



Fall 2020

Ohlone College:

Vision for Success Diversity, Equity and Inclusion Task Force College Strategies

Dr. Eric Bishop | Superintendent/President

Preface

In spring of 2020 the California Community College Chancellor's Office released the report of the Vision for Success Diversity, Equity and Inclusion (DEI) Task Force. Later in the spring, reacting to a national calling for the end of systemic racism and a barrage of racially based assaults, the Chancellor issued a Call to Action. The Call to Action directed colleges to advance the review and implementation of the DEI Task Force Recommendations. The strategies and associated activities were written and presented from a state-wide perspective.

As our college community works to become a fully diverse, inclusive and equitable institution throughout, this document serves as a tool to validate the work of the DEI Task Force and to localize the recommendations and strategies so that they apply to Ohlone College. Operationalizing activities into our culture is a method of ensuring we can fully be a DEI institution in which students, faculty and staff feel unconditionally welcome. Utilizing the work of the task forces also allows the college to be inline with state initiatives. This document does not operationalize every activity and recommendation listed in the full DEI report. A number were directed towards the Chancellor's Office, but it does create a framework for planning and collaboration that moves us toward our calling.

Dr. Eric Bishop
Superintendent/President

VISION FOR SUCCESS DIVERSITY, EQUITY AND INCLUSION TASK FORCE BACKGROUND:

During the November 2018 Board Meeting, the Board of Governors for the California Community Colleges started examining this issue and saw the Campaign for College Opportunity's report *Left Behind* as a call to action. As a result, they asked for a more formal examination of this issue in the college system. To address the fact that faculty and staff are not representative of the racial and ethnic diversity of the students that they serve, the Board requested that the Chancellor's Office establish a Faculty Diversity Task Force, now renamed the *Vision for Success Diversity, Equity and Inclusion Task Force* (DEI Task Force) in November 2018.

CALIFORNIA COMMUNITY COLLEGE CHANCELLOR'S OFFICE DEI TASK FORCE MEMBERSHIP

Hildegarde Aguinaldo

Board of Governors Member

Dr. Edward Bush

President, Cosumnes River College CCLC CEO
Board Member

Mayra Cruz

Academic Senate for California Community
Colleges

Sandy Fried

Executive Director of the Success Center for
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Dr. Martha Garcia Superintendent/President of
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Dr. John Stankas

Academic Senate for California Community Colleges
President (Co-Chair)

Dr. Loren Steck

CCLC Trustee Board Member

Fermin Villegas

General Counsel CCCCCO

Alexis Zaragoza

Board of Governors Student Member

IMPLEMENTATION STRATEGIES: SNAPSHOT EXAMPLES

Institutional

Vision for Success Commitment 2: Always design and decide with the student in mind

Strategy A: The California Community Colleges Chancellor's Office (Chancellor's Office) to engage and collaborate with statewide stakeholders to implement the systemwide integration plan for diversity, equity and inclusion.

- **Tier 1 Activity:** Board of Governors to establish an accountability body to monitor the implementation of the systemwide diversity, equity and inclusion integration plan.

Strategy B: Develop culturally responsive faculty and staff (classified and administrators) recruitment strategies.

- **Tier 1 Activity:** HR and Academic Senate for California Community Colleges (ASCCC) to establish first-year experience support structures for employees.

Individual

Vision for Success Commitment 2: Always design and decide with the student in mind

Strategy A: Provide campus-wide cultural competency and implicit bias training.

- **Tier 1 Activity:** Chancellor's Office create an online module on cultural competency, implicit bias, and longitudinal analysis to upload to the Vision Resource Center and any relevant websites.
- **Tier 2 Activity:** Association of Chief Human Resource Officers (ACHRO), Association of California Community College Administrators (ACCCA), Association of Chief Business Officers (ACBO), ASCCC, classified senate leaders and union leaders to develop principles to integrate cultural competency into all existing statewide association certificate programs.

INTRODUCTION:

The DEI Task Force report provides a number of activities to be completed in a prioritized manner, and those were created with the following guidance: **Tier 1** Activities are those the task force believes can be achieved in a one-two year timeline and with existing resources. **Tier 2** Activities are those that the taskforce believes can be achieved in a three-five year timeline and require additional funding. The plan concludes with a list of best practices associated with these activities. The below Vision for Success Commitments are taken as presented and in the order of the original task force recommendations.

