

COLLEGE OF MARIN EQUAL EMPLOYMENT OPPORTUNITY PLAN

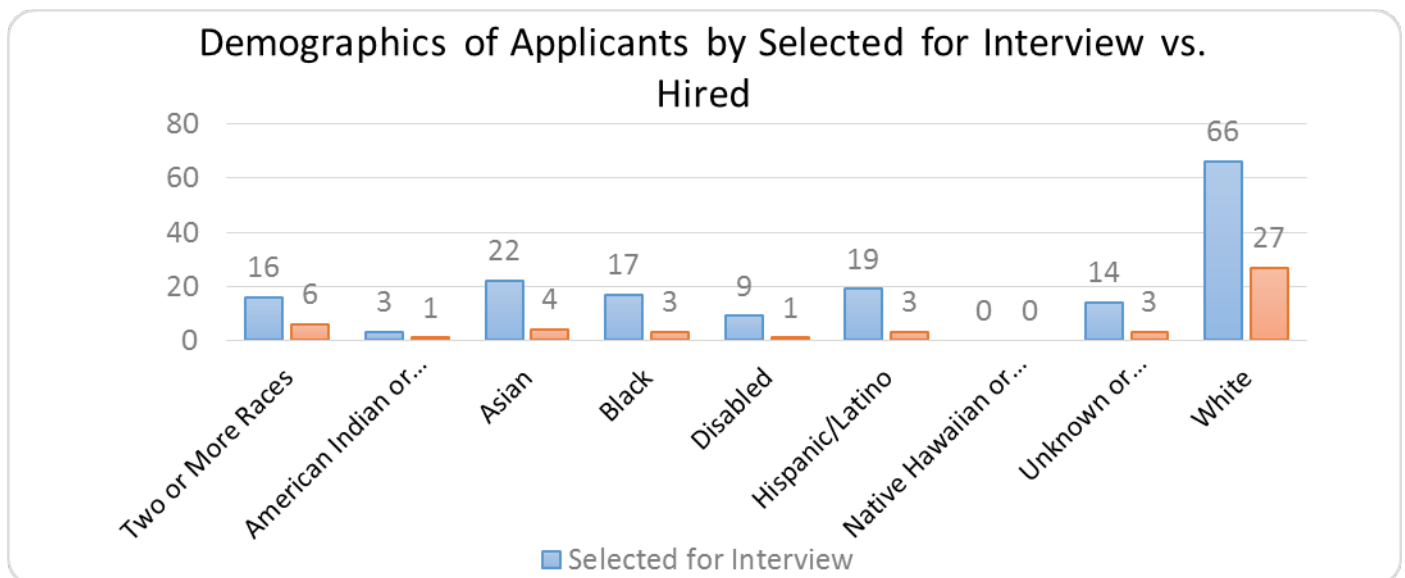
Introduction

The following information provides details about the College of Marin’s Equal Employment Opportunity (EEO) Plan which will be implemented over the next 18 months to 3 years, beginning with this fiscal year (2015/16). The EEO plan incorporates the following components: Equal Employment Opportunity, Title IX and the Americans with Disabilities Act. The EEO plan is designed to provide a framework for activities which will be informed by collaborating with senior leadership at the college and governance committees representing classified staff, faculty and non-represented employees. The College of Marin’s mission includes the importance of linking to the broader communities of which students and employees represent, therefore the EEO plans and related activities include these stakeholders. One important goal of the EEO plan activities will be to address the important connections to professional development for faculty and staff, and student equity.

