

Best Practices for Cluster Hiring

Association of Chief Human Resources Officers/Equal Employment Officers (ACHRO/EEO) 2023 Fall Institute
October 18, 2023

Presented by: Lucy Alvarez, Amy Brandt & Meredith Karasch

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GAVILAN COLLEGE

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Presented By:
Lucy Alvarez, Director of HR and Labor Relations, Gavilan Joint CCD,
Amy Brandt, Partner Liebert Cassidy Whitmore, & Meredith Karasch, Senior Counsel, Liebert Cassidy Whitmore

AGENDA

- What is Cluster Hiring?
- Why Implement Cluster Hiring?
- How to Implement Cluster Hiring
- Post-Hiring and Inclusion

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Polling Question

Let's start with some controversy:

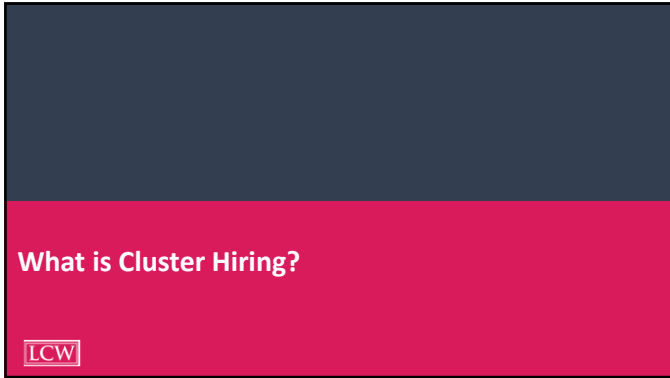
- Pineapple on Pizza
 - Woohoo!
 - Absolutely unacceptable
 - I can take it or leave it

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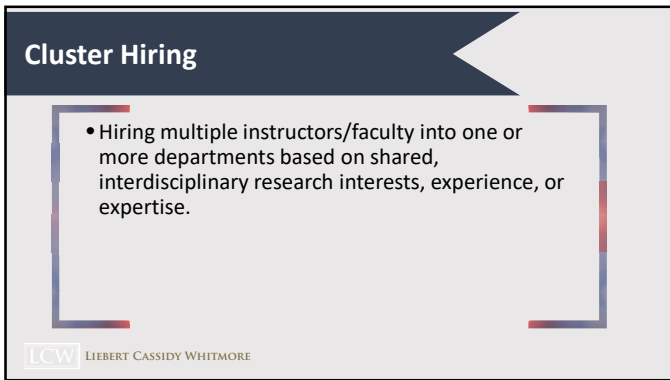
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What is Cluster Hiring?

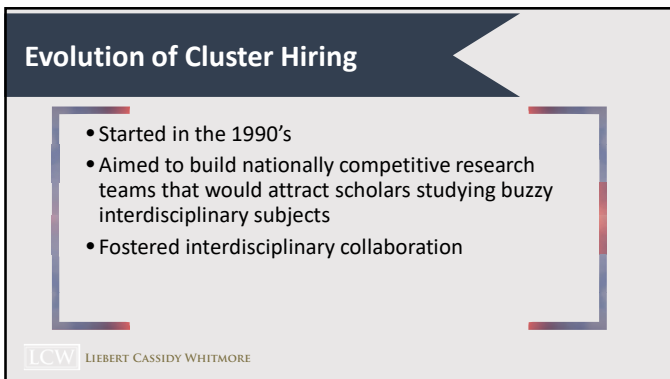
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Cluster Hiring

- Hiring multiple instructors/faculty into one or more departments based on shared, interdisciplinary research interests, experience, or expertise.

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Evolution of Cluster Hiring

- Started in the 1990's
- Aimed to build nationally competitive research teams that would attract scholars studying buzzy interdisciplinary subjects
- Fostered interdisciplinary collaboration

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Side Effects

- Cluster hiring solely by topic, expertise
 - Increased the amount of applicants
 - Increased the diversity of the cluster hires

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Cluster Hiring

- Can use cluster hiring to focus on a cluster of instructors who can demonstrate commitment, knowledge of, or experience in working with diverse students
- A legally compliant recruitment and hiring strategy
- Incorporates best practices in hiring

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Why Implement Cluster Hiring?

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Diversity matters to CCDs

Core Mission:

- Serve California’s diverse community of learners
- Prepare all students for success in a global society

Longstanding Expectation:

- Identify and address underrepresentation in the workforce

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Education Code Mandate

- Academic & administrative applicants must demonstrate:
“sensitivity to and understanding of the diverse academic, socioeconomic, cultural, and ethnic backgrounds of community college students.”*

*EC 87360

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Diversity – Looks at Who We Are

- Recognizes 4 layers:
 - Personality
 - Internal Dimension
 - External Dimension
 - Organizational Dimension

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Diversity – Describes A Goal

- Maximizing diversity at work and school while maintaining standards
- Developing a process that attracts diverse pools of highly qualified candidates

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Diversity – Describes a Goal (cont.)