LIST OF INSTITUTIONAL DIVERSITY STRATEGIES

<i>VISION FOR SUCCESS COMMITMENT 2: ALWAYS DESIGN AND DECIDE WITH THE STUDENT IN MIND</i>			
Strategy	Tier	Activity	Responsible Party
Strategy A: Use data to understand present and future local workforce needs.	1	Require recordkeeping of hiring process decisions to allow for specialized statistical analysis of key hiring to measure impact and progress towards increasing the diversity of faculty and staff (classified and administrators)	Human Resources
	2	Expand longitudinal data analysis requirements to include measurement of specific selection criteria for adverse impact. [Embed measurement criteria into Ohlone College’s Program Review and Program Initiation processes.	VPAA, Program Review Committee, Faculty Senate
STRATEGY B: THE COLLEGE ADMINISTRATION TO ENGAGE AND COLLABORATE WITH COLLEGE-WIDE STAKEHOLDERS TO IMPLEMENT A COLLEGE-WIDE INTEGRATION PLAN FOR DIVERSITY, EQUITY AND INCLUSION.	1	Board of Trustees and President/Superintendent to establish an accountability body to monitor the implementation of the college-wide diversity, equity and inclusion integration plan.	Board of Trustees
STRATEGY C: DEVELOP CULTURALLY RESPONSIVE	1	HR to establish first-year experience support structures for	Human Resources, Professional

VISION FOR SUCCESS COMMITMENT 2: ALWAYS DESIGN AND DECIDE WITH THE STUDENT IN MIND			
Strategy	Tier	Activity	Responsible Party
FACULTY AND STAFF (CLASSIFIED AND ADMINISTRATORS) RECRUITMENT STRATEGIES.		all employees.	Development Committee, College Council
		The college will review desirable qualifications for intentional/unintended hiring barriers.	Human Resources, EEO Advisory Committee, Faculty Senate
		Disseminate information on how selection committees may utilize minimum and desirable qualifications to select candidates.	Human Resources, College Council, EEO Advisory Committee

VISION FOR SUCCESS COMMITMENT 4: FOSTER THE USE OF DATA, INQUIRY, AND EVIDENCE			
Strategy	Tier	Activity	Responsible Party
Strategy A: The Ohlone College Board of Trustees will publicly review Equal Employment Opportunity (EEO) plans as an action item and review progress towards activities associated with the District EEO plan.	1	The Board of Trustees will adopt EEO plans as an action item in a public meeting.	Board of Trustees and Human Resources

VISION FOR SUCCESS COMMITMENT 5: TAKE OWNERSHIP OF GOALS AND PERFORMANCE			
Strategy	Tier	Activity	Responsible Party
Strategy A: Encourage diversity-focused criteria in employee evaluations and tenure review. Encourage	1	Review existing evaluation procedures.	Human Resources, Bargaining Units, Faculty Senate
		Review faculty, administrator and staff evaluation procedures using existing consultative structures.	Human Resources, Bargaining Units

VISION FOR SUCCESS COMMITMENT 5: TAKE OWNERSHIP OF GOALS AND PERFORMANCE

Strategy	Tier	Activity	Responsible Party
boards to include diversity performance criteria in their self-evaluation.		Create processes where conversations about racial and equity literacy and cultural competencies can happen outside the evaluation process.	Human Resources, Bargaining Units, Faculty Senate, College Council
	2	Develop performance evaluation criteria model and professional development opportunities to successfully expand employee’s capacity to serve students.	Human Resources, Bargaining Units, Faculty Senate, College Council
Strategy B: Maintain an active EEO committee to ensure continual review of local diversity efforts.			
Strategy C: Implement innovative hiring and outreach practices focused on diversity such as targeting advertising faculty openings in websites, publications, professional associations in specific disciplines, and other groups targeted towards underrepresented academic communities.	1	Develop model job descriptions, vacancy announcements, screening criteria, interview questions and other employee selection procedure language to successfully serve diverse student populations.	Human Resources, EEO Advisory Committee, College Council
	2	Research and explore creation of graduate internship opportunities and/or programs.	Human Resources, Bargaining Units
		Outreach to industries (for career education) and other institutions (Historically Black Colleges and Universities) for graduate internship opportunities.	Human Resources
		Create media campaign (specific website, marketing materials, social media) that highlights diversity, equity, inclusion resources, events and recognition for students, faculty, staff and communities.	Human Resources, Marketing & Outreach, College Council
Strategy D: Diversify representation in search committees.	1	Develop guidance on including staff and students from other disciplines, departments, divisions, etc. on hiring and screening committees.	Human Resources, College Council, Faculty Senate
		Collaborate to create a tool to assess diverse representation on screening/search committees.	Human Resources, Institutional Research, College

