GRCC College Action Project Update  
Due to SLT Exec Council: August 1, 2013

Project Title: Strengthen the recruitment and hiring process so to attract highly qualified, highly diverse full time and adjunct faculty.  
Champion Name: Cathy Wilson

August 1 Update Questions

*NOTE: All current CAP projects are scheduled to be completed by July, 2014.*

The Champion’s responses should be direct and factual to provide a clear picture of its progress, accomplishments, and challenges.

1. **Describe the past accomplishments and the current status of this Action Project since August of 2012.** Describe any changes to your implementation plan that you have made this year.  
   Describe concrete achievements: meetings, data gathered and analyzed, plans made or implemented, changes in processes, and measured results. If your team hasn't made expected progress, explain why things are moving slower than planned. If you implementation plan has changed, please describe why.  
   Cross College Team established to plan, meet and complete work.  
   Workforce statistics presented to BOT September 2012 as part of the President’s monitoring report (Executive Limitations: Treatment of People)  
   Data collected to compare our recruitment results against availability statistics and presented to Cabinet (November and April)  
   SLT updates completed and presented  
   Expanded diversity recruitment efforts  
   SAAR form updated to create more data for hiring managers  
   Results: 11/1/2012, Increase of employees represented by minority populations (19.5%).  
   Student population at 24.1%. We are now within our 5% target.  
   CAP 5.2.1 Team participated in Diversity Learning Center training  
   Revisions to Screening Committee Training completed. Cabinet supported our desire to require screening committee training for all screening committee participants. Ten training sessions conducted in May, June, July and August (emphasis for faculty screening committees)  
   Job Posting template improved to reflect GRCC value of Diversity  
   We continue to reach out into our community to increase the diversity of our adjunct applicant pool through the Adjunct Recruitment Events held each semester.

SLT Executive Committee Comments:  
It is clear from your summary that the team has done a tremendous amount of work towards the accomplishment of the project. It might be helpful if the section was more clearly centered on original goal statements, rather than the listing of tasks completed.

2. **Describe the next steps for this Action Project for 2013-14**  
   Be specific about the next critical steps planned to move the Action Project ahead for next year. In many cases you will need to assemble your team and develop a Work Plan that you all agree on. This plan should be detailed as to guide your team’s activities for the next year.
a. Cultural change. Eric Williams (and Diversity Team subteam) is moving forward with the culture audit for 2013-2014.

b. Diversity Learning Center training will continue (including the new screening committee training developed as a result of this CAP). They continue to provide safe zone (both main campus and Holland), Institutes for Healing Racism for faculty and staff, department specific requests for training, and for our leadership institute cohort groups.

c. HBCU (Historically Black Colleges & Universities) and HHS (Historically Hispanic Servicing Colleges and Universities)...our Dean reported that they will be sending letters to these graduate school programs regarding our openings.

d. GR Chamber now offering cultural tour. This opportunity will be marketed by one of our subteams.

e. Will continue to make our workforce statistics (including team representatives) known to our leaders. We want to encourage more inclusiveness.

f. Retention work will now be lead by Dave Selmon and Mursalata Mohammed and their subteam. They are looking at providing more mentoring for newly hired diverse employees.

g. CAP champion will be submitted a request to change the project title to be inclusive of all positions at GRCC.

SLT Executive Committee Comments:
As noted in our response to the first question, it is clear that a significant amount of work continues in this area. It does appear, however, that the work is becoming embedded within various departments vs. being completed or even overseen by the CAP team. This seems to indicate that the original goals of the team may have been met, and this work might become part of department plans rather than an on-going CAP.

If the team does have specific next steps, it would be helpful to clearly articulate them as part of this section. We did note that the team might be suggesting that the CAP be expanded to include all GRCC employees. If so, perhaps you could include additional details and planning steps around that initiative.

As we work to finalize these reports, and ultimately share them with our campus community, we are working to remove specific individual names. Could you please replace names with titles as you work on revisions?

3. **What challenges, if any, are you facing regarding this Action Project?**
   This is an opportunity to get constructive, actionable feedback, advice, and help from the SLT Executive Team. In your response, specify blocks, gaps, sticking points, or problems.
   As reported in our last SLT update, our challenges include:
   
a. Difficult to make an impact on faculty hiring when openings are full time temporary opportunities.

b. We need to continue to help all employees understand the importance of this CAP work while balancing legal implications and institutional values.

c. We need leadership to continue to advocate this important work to diversify our workforce.
d. Our CAP has cultural implications and is distinctive from other CAPs.

SLT Executive Committee Comments:
We understand the challenges outlined above. As we move forward over the next several years and begin to fill more full time positions, we are hopeful that a stronger impact will be seen.

4. What are the measures (data) you are using to document success of your project? How are you performing on those measures? Each project champion should be collecting data that demonstrates the progress they are making. Provide a table outlining this data. The SLT Exec Team will use this data to evaluate the success of your action project to date.

We measure the percentage of our employees that his represented by minority populations. We have made improvements from 11/1/2011 (18.6% minority) to 11/1/2012 at 19.5% minority. (for regular, benefit positions). Our goal has been to be within 5% of our student minority population. We reached the goal at our Fall 2012 measurement point.....student population was 24.1% minority. (six years of data presented on the student success update for this CAP, January 2013)

SLT Executive Committee Comments:
There is well documented, comprehensive data provided that demonstrates positive progress.

5. Do you anticipate that this CAP will NOT be completed by July, 2014? If yes, please discuss those components which you anticipate not being completed.
This CAP is ongoing and should continue to be a cross college initiative. While much of the tasks that are accomplished become operationalized, this work should remain at a high level in the organization.

SLT Executive Committee Comments:
As noted in our response to question 2, while the work is critical to the on-going success of this institution and our students, it appears that the original goal has been met. It might be possible to fold this work into department plans.

6. From your perspective as a CAP Champion, how could the strategic planning process be improved?
   a. Improve the communication to the balance of GRCC. In theory, the SLT members have a responsibility to pass along SLT news to the groups they represent. I believe our internal feedback (via the MQA sessions) indicated that employees seem to be unaware of updates to SLT.
   b. The monitoring reports are covered at the BOT meetings. I realize that the reports summarize the strategic plan work for the BOT, but I wonder if there is a better way to bring it to SLT (especially since SLT has already seen each individual CAP update reports).
   c. How can we incorporate more/different membership to SLT? I think it’s time to send new representatives/delegates to these meetings.
   d. How can we incorporate the Leadership Institute participants in these meetings? Invite them to attend so they can learn more about the GPS2014?