

Report on Recruitment and Retention
of Faculty and Staff of Color

Recruitment and Retention Council
Winter 2010

Introduction

In spring 2003, the Recruitment and Retention Council prepared its first report on recruitment and retention of faculty and staff of color at Highline Community College. This is our sixth report, which addresses our progress since 2008.

In the last four years, the student body has continued to become more diverse (statistics are for 2009):

- Highline now has the most diverse student body among community colleges in the state: 66% students of color (includes 19% other/foreign national/multiracial). (HCC Fact Sheet, September, 2009).
- Highline has the highest percentage of immigrant/refugee/temporary legal resident students among community and technical colleges in the state: 30.8%. The system total is 8% (*2008 Fall Quarter Report*, State Board).

Thanks to Human Resources, and especially Rosemary Martinez, for compiling the data.

Explanatory notes:

Data: For purposes of this report, employees have been divided into two categories, “faculty” and “staff.” Some data sources organize employees differently and have slightly conflicting numbers. No attempt has been made to reconcile them.

Affirmative Action: Highline is required to be in compliance with federal Affirmative Action regulations, although state Affirmative Action programs were eliminated in 1998.

Terminology: This report uses the terms African American, Native American, Asian/Pacific Islander, Latino and White, even where data sources use different terminology (e.g., the U.S. Census Bureau uses Black, Native American, Asian, Hispanic and White). The authors recognize the lack of societal consensus on these terms and have attempted to follow the terminology used by civil rights organizations.

Faculty of Color

- **The percentage of full-time faculty of color has not increased since the last report.**

The percentage of tenured and tenure-track faculty of color at Highline dropped one percent to 22.7% from 2007 to 2009, following steady increases since 1993, when faculty of color made up only 5% of the overall faculty. Relative to the other 34 community and technical colleges in the state, Highline dropped to 5th place in 2009 in percentage of faculty of color (See Table 1). The national average percentage of faculty of color in two-year institutions is 19.3, according to the Washington State Board for Community and Technical Colleges.

- **The college is not underutilizing African American faculty. It continues to underutilize Latino and Native American faculty.**

“Underutilization” is defined by the WAC 251-01-440 as “having fewer racial/ethnic minorities...in a particular job group than would reasonably be expected by their availability.” According to the State’s analysis of availability of faculty of color, Highline raised its percentage of African American faculty from the previous report (to 9.03%), while continuing to underutilize Latino faculty (1.39%).

Native American faculty remains underutilized from the previous report at 0.0%. However, the availability of Native American faculty is considered low enough that losing or gaining one faculty member can make the difference between meeting utilization goals and not meeting them.

The college continues to meet utilization goals for Asians/Pacific Islanders (14.58%). (See Table 2.)

- **Faculty of color are disbursed among all divisions.**

Faculty of color increased in the Arts & Humanities Division (from 28% to 30%), Social Sciences Division (from 17% to 19%) and in Pure & Applied Sciences (from 24% to 26%) due to a drop in total faculty in those divisions. Developmental Studies maintained their 2008 level at 37.5%, while Counselors/Librarians decreased from 22% to 12.5%. (See Table 3).

- **Ethnic diversity has decreased among faculty on one-year contracts and in internships.**

The total number of one-year/intern faculty of color decreased significantly from 33% in 2008 to 12% in 2009. (see Table 4).

- **The percentage of part-time faculty of color has increased at Highline, but has decreased overall across the State.**

The percentage of part-time faculty of color at Highline has increased from 12.4% in 2007 to 17.1% in 2009. Highline has risen above seven other colleges since 2007 in the percentage of part-time faculty of color, but several colleges have higher percentages including Cascadia, at 24.4% and Seattle Central at 25.5%. Overall, the percentage of part-time faculty of color across the State has dropped since 2007. (See Table 5.)

- **The applicant pool increased slightly in diversity from 2007 to 2008. There was no recruitment for tenure-track positions during the 2009 hiring season.**

The total number of applicants of color for tenure-track positions rose from 16 in 2007 to 22 in 2008, with increases in both Asian/Pacific Islander and African American applicants. Native American and Latino applicants both decreased. White applicants increased from 74 to 85 and the number of people who did not declare a race increased from 13 to 19. There was no recruitment for tenure-track positions during the 2009 hiring season. (See Table 6.)