<i>VISION FOR SUCCESS COMMITMENT 5: TAKE OWNERSHIP OF GOALS AND PERFORMANCE</i>			
Strategy	Tier	Activity	Responsible Party
			Council
Strategy E: Require diversity statement and commitment from applicants and statewide leaders.	1	Develop new standards to require a diversity statement of applicants.	Human Resources, EEO Advisory Committee
Strategy F: Adopt a college-wide diversity statement and incorporate as part of the mission statement.	2	Adopt a statement on diversity, equity and inclusion publicly.	Board of Trustees

<i>VISION FOR SUCCESS COMMITMENT 6: ENABLE ACTION AND THOUGHTFUL INNOVATION</i>			
Strategy	Tier	Activity	Responsible Party
Strategy A: Revise procedures that address diversity, equity and inclusion to reduce bias in the hiring process. Ensure every step of the hiring process relates to minimum qualifications.	1	Evaluate the 2nd minimum qualification for faculty and staff.	Human Resources, Bargaining Units, Faculty Senate
		Review the minimum qualifications and preferred qualifications to ensure diversity related experience and skillsets are preferred minimum qualification.	Human Resources, EEO Advisory Committee, Bargaining Units, Faculty Senate
	2	Develop model job descriptions, vacancy announcements, screening criteria, interview questions and other employee selection procedure language to establish the ability to successfully serve diverse student populations.	Human Resources, EEO Advisory Committee
Strategy B: Imbed diversity, equity and inclusion into any faculty and staff (classified and administrators) awards.	1	Reframe any college awards to ensure they have DEI components	Executive Dean of Diversity, Equity & Inclusion

LIST OF INTERACTIONAL DIVERSITY STRATEGIES

<i>VISION FOR SUCCESS COMMITMENT 2: ALWAYS DESIGN AND DECIDE WITH THE STUDENT IN MIND</i>			
Strategy	Tier	Activity	Responsible Party
Strategy A: Host open houses for prospective candidates with panels of current faculty and deans.	1	Update faculty hiring procedures and methods to include open houses.	Human Resources, Faculty Senate
STRATEGY B: Design professional development workshops to increase knowledge and understanding of cultural competency and diversity.	1	Create workshops and professional development models for faculty, staff, administrators and managers to understand and see the value of inclusive behaviors.	EEO Advisory Committee, College Council

<i>VISION FOR SUCCESS COMMITMENT 5: TAKE OWNERSHIP OF GOALS AND PERFORMANCE</i>			
Strategy	Tier	Activity	Responsible Party
Strategy A: Advertise jobs via diversity-oriented channels.			
STRATEGY B: Review supplemental interview materials to ensure they are always job relevant.	1	Develop an Employee Diversification component as part of their EEO Plan.	Human Resources, EEO Advisory Committee
STRATEGY C: Establish a diversity component in faculty and staff evaluations.	1	Review the faculty, managerial, and staff evaluation tools.	Human Resources, Bargaining Units
		Provide guidance for evaluation and tenure review committees.	Human Resources, Faculty Senate, Faculty Bargaining Unit

VISION FOR SUCCESS COMMITMENT 5: TAKE OWNERSHIP OF GOALS AND PERFORMANCE

Strategy	Tier	Activity	Responsible Party
		Create a model for performance evaluation criteria that holds all employees accountable for successfully serving diverse student populations.	Human Resources, EEO Advisory Committee, College Council, Bargaining Units
Strategy D: Conduct exit interviews of faculty and staff who leave.	1	Develop language for exit interviews to assess perspectives on how the prevailing culture impacts diversity, attitudes towards diverse student and employee groups, awareness and success of diversity programs, likelihood of recommending districts to diverse job applicants, impact of current level of diversity on decision to leave.	Human Resources, EEO Advisory Committee
		Collect data about those exit interviews to inform strategies for improving retention.	Human Resources, Institutional Research
Strategy E: Provide equivalency guidance and professional development.	1	Create a procedure for equivalency committees to receive the same training as hiring committees.	Human Resources, Faculty Senate