Diverse groups tend to engage in more rigorous decision-making, more consideration of different perspectives, which lead them to decisions that are more objective; they're less likely to make certain mistakes. But, that is not always the easiest social process."

- Evan Apfelbaum,
Boston University associate professor
of organizational behavior

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Educational Benefits of Diversity

A diverse group of people who function in an inclusive environment have a better capacity for:

- Creativity
- Recognizing alternatives
- Anticipating problems
- Seeing new opportunities
- Respecting each other

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Educational Benefits of Diversity

Consequences of non-inclusive environment:

- People feel unwelcomed, devalued, and marginalized
- Ideas and solutions go unexpressed
- Induce negativity among students

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Is Cluster Hiring Legal?

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Federal/State Anti-Discrimination Laws

- Title VII of the Civil Rights Act of 1964
- Title IX of the Education Amendments of 1974
- Americans with Disabilities Act (ADA)
- Age Discrimination in Employment Act (ADEA)
- Fair Employment and Housing Act (FEHA)

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Federal/State Anti-Discrimination Laws

- **No Discrimination on Basis of:**
 - Sex/Gender (including gender identity/gender expression)
 - Genetic Information
 - Race
 - National Origin
 - Hair texture/hairstyles associated w/particular race/national origin
 - Religious Creed
 - Color
 - Ancestry
 - Physical/Mental Disability, Medical Condition
 - Marital Status
 - Age
 - Sexual Orientation
 - Military and Veteran Status

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Cluster Hiring and the Law

- Cluster hiring is not based on protected categories so it complies with anti-discrimination laws
- Cluster hiring is based on finding diverse candidates who have skills needed to serve the District's students so it complies with the Education Code and the Title 5 EEO Regulations

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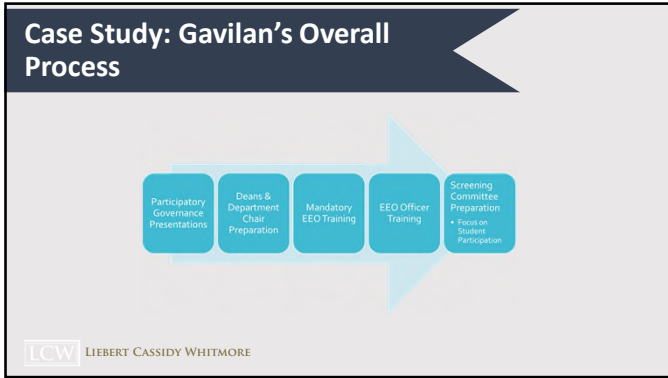
How to Implement Cluster Hiring

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Case Study: Preparation

- Discussed in EEO Committee
- Discussed with Superintendent/President
- Discussed with Constituent Groups
 - Cabinet, Leadership, Academic Senate, Deans, Department Chairs, CSEA, ASGC, Board
- Marketing and Education

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Case Study: Job Announcements and Application

Cluster Hire Initiative in Support of Latinx Students

Gavilan College is proud to announce an exciting new effort to hire 12 full-time faculty with a demonstrated history of working with and supporting the Latinx community. We invite diverse candidates from all backgrounds to join our college in furthering our values and shaping our future as a Hispanic Serving Institution. As part of this groundbreaking cohort of new full-time Gavilan faculty, your experiences, expertise, and passion for serving the Latinx community will strengthen student success and create a community of support for diverse faculty. We welcome your commitment to fostering a campus culture that devotes resources to developing opportunities for Latinx students and all students to break barriers and thrive as scholars and community members.

Cluster Hire Job Announcement

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Case Study: Job Announcements and Application (cont.)

Latinx Community Cluster Hire Qualifications
In order to be considered for this initiative, candidates must satisfy **three** or more of the following criteria:

1. Has demonstrated commitment to engaging in service with populations historically underrepresented and underserved in higher education, particularly the Hispanic/Latinx community.
2. Has demonstrated knowledge of barriers for Hispanic/Latinx students.
3. Has experience or has demonstrated commitment to teaching, supporting, and/or mentoring Hispanic/Latinx students and/or communities historically underrepresented and underserved in higher education.
4. Has experience in or has demonstrated commitment to extending awareness of opportunities and strategies in achieving success to Hispanic/Latinx students and/or communities historically underrepresented and underserved in higher education.
5. Has created research, scholarship, media, art, or cultural/political engagement opportunities with the Hispanic/Latinx community and/or communities historically underrepresented and underserved in higher education.
6. Has skills in developing cross-cultural and anti-racist communication, collaboration, and pedagogy.