Staff of Color

“Staff” is defined for this report as including all employees who are not faculty. It’s possible to categorize this group in many different ways and, therefore, to look at the statistics in different ways.

- **The percentage of staff of color has increased among Para-professional, Grounds/Maintenance/Custodial, Administrative and Management staff.**

Between 2008 and 2009, the percentage of technical/para-professional staff of color increased from 27% to 32%, clerical staff increased from 25% to 27%, and managers increased from 18% to 23%. Administrators of color remained consistent at 20%, and professional/classified staff decreased from 17% to 15%. (see Table 10).

According to the State Board, in 2009 23.1% of classified/support staff and 16.7% of administrative/professional staff across the system were people of color. Across the State, most staffing categories are less diverse than state population and are increasing at slower rates than population growth. (*Access and Success for People of Color in Washington Community & Technical Colleges: Progress Report*, Revised June, 2009)

- **Among the four major units, Student Services and Administration have the greatest percentages of staff of color.**

Their percentages are 35% and 46%, respectively. Student Services staff of color has decreased by 1% since 2008, and Administration increased by 6% over the same time period. Academic Affairs and Institutional Advancement continue to have low percentages of staff of color; however, Institutional Advancement increased from 22% in 2008 to 25% in 2010 (see Table 8).

- **Among the three major job classes, the percentage of staff of color is highest among classified staff (33%).**

Classified staff are those who work under conditions established by collective bargaining or under civil service rules (e.g., secretaries, facilities staff, computer support people). As noted above, the percentage of staff of color in classified/support positions across the system was 23.1% in 2009, according to the State Board. Therefore, Highline’s percentage of staff of color in this area is much better than average. (see Table 9).

Among administrators, 20% are people of color, and among other exempt staff (e.g., managers) 22% are people of color (see Table 9). According to the State Board, 16.7% of administrative/professional staff across the system are people of color so Highline is better than the system as a whole (*Access and Success for People of Color in Washington Community & Technical Colleges: Progress Report*, Revised June, 2009)

- **The ethnic/racial composition of staff members has changed from 2005 - 2008.**

The federal affirmative action reports categorize staff differently than the State Board. They use the following categories: professional (the equivalent of classified), clerical, technical/paraprofessional, grounds/maintenance/custodial, administrators, and managers. According to the college's latest affirmative action report, over the three year period from 2005 to 2008, the following changes occurred (this data is not included in the tables in the appendix):

Significant increases

- The percentage of African Americans increased among professional staff.
- The percentages of Latinos increased among professional and clerical staff.
- The percentages of Asian/Pacific Islanders increased among clerical staff and administrators.

Significant decrease

- The percentage of African Americans decreased among administrators.

In general, the college continued to underutilize Native Americans in all of the six job categories, Latinos in four of the six job categories, and African Americans in three of the six job categories (see Table 10).

- **Thirteen percent of staff affected by the 2009 staff reductions were people of color.**

Five of the forty staff who retired and were not replaced, were laid off, or whose positions were eliminated, were people of color. As 28% of staff on campus are people of color, this means the reductions did not impact people of color disproportionately (see Table 11).

Data is not currently available on the ethnic/racial composition of hourly positions or of applicant pools.

Retention

In April 2002, Human Resources began systematically collecting exit interviews of leaving employees. Although we do not yet have enough data to draw hard conclusions, there is no suggestion so far that people of color are more likely to leave Highline than white employees or that issues related to culture and race are causing people to leave.

For example, between December 2004 and March 2006, of the 64 employees who left Highline, 17 percent were people of color (The total workforce, not including part-time faculty, was 23.26% people of color in 2005).

In exit interviews, most people said they were leaving because of retirement or a better opportunity.

Appendix: Tables and Graphs

Table 1: Community/Technical Colleges in State with Higher Percentages of Full-Time Faculty of Color than Highline, 2007 and 2009

<i>Community/Technical College</i>	<i>Percentage of Full-Time Faculty of Color, 2007</i>	<i>Percentage of Full