS INTO MY WORK?

Strong and clear message of Equity, Diversity & Inclusivity

- **Diversity, Equity & Inclusivity @ SMC website**
- **Equity Summit & Trainings**



JOB ANNOUNCEMENTS

- **Incorporate EEO, Equity, and Equivalency statements and/or language into all job postings**

OUTREACH : EXPANSION OF APPLICANT POOL

Utilize all resources

- Existing faculty resources
- Former applicants
- Increase & focus advertising
- Video conferencing/Skype interviews
- Travel reimbursements



**Faculty &
Staff of
Color**



FUNDING

CONTINUAL TRAINING

Continuing training of faculty and staff

- Professional Development Coordinator
- Compliance team trainings
- Commitment to ongoing trainings outside of institution
- EEO training



APPLICANT POOL CRITERIA

Must meet certain thresholds of diversity at each step

- **Set up tracking mechanism for applications & screening committee decisions**
- **Examine applicant pools for diversity**
 - **Certify or determine non compliance**

SCREENING COMMITTEE TRACKING MAP

Instructor:	Tenure-Track FT Instructor-Life Sciences (Cell & Evolutionary Biology)									
	Hiring Process Step 1 Application Close		Hiring Process Step 2 Forwarded to Search Committee		Hiring Process Step 3 Committee Interview		Final Interview (Top 3 Ranked)		Final Decision	
Ethnicity	No.	%	No.	%	No.	%	No.	%	No.	%
AFR AMR	2	2%	2	3%	2	17%	0	0%		
AI/NA	0	0%	0	0%	0	0%	0	0%		
ASIAN	18	20%	17	22%	2	17%	1	33%	1	100%
CAUCASIAN	52	58%	45	59%	4	33%	1	33%		
HISPANIC	8	9%	6	8%	4	33%	1	33%		
MULTI RACIAL	3	3%	2	3%	0	0%	0	0%		
PAC ISLANDER	1	1%	1	1%	0	0%	0	0%		
UNKNOWN	5	6%	3	4%	0	0%	0	0%		
TOTAL	89	100%	76	100%	12	100%	3	100%	1	100%

ISSUES TO CONSIDER

What is required for each ethnic group to feel welcome and an integral part of the community?

- **What actions can the Board of Trustees/Directors take to promote and support diversity?**
- **Create mentor/intern programs for specific departments.**
- **Track progress.**

ESTABLISH A VISIBLE LEADERSHIP COMMITMENT

Define your commitment

- **Achieve what?**
- **Measure what?**
- **Promote your values, including equity & diversity**