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Case Study: Training

Deans/Department Chairs	Committee Participants
<ul style="list-style-type: none">• Job Announcement Development• Advertisement Efforts• Screening Guide• Appendix	<ul style="list-style-type: none">• 3-hour Mandatory EEO Training• Learn shell required training• Student Outreach• 1-hour Required Orientation• EEO Officer Training• Questionnaire Screening Process

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Case Study: Hiring Outcome

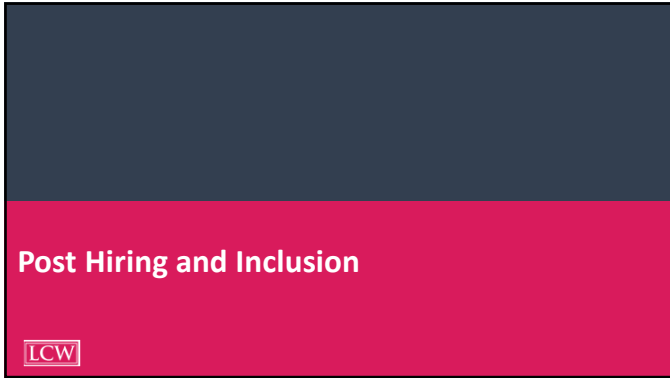
<ul style="list-style-type: none">• 8/12 Full-Time Faculty Hired<ul style="list-style-type: none">▪ Adapted Physical Education▪ Biology▪ Communication Studies▪ Cosmetology▪ ESL▪ Philosophy▪ STEM Counselor▪ Water Management	Demographics: <ul style="list-style-type: none">• 2 males• 6 females• 87.5% of diverse ethnic backgrounds
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Post Hiring and Inclusion

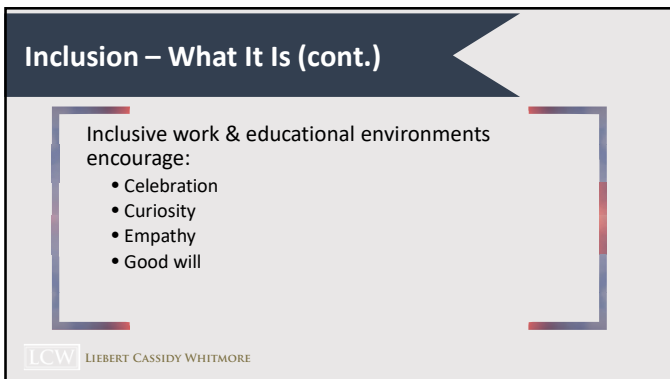
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Inclusion – What It Is

- Inclusion is about how we engage in a diverse environment
- Inclusive environments embrace diversity
- Inclusive environments engender openness to a wide variety of ideas, behaviors, experiences values & beliefs

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Inclusion – What It Is (cont.)

Inclusive work & educational environments encourage:

- Celebration
- Curiosity
- Empathy
- Good will

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Inclusion – What It Is Not

- It is NOT a “melting pot”
 - A “melting pot” erases/negates differences
 - Contrast: Inclusive environments enjoy and respect differences
- On the other hand, studies show that focusing on differences can make groups who exist in small numbers feel that focusing on differences may make them stick out

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The Challenge

Moving from diversity to inclusion:

- Recognizing how diversity vitalizes work and education
- Institutional commitment
- Personal commitment

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Case Study: Inclusion at Gavilan

- For the clusters:
 - Monthly orientations
 - To give information for District resources
 - To provide orientation for the new cohort of instructors
 - Mentors/Peer Support

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Case Study: Inclusion at Gavilan

- For the campus community
 - DEI Workshops
 - Racial literacy/ cultural competency training,
 - Flex day training DEI workshops
 - Establishing an “Equity Institute”

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Case Study: Inclusion at Gavilan – Faculty Onboarding

FACULTY ONBOARDING WEEK FALL 2023
Please RSVP by Fri, Aug. 11 @ bit.ly/RSVPGAVILAN

Th 8/17 Meet & Move In (9am - 2pm) <ul style="list-style-type: none">• Orientation Reception• Campus Tour & Other Onboarding Logistics• Move into Your Office• Lunch with Department Chairs and/or Members	W 8/23 Diversity, Equity, Inclusion, & Anti-Racism (9am - 1pm) <ul style="list-style-type: none">• Sharing Experiences & Expertise• Ability Groups & Training Sessions• Future Plans
M 8/21 Welcome Celebration (10am - 2pm) <ul style="list-style-type: none">• Gavilan Welcome Reception• Lunch Reception• After Lunch (aka Optional): Gavilan Campus Tour Off-Site Lake	Th 8/24 Optional Professional Development Day (9am - 1pm) <ul style="list-style-type: none">• Campus Wide Workshops
Tu 8/22 Gavilan New Employee Orientation (9am - 3pm) <ul style="list-style-type: none">• Meet Faculty & Staff (Commencement 2023 New Employees)• Introduction to Gavilan Student Support Programs & Resources• Registering with HR/Personnel	F 8/25 Fall 2023 Convocation (9am - 4:30 pm) <ul style="list-style-type: none">• Breakfast• Remarks Speeches & Workshop Sessions• Gavilan College Faculty Association Lunch

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THANK YOU!

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