

The District, in cooperation with the colleges, explore new efforts and initiatives to identify barriers that limit the diversity of their workforce and ensure that faculty and staff reflect the rich diversity of their student body.

### **Policy Development**

The Board of Trustees (Board) in September of 2007 evidenced their continued commitment to diversity by adopting a new Board Policy, BP 7100, Commitment to Diversity. In the 2008-2009 academic year, the Trustee Advisory Council proposed and the Board adopted revisions to the policy to include cultural competency as an important component of being qualified for employment with the District. The proposed changes were approved by the District Governance Counsel and the revised Commitment to Diversity policy was formally adopted on April 16, 2009.

Through shared governance with faculty, staff, and constituent groups, process, the District has adopted new policies and procedures regarding nondiscrimination and equal employment opportunity, to further efforts to ensure that the District engages in fair and equitable hiring practices that support a diverse workforce and effectively address any problems that could arise in this area. These policies also reconfirm the District's commitment to support working and educational environments that are free from discrimination and rich in diversity.

## **Training**

The District provides training to faculty and staff in various areas, including Equal Employment Opportunity, to ensure that there are no barriers to hiring a workforce which is rich in diversity and reflects the wide range of diversity in our student population. In 2007-2008 and 2008-2009, the District's Human Resources Department conducted Equal Employment Opportunity (EEO) training at all of the colleges, Continuing Education and the District office. The training was designed for the District's EEO Representatives, who are members of all employment application review (screening) committees. The EEO Representatives have the role of participating in and monitoring the screening/hiring processes to ensure the integrity of the process and to see that it is conducted in a manner that complies with all federal and state laws, so that there are no barriers which could limit the hiring of a diverse workforce. The Human Resources Department is currently developing additional training for all chairpersons and screening committee members which will include training in EEO and diversity.

In July of 2009, as a result of the Human Resources reorganization, the Board of Trustees approved and filled a new position, Employee Performance and Development Officer. This position will enhance the District's ability to provide all personnel with appropriate continued professional development opportunities consistent with the District's mission, including the District's mission and commitment to diversity.

## **EEO Process Review**

In order to continue to identify the barriers that may limit the diversity of the workforce, the District has dedicated staff responsible for reviewing the hiring process for compliance with state and federal Equal Employment opportunity laws and principles. Primary in this effort at the District level is the District Equal Opportunity and Diversity Officer, amongst whose duties are to:

- Develop and recommend EEO/Diversity program, policies and strategies which meet Federal, State, Accreditation standards, Board of Governors, State Chancellor Office and other mandates.
- Review and approve District recruitment and hiring processes to assure these are conducted in accordance with District, State, and Federal EEO/Diversity requirements.
- Conduct investigations of formal complaints of unlawful discrimination for SDCCD students and employees.
- Conduct EEO Training.
- Provide advice and interpretation to District administrators, employees, students and employment applicants on Federal and State laws and District policy and procedures related to EEO, discrimination and diversity.

- Represent the District Office and District Service Center as EEO Site Compliance Officer.
- Chair District's EEO Plan Committee, Site Compliance Officer Committee and Campus Diversity Advisory Council

Additionally, at each college, Continuing Education, Military Education and the District office there is a Site Compliance Officer (SCO) who is a specially trained and skilled professional knowledgeable in the laws, regulations, policies and procedures pertaining to Equal Employment Opportunity. The SCO also possesses sensitivity to and understanding of the diverse socioeconomic, cultural, disability and ethnic backgrounds of community college students and staff, and understands the educational benefit of an academic environment that is rich in diversity. The SCOs perform conflict resolution and manage informal EEO complaints and investigations from students and employees to ensure integrity in the treatment of faculty, staff and students.

The District has an SCO Committee that is chaired by the District's EO and Diversity Officer and whose membership includes all of the District's SCOs. It is a permanent component of the District's EEO Program, and its purpose is to allow the SCOs of each campus to collaborate and share case experiences and provide each other with feedback on how to improve their role and function as an SCO.

### **Diversity Reporting**

The Board of Trustees had initiated an effort to regularly monitor the diversity of the work force and student body through quarterly reports. The Board has continued to actively monitor the diversity of the workforce and the student body through quarterly reports provided to them by staff. These reports provide a profile for each college and CE as well as the District in total of the current employee workforce composition by sex and ethnicity, including recent hires, as well as the student demographic profiles.

### **College and Continuing Education Diversity Programs**

In addition, the Human Resources Department regularly conducts ongoing analysis of the District applicant pools to ensure the effectiveness of our outreach efforts and the presence of a diverse applicant pool.

In an atmosphere of shared governance, and with the active input and assignment of faculty and staff, each college and Continuing Ed have made substantial progress in developing strategies and activities to enhance and promote diversity on campus. All of the colleges and Continuing Education have either created campus diversity committees, or are actively engaged in doing so. Two colleges have also completed the creation of diversity websites to support their committees' efforts and objectives in this area. The remaining college and Continuing Ed are in the process of creating such websites.