Equal Employment Opportunity

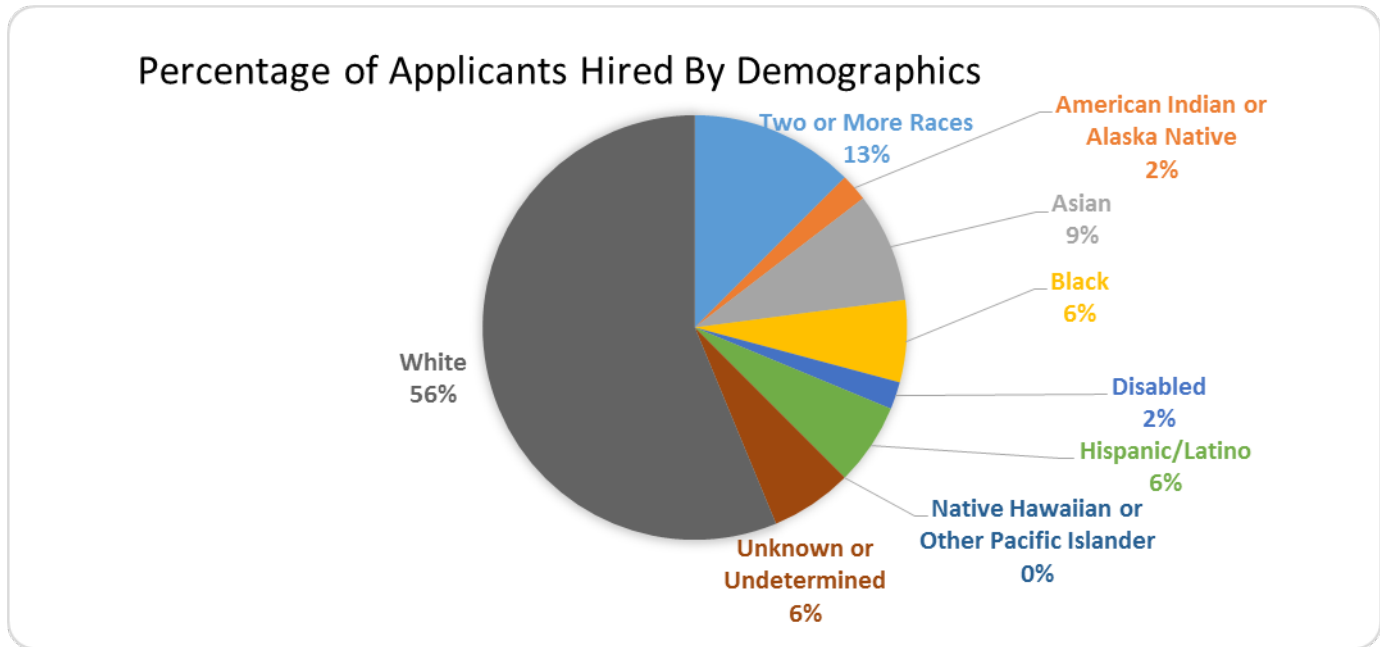
The District has made strides in the past two years to diversify its staff and faculty. In the past two years, additional funding was allocated to advertise COM vacancies in publications and electronic media to broaden the reach to diverse communities and potential job applicants. Although there was an increase in the diversity of applicant pools, to achieve the State Chancellor’s EEO and diversity goals, additional effort can be made to the internal interview and selection process to align EEO/diversity hiring goals and college accreditation requirements as shown in Graphs 1 and 2, below.

Graphs 1 & 2: EEO Recruitment Summary for FY 2014/2015



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Graph 1 - This graph depicts the number of applicants selected for interview vs. hired by ethnicity. For example, under the ethnicity group for Hispanic/Latino, 19 applicants were selected for interviews throughout FY14/15; 3 of the 19 applicants were hired into positions.



Graph 2 – This analysis provides COM overall percentage of actual hired applicants by ethnicity for 48 recruitments conducted during FY2014/2015.

The Executive Director of Human Resources and Labor Relations collaborated with the President to plan strategies which would result in changes to salary schedules. Given the high cost of living in Marin County and the challenges faced in recruiting and retaining qualified applicants/employees, the Human Resources department conducted market salary surveys culminating in upward adjustments of salary ranges and steps. The result was improved employee and labor relations and more qualified and diverse applicant pools. These strategies also helped to achieve more diversity in the leadership and new faculty ranks of the college. A number of key appointments included a Hispanic/Latina Dean, an Asian-American Director in Student Services, a CIO of African heritage, a Hispanic/Latino faculty member and an African American Director of Clinical Counseling Services for students.