VISION FOR SUCCESS COMMITMENT 7: LEAD THE WORK OF PARTNERING ACROSS THE COLLEGE

Strategy	Tier	Activity	Responsible Party
Strategy A: Diversify hiring or screening committees with members of diverse educational background, gender and ethnicity.	1	Create guidance on hiring committees: examples to diversify committee, what these committees should look like, and models for candidate evaluation.	Human Resources, EEO Advisory Committee, College Council
		Develop model job descriptions, vacancy announcements, screening criteria, interview questions, and other employee selection procedure language to establish	Human Resources, EEO Advisory Committee, College Council, Faculty Senate

<i>VISION FOR SUCCESS COMMITMENT 7: LEAD THE WORK OF PARTNERING ACROSS THE COLLEGE</i>			
Strategy	Tier	Activity	Responsible Party
		the ability to successfully serve diverse student populations as a true minimum qualification for all positions. Focus on student engagement, retention and responding to student needs.	
	2	Revise hiring policies and procedures every 5 years and include cross-functional staff in hiring and screening committees (i.e. including staff from other disciplines, departments, divisions, classified staff, etc.).	Human Resources, Board of Trustees, College Council

LIST OF INDIVIDUAL DIVERSITY STRATEGIES

<i>VISION FOR SUCCESS COMMITMENT 2: ALWAYS DESIGN AND DECIDE WITH THE STUDENT IN MIND</i>			
Strategy	Tier	Activity	Responsible Party
Strategy A: Provide campus-wide cultural competency and implicit bias training.	1	Implement cultural competency and implicit bias training.	Superintendent/President, Executive Dean of Diversity, Equity & Inclusion
STRATEGY B: Provide professional support for classified staff to build capacity and career growth with an emphasis on equity and diversity.	1	Imbed cultural competency and equity training in classified professional development	Human Resources, EEO Advisory Committee

VISION FOR SUCCESS COMMITMENT 2: ALWAYS DESIGN AND DECIDE WITH THE STUDENT IN MIND

Strategy	Tier	Activity	Responsible Party
STRATEGY C: Encourage and facilitate dialogue between the District and the Bargaining Units on evaluation processes to demonstrate continued commitment to diversity.	2	Develop model performance evaluation criteria and procedures to hold all employees accountable for successfully serving diverse student populations.	Human Resources, Bargaining Units

VISION FOR SUCCESS COMMITMENT 3: PAIR HIGH EXPECTATIONS WITH HIGH SUPPORT

Strategy	Tier	Activity	Responsible Party
Strategy A: Establish pipeline programs to diversify the faculty applicant pools.	2	Research and explore creation of graduate internship opportunities and/or programs.	Human Resources, Bargaining Units
STRATEGY B: Provide faculty and staff (classified and administrators) mentoring opportunities at colleges.	2	Research and explore creation of mentoring opportunities and/or programs.	Human Resources, Bargaining Units

<i>VISION FOR SUCCESS COMMITMENT 5: TAKE OWNERSHIP OF GOALS AND PERFORMANCE</i>			
Strategy	Tier	Activity	Responsible Party
Strategy A: Celebrate the diversity of Ohlone College.			
STRATEGY B: Provide mentoring and professional development to diverse populations.	2	Research and explore creation of mentoring opportunities and/or programs.	Human Resources, Bargaining Units
Strategy C: Foster open lines of communication on campus for constructive feedback including dialogues, summits, town halls, and forums.	1	Superintendent/President creates regular Listening Tours across the college to elevate dialogue on diversity, equity and inclusion.	Superintendent/President

<i>VISION FOR SUCCESS COMMITMENT 6: ENABLE ACTION AND THOUGHTFUL INNOVATION</i>			
Strategy	Tier	Activity	Responsible Party
Strategy A: Recognize and support faculty and staff (classified and administrators) contributions to diversity through their mentoring efforts and community involvement.			Superintendent/President