ESTABLISH CLEAR EXPECTATIONS

Define expectations

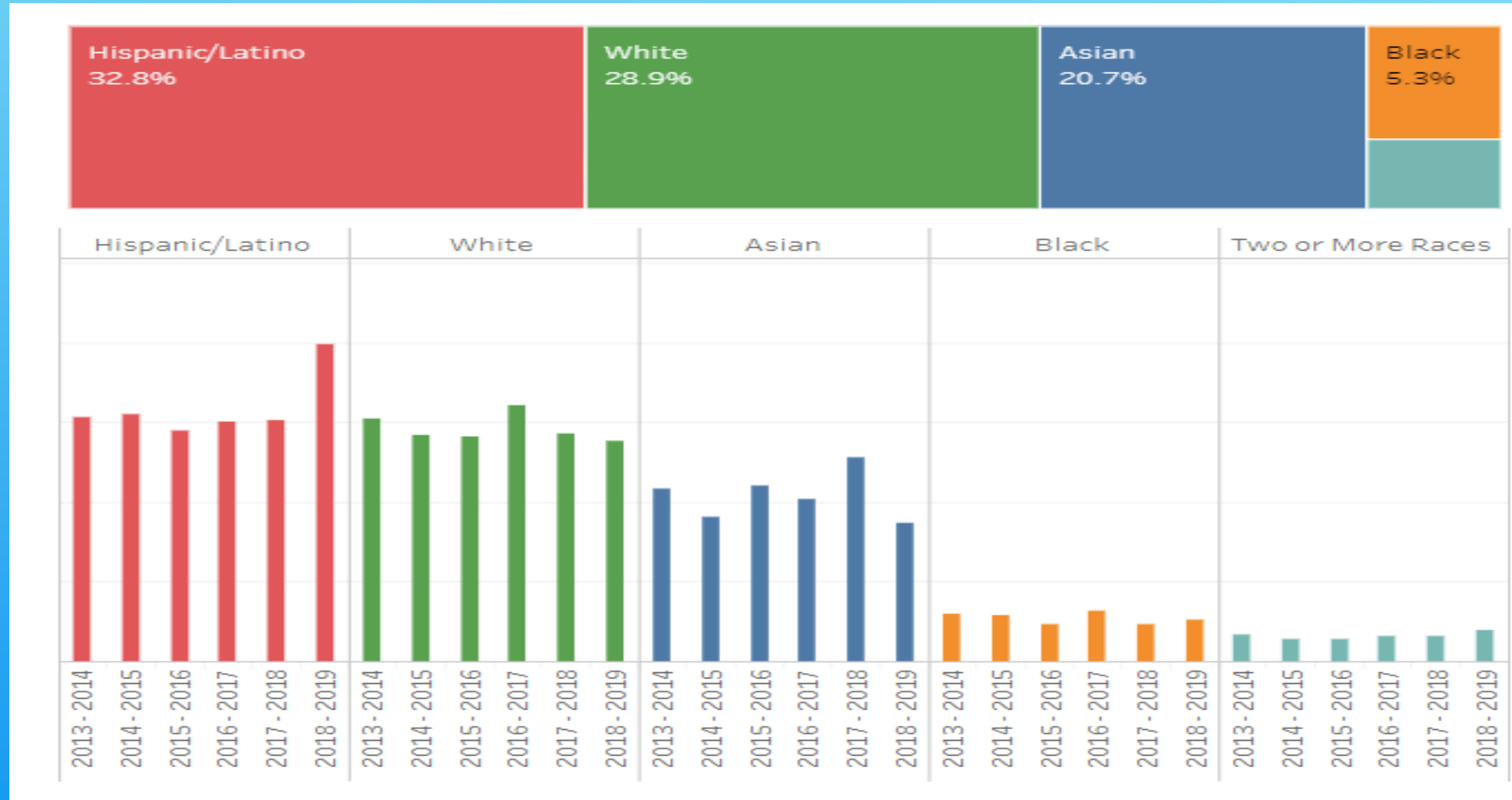
- **Set goals**
- **Engage and teach**

THE RESULTS OF VIABLE LEADERSHIP COMMITMENT

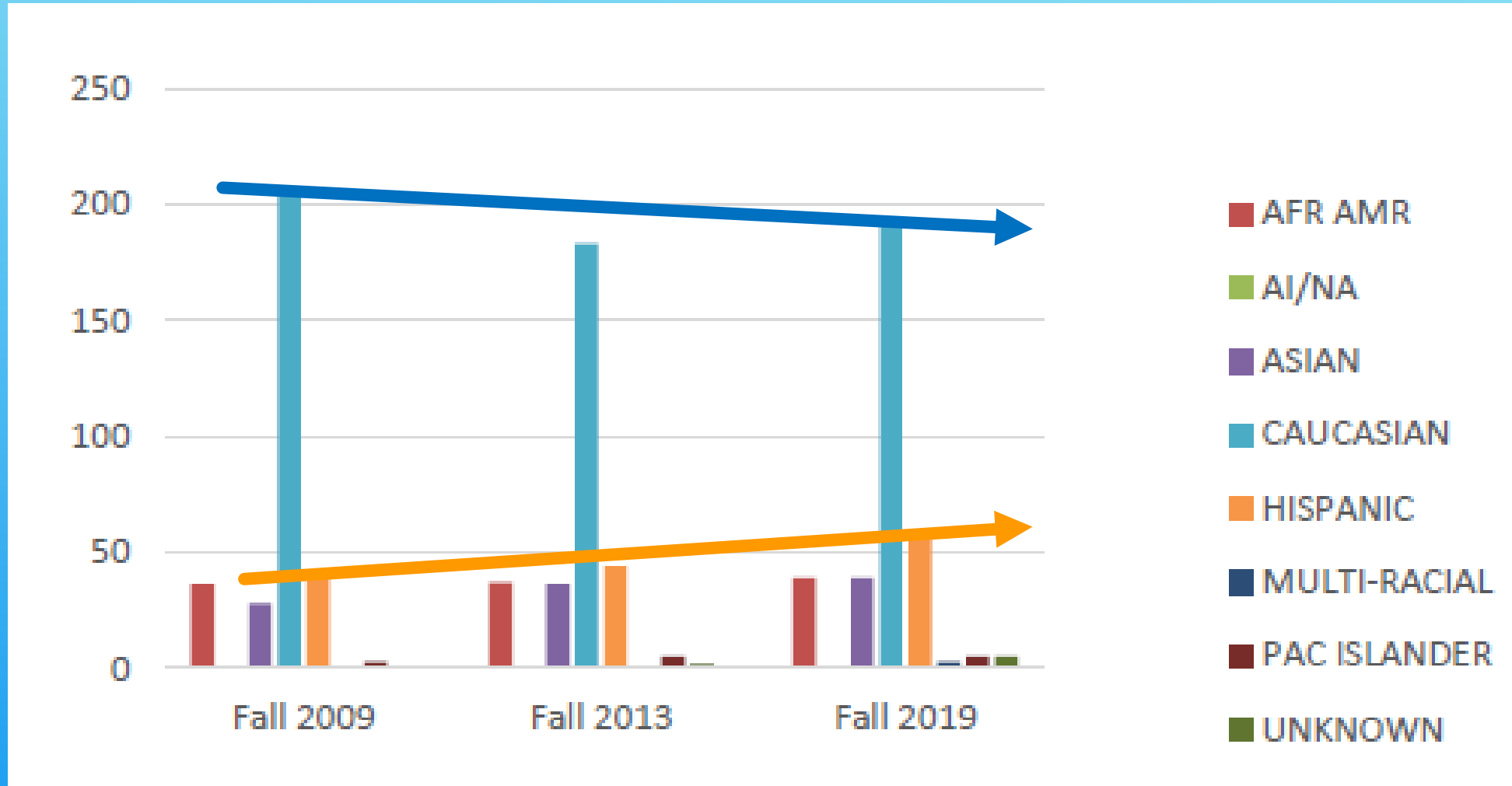
"The increase in Hispanic and African American transfers also speaks volumes to the urgent work taking place here to close the gap between our highest achieving student groups and those from racially *minoritized* groups—it is a heartening moment in the college's efforts towards becoming a more equitable institution."

- Dr. Kathryn E. Jeffery

RESULTS: DEGREES AND CERTIFICATES AWARDED



RESULTS: FULL-TIME FACULTY-ETHNICITY



INCREMENTAL CHANGE OVER TIME

THE FUTURE

**WE CAN
DO IT!**



+



SANTA MONICA COLLEGE

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www.smc.edu/jobs



Santa Monica College
Faculty & Staff
Diversity Report
2019

Santa Monica College is within one of the most racially and ethnically diverse counties within the United States. The diversity of Los Angeles County is enhanced by its location in the State of California, the comfortable climate, the stunning geography, the variety of things to do and most importantly the easy access to a multitude of options and opportunities for the people who live here. Santa Monica College's reputation as a premier institution of higher education continues to reinforce its popularity and respected status with educators, students and the communities that this college serves.

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01/21/2020