Dear Colleagues,

I am pleased to welcome you to the Institute for Equity in Faculty Hiring. The Center for Urban Education’s mission since our founding has been to support institutional efforts to attain equity in educational outcomes for racially minoritized students. We have always stressed that faculty members play a critical role in the attainment of racial equity in higher education. Our research, as well as the research of others, leaves no doubt that faculty members who understand the life experiences, aspirations, and dreams of racially minoritized students increase the likelihood of academic success.

Unfortunately, the makeup of faculty at California’s community colleges is not representative of the student population, making it harder to close persistent equity gaps that continue to exist. The recently published report, *Left Out: How Exclusion in California’s Colleges and Universities Hurts our Values, Our Students and our Economy* (Campaign for College Opportunity, 2018) illustrates the racial discrepancy that characterizes the composition of the student body and the faculty. In 2016-17, Latinx accounted for 44% of the student body but only 15% of the faculty. The profile for whites was the opposite: students comprised 27% of the student body and 61% of the faculty.

**Why is it important for the faculty to be more racially/ethnically representative of the student body?** Research provides an answer to this question, showing that same-race/ethnicity faculty has a tremendously positive impact because:

- Latinx faculty members who were first-generation college students are able to see themselves in their students, making them more aware of the barriers students must overcome and more likely to act proactively to remove them.
- African American students’ motivations are tempered by their perceptions of faculty as accessible and approachable.
- Minoritized faculty see in their students the architects of a future they want to help build.
In your responses to our pre-institute survey, 91 percent of you told us that your campus faces challenges when hiring faculty of color. One of the major obstacles you identified is that the faculty hiring processes are themselves not designed to yield diverse pools of candidates. Please understand—I note this not to call out any campuses for their process flaws. Our own experience has shown us that this is something that many campuses across the country are struggling with. In truth, I commend you for taking serious interest to try and remedy this issue on your campus by attending the institute this week.

Our tools will enable you to create a hiring process that is designed to elevate candidates who know how to teach in a caring way; candidates who can make students of color feel that they matter; candidates who know how to use their knowledge, power, and intellectual resources to do good for their students—current and future.

As community colleges are poised to hire a substantial number of faculty members in the coming years, we have a unique opportunity now to lay the groundwork towards achieving equity in those hires. Our work today puts us on the path to ensuring that community college campuses have the equity-minded processes and structures in place to hire more faculty of color and help close equity gaps.

We applaud your commitment to this worthy goal and look forward to a productive and informative two days together.

Sincerely,

Estela Mara Bensimon  
Director, Center for Urban Education  
Dean’s Professor in Educational Equity  
Rossier School of Education, University of Southern California
Agenda Overview

*Monday, March 26th*

8:00  Registration Opens, Breakfast Buffet

9:00  Welcome and Introductions

9:45  Move to Breakout Rooms

10:00 Session 1: Equity-Minded Job Announcements

The morning session will teach participants how to analyze job announcements and embed language of equity within each posting. Participants will also learn how to build a diverse applicant pool that mirrors the racial/ethnic identities of students.

11:30  Travel Time to Lunch

11:45 Lunch Served, Keynote Address by President Thuy Nguyen

1:15  Travel Time to Breakout Rooms

1:30 Session 2: Interrogating Bias in Faculty Hiring and Rethinking Conceptions of Merit, Fit, and Compliance

There are various structural, political, and cultural factors that converge with the hiring process that may take the form of bias. In this session, CUE staff will provide strategies to interrupt bias when it appears in hiring committee meetings.

2:45  Refreshment Break

3:00  Session 3: Strategies for Disrupting Inequitable Practices in Hiring

This session will cover various elements of overall compliance with equitable practices, specifically at the interview stages.

4:15  Travel Time to Ballroom

4:30 Closing Address by Chancellor Eloy Ortiz Oakley

5:30  Wrap Up | End of Day One
Agenda Overview

Tuesday, March 27th

8:00  Breakfast Buffet

9:00  Welcome

9:15  Making the Case for Equity In Faculty Hiring Panel
      Jennifer Ortiz, Bryan Reece, Luke Lara, Jason Suarez, Julianna Mosier

10:30  Travel Time to Breakout Rooms

10:45  Session 4: Addressing Faculty Retention through Equitable Campus Culture

      Attaining and maintaining an equitable campus culture is an integral component of achieving collective equity in faculty hiring. This session will aid participants in understanding the impact of policies and practices on faculty of color. CUE staff will also address the influence of organizational culture on the experiences of faculty of color.

12:00  Travel Time to Lunch

12:15  Lunch Served, Keynote Address by Dr. J. Luke Wood

1:30  Travel Time to Breakout Rooms

1:45  Session 5: Action Planning and Next Steps

      After addressing how to implement equitable practices within an institution, the final session will provide support for action planning and discuss future steps to take. CUE staff will use the “activity triangle” to give participants the opportunity to map out next steps for campus teams to implement after the institute.

3:00  Team Time – Reflection and Evaluation

3:30  Final Remarks

4:00  Wrap Up | End of Day Two
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