Prior Supplemental Early Retirement Programs (SERP) have contributed to a decline in COM's ethnic diversity due to early retirees hired as a result of affirmative action goals. The college has also embarked on succession planning and appoint an interim African American Human Resources Assistant Director to back-fill SERP vacancies in the Human Resources Department, adding to the compliment of ethnic appointees in leadership roles. This appointment will help support EEO goals as the incumbent is responsible for the employment function and brings professional experience serving on campus-wide diversity committees at

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UC Berkeley. The Interim Assistant Human resources Director brings technical and statistical strength in the analysis and reporting of data which will enhance reporting efforts in achieving Title IX/ADA/EEO goals.

Some of the most vocal members who have expressed concerns about the lack of workforce diversity at COM are African American staff and faculty who are long-term members of the college community. Ensuring that the District continues to commit to appointments of African Americans and other ethnic groups such as Hispanic/Latinos to the faculty and staff is important because of the student diversity at the college. The District has undertaken recruitment outreach activities to communities of color such as Marin City and other San Francisco/Bay area communities to source ethnically diverse applicants.

Another vocal and important constituent group at the College of Marin are employees in transitional retirement or who are retired. Consistent with national workforce demographics, COM has an aging employee population and many members have contributed more than 25 years of service to the college. In recent years, the college has experienced an increase in retirements, resulting in an exponential increase in recruiting for Y2014/2015. The ethnic diversity represented by many retirees was achieved through earlier affirmative action programs which are no longer in existence. The college is concerned about the loss of workforce diversity as employees transition into retirement. Given the aging workforce the college is likely to experience additional workforce turn-over. COM is committed to ensuring that it doesn't lose the diversity achieved through earlier affirmative action programs. The EEO goals addressed in this report are designed to continue efforts to diversify the workforce.

With the Superintendent/President's support and funding, the HR Department over the past two years has initiated information programs on early retirement topics, established a retiree support program board comprised of COM retirees, and developed a website to link the college to the retired members of its college community. Plans are underway to expand these programs with a variety of activities and educational programs supported by the HR Department, donors, sponsors and vendors. An important link to retirees is the involvement of those retirees from diverse cultural backgrounds in supporting District outreach efforts.

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➔ Goal #1: Increase the workforce representation of Hispanic/Latinos by 5%

During Fiscal Year 2014/2015, the State Chancellor's Office initiated a site visit to determine COM's compliance with Title IX for CTE programs. One outcome of this visit was a recommendation that COM increase its Hispanic/Latino representation of faculty by 5% given the increasing number of Hispanic/Latino students attending the College of Marin. This is an important goal given COM's interest in becoming a Hispanic Serving Institution (HSI) in response to its changing student body represented by an increased number Hispanic/Latino/Latina students.

The following activities will be implemented to achieve this goal:

1. The ED- HR&LR will meet with campus governance committees to communicate and solicit input on ways to achieve Hispanic/Latino diversity targets specified in the OCR compliance report, in addition to other ethnic diversity targets such as African Americans.
2. Implement relocation reimbursement assistance to support regional/national searches for diverse candidates.
3. Increase active outreach and recruiting efforts to diversify applicant pools; implement measurement and reporting on applicant pool diversity to search committees and Board of Trustees.
4. Collaborate with existing COM Hispanic/Latino staff, faculty members and community organizations to disseminate information about COM as an employer.
5. Advertise COM employment opportunities in Spanish and other non-English languages to ensure outreach media represents multi-cultural themes.
6. Add a Spanish –speaking intern or employee to the HR team to assist with recruitment/outreach and communications with Spanish speaking candidates and communities.
7. Continue to mandate and monitor search committee training, particularly on EEO Laws & District Policies/Procedures, Best Practices & the Laws for Selection Committee work, the Interview and Deliberation Process, and Promoting Inclusion after Making the Hire; report on percent of workforce trained.
8. Develop and implement a new employee ambassador program to welcome and integrate new employees into the COM community to support diversity and inclusion goals.
9. Train and assign an EEO Representative to each search committee.
10. Develop and implement staff and faculty mentorship program.