**City College** formed a Diversity Committee to take a lead role in fostering a campus environment that welcomes and respects diverse life experiences. It is committed to promoting a broader awareness of diversity through the initiation of policy and programs that support the mission of City College. Anyone at City College is free to participate and serve as a member of the committee. City College's Diversity Committee has developed a website which can be viewed at <http://sdcity.edu/diversity/default.asp>.

**Mesa College** is currently working on developing a Diversity Committee and is in the process of forming a mission statement in that regard. Mesa's committee includes representatives from each of the constituent groups. Mesa College is also in the process of developing a diversity website.

**Miramar College** has formed the Miramar College Diversity & International Educational Committee and their goal is to be inclusive and to promote cooperative interactions among people of diverse cultural, racial, ethnic, and religious backgrounds with varying abilities and orientations. This committee promotes intercultural understanding and the view that cultures are equal in value. The committee develops and implements programs and approaches that increase global awareness, celebrate diversity, and foster inclusiveness in our campus community. The committee also addresses issues related to International Education, including study abroad opportunities for students and teaching abroad opportunities for faculty. Each constituency leader recommends members, based on the number of members designated by the College's Governance Handbook. Miramar's Diversity Committee website can be viewed at <http://www.sdmiramar.edu/cmte/DIEC/>.

**Continuing Education** is in the process of forming a Diversity Committee and developing their mission statement. Continuing Education will structure their committee in consultation with the various participatory governance constituents. Continuing Education is also in the process of developing a diversity website.

**The District** has initiated plans to form a Campus Diversity Advisory Council (CDAC), upon the completion of the District-wide EEO plan, in approximately December of 2009. The CDAC will be a permanent component of the District's diversity program. It will be chaired by the District's EO and Diversity Officer and will include the chairs of the diversity committees of each college and Continuing Education. While each college and Continuing Education will be responsible for embracing and advancing the mission statement of their individual diversity programs, the CDAC will be a group that can discuss and develop ideas for campus events, training and workshops that will promote appropriate understanding of and concern for issues of equity and diversity. It is anticipated that the group will also track the activities and development of programs in the area of diversity at the various campuses.

### **EEO Plan Development**

The prior accreditation response indicated that the District would convene a committee to develop a District-wide plan regarding EEO and diversity. During the fall of the 2007-2008 academic year, a District-wide EEO Advisory Committee was formed. The committee is chaired by the District's EO and Diversity Officer and includes a diverse membership, with representation from the various participatory governance groups from all three colleges, Continuing Ed and the District office. The committee has met regularly since its inception and continues to do so. The committee is currently creating a District wide EEO Plan.

The final plan will include the following components:

- Policy Statement
- Delegation of Responsibility, Authority and Compliance
- The Provisions for an Advisory Committee
- Method for Handling Complaints
- Notification for District Employees
- Training for Screening/Selection Committees
- Annual Written Notice to Community Organizations
- Analysis of District Workforce and Applicant Pool
- Methods to Address Underrepresentation

- Other Measures Necessary to Further Equal Employment Opportunity

In drafting the last component of the EEO Plan (Other Measures Necessary to Further Equal Employment Opportunity), some of the measures that the committee is reviewing for possible inclusion in the plan in order to identify barriers that limit diversity and ensure a workforce rich in diversity include the following:

- Commitment to a formal Office of Diversity and diversity program that is part of the structure of the District and that will be adequately funded and supported by the District and campus leadership.
- Including guest speakers from underrepresented groups who are in leadership positions and who may inspire students and employees alike.
- Emphasizing the District's commitment to equal employment opportunity and diversity in job announcements and in its recruitment, marketing, and other publications.
- Conducting diversity forums and cross-cultural events.
- Working with the Campus Curriculum Committee to assist in the development as a resource for faculty interested in infusing diversity and multiculturalism into their instruction or services to students.
- Reviewing and revising college/District publications and other marketing tools to reflect diversity in pictures, graphics, and text to project an inclusive image.
- Recognizing and valuing staff and faculty who have promoted diversity and equal employment opportunity principles.
- Offering EEO/diversity workshops which promote cultural competency.
- Evaluating administrators on their ability and efforts to meet the District's equal employment opportunity and diversity efforts.
- Establishing an "Equal Employment Opportunity and Diversity" online presence by highlighting the District's diversity and equal employment opportunity, ADA, sexual harassment and nondiscrimination policies, procedures and programs on the District's website. The website will also list contact persons for further information on all of these topics.
- Promoting cultural celebrations on campus.
- Awareness of diversity as a desired, and when appropriate a required, skill and qualification for community college employees.

- Establishing and maintaining a formal diversity program(s).
- Ensuring that top administrative staff support diversity objectives and that the diversity and/or equal employment opportunity officer position is maintained as a cabinet or other high-level administrative position.