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11. Include longitudinal analysis of EEO/diversity applicant data in all search committee packets.
12. Report results achieved in the annual EEO plan evaluation.

➔ Goal #2: Activate the Superintendent/President's EEO Advisory Group

COM had an EEO Advisory Committee which has been dormant for many years given the lack of an EEO plan. The Superintendent/President supports reactivating this committee to achieve established goals for Title IX/ADA/EEO now that an EEO plan is in place.

1. Convene an EEO focus group in spring 2015 to inform the structure, criteria for advisory group selection and participation goals, preliminary agendas and proposed activities of the EEO Advisory Group.
2. Disseminate call for nominations and selection of EEO Advisory Group members.
3. Develop a 3 year EEO Calendar of programs and activities including discussion, development and implementation of diversity criteria incorporation in employee evaluations and tenure criteria.
4. Report EEO Advisory Group activities and outcomes to the college community.
5. Launch EEO Advisory Group in fall 2016; provide EEO training for advisory group members.

Title IX/ADA

Upon the retirement/resignation of the student Title IX/conduct officer in FY2014/2015, the Superintendent/President undertook an assessment of the Title IX programs and activities for COM by convening a small cross-disciplinary work group with consultation by campus legal counsel. As a result, a decision was made to consolidate all Title IX/ADA responsibilities in the ED- HR&LR job scope to ensure appropriate and timely collaboration and documentation of planning and compliance activities.

Beginning in late FY2013/14 through FY 2014/15 the following activities were undertaken by the Executive Director of Human resources and Labor Relations in reparation for EEO planning:

1. Met with campus grievance officers to discuss improved ways to address employee concerns and intervened as appropriate by engaging union grievance officers early in the identification and causality of problems. Through collaboration, developed and implemented solutions to eliminate systemic reasons for the reoccurrence of employee concerns including those involving pre-charge discrimination, equity, inclusion and diversity.

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Instituted Labor Management Committees for all three unions (CSEA, SEIU, and UPM).

2. Served in an unofficial capacity as campus ombudsperson when students, faculty and staff had no one to turn to and needed someone to listen to their concerns and have their issues addressed. Mediated most of the concerns and issues which eliminated the filing of grievances, lengthy and costly hearings and/or litigation. The prior employee relations practice at COM encouraged the filing of grievances or litigation of matters. With the ED-HR&LR appointment, the Superintendent/President established a goal of improved employee and labor relations to achieve equity and inclusion goals and reduce the time and cost spent in hearings and on outside legal counsel; this goal was achieved in 18 months and continues to be integral to planning efforts.
3. Established Labor Management Committee plans and agendas to identify and resolve employee relations matters which otherwise could rise to the level of Title IX non-compliance.
4. Adopted and implemented informal complaint and resolution processes.
5. Assisted some employees to separate their employment with the District in a respectful and dignified manner when they could not commit to Title IX/EEO goals.
6. Met with the Academic Senate to discuss search committee appointments in response to Title IX compliance efforts.
7. Reorganized recruitment processes and delegated logistical and search committee responsibility to the Vice Presidents and hiring managers to increase their awareness of Title IX/ADA/EEO laws and their respective accountability for compliance.
8. Launched mandated training programs on “Hiring the Best: Legal Requirements & Best Practices” for search committees, and title IX & Sexual Misconduct, Cleary Act/Campus SaVE Act.
9. Assessed recruitment procedures to determine challenges in diversification of applicant pools. Identified challenges in search committee appointments as addressed in the recent Title IX/OCR compliance report.
10. Restructured employment function and processes: initiated professional training and certification requirements for employment staff in support of Title IX/ADA/EEO goals.
11. Implemented a classification/compensation program to ensure COM was market competitive in its salary and pay plans.
12. Initiated the development of on-line versions of training modules: “Hiring the Best: Legal Requirements & Best Practices” for search committees, and Title IX & Sexual Misconduct, Cleary Act/Campus SaVE Act.

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13. Implemented mandatory training in FY 2013/14 for employees who want to serve on search committees to meet State Chancellor's Office training requirements which had been in place for 10 years but not yet adopted on a college-wide basis.
 14. Collaborated with outside legal counsel, the Superintendent/President and Vice President for Student Learning & Student Success to update Board Policies and administrative procedures to support EEO and Title IX programs and compliance.
 15. Appointed by the Bay10 community colleges to serve on the State Chancellor's Equal Employment Opportunity (EEO) & Diversity Committee to strengthen the ED- HR&LR's knowledge and understanding of systemwide goals for EEO and diversity.
 16. Served at the request of the Superintendent/President, as the point person for the recent OCR Compliance review by the State Chancellor's Office.
 17. Served on the ADA Work Group.
 18. Participated with the Dean of Student Success in a student equity survey to help inform some of the Title IX/EEO/ADA plans.
 19. Integrated EEO goals in the accreditation planning for Standard III. HR.
- ➔ Goal #1: Establish a Title IX/ADA/EEO Virtual Office & Training Portal as part of the HRD
1. During spring 2016, develop content and information for the Title IX/ADA/EEO web pages on the HRD website; consolidate policies and procedures in one place for easy access by students, staff, faculty and the public.
 2. Advertise upcoming training, webinars and reference material on Title IX/ADA/EEO integrated with post-hiring training related to "9 Multiple Measures."
 3. Provide links to other Title IX/ADA/EEO resources.
 4. Provide reports on Title IX/ADA/EEO goal attainment.
- ➔ Goal #2: Continue College-wide Training Program on Title IX/ADA/EEO Topics
1. Ensure all current workforce members have completed mandatory training for sexual harassment prevention, Hiring the Best: Legal Requirements & Best Practices" for search committees, and Title IX & Sexual Misconduct, Cleary Act/Campus SaVE Act by end of FY 2016/17. Automate tracking of training completed.

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2. Collaborate with the Performing Arts Department to determine feasibility of developing performances depicting Title IX/ADA/EEO issues as part of college-wide training and learning programs.
3. Ensure that students, staff and faculty receive annual notices on Title IX/ADA/EEO.
4. Ensure HRD staff receive adequate training on updates to Title IX, ADA, EEO laws and adjust internal processes to support compliance efforts.
5. Address the unique needs and training programs to more effectively connect to diversity interests represented by the multi-generational workforce (Millennials, Gen X, and emerging Gen Y) as a diversity challenge.
6. Increase student and classified staff representation on District-wide ADA Work Group.

Summary

The California Community Colleges Chancellor's Office, under the leadership of Interim General Counsel Thuy Nguyen, has been instrumental in providing direction to community colleges on the expectations for meeting the Chancellor's Office initiatives for equal employment opportunity and faculty [workforce] diversity. System-wide meetings were convened with Chief Human Resources Officers, community college cross-disciplinary leadership, academic senates and staff councils to inform the approach to measuring equal employment opportunity plans. Additional information was provided during these meetings (see attachments) to include additional funding of district EEO programs which accomplished the Chancellor's Office initiatives for equal employment opportunity and faculty diversity. The COM EEO plan was revised in late December 2015 to better reflect the State Chancellor's guidelines for EEO plan activities.

The 2015 recent site visit sponsored by the State Chancellor's Office to review Title IX/ADA/EEO compliance was also instrumental in furthering COM's goals for equity, diversity and inclusion. The report pointed out specific additional measures which the college needs to undertake but also demonstrated that much work was accomplished in recent years to ensure COM achieves its goals to be an equitable, inclusive employer representing the diverse communities in which its students, staff and faculty live, and which its workforce strives to serve.

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Respectfully Submitted,

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c: Superintendent/President David Wain Coon

Attachments:

“A Community College Instructor Like ME: Race & Ethnicity Interactions in the Classroom,” Robert W. Fairlie, Florian Hoffmann, Philip Oreopoulos

“It Begins With Us: The Case for Student Equity,” League’s CCCT & CEOCCC Board Meetings June 19-20, 2015

“Workforce Diversity and Student Demographics,” December 2015, California Community Colleges Chancellor’s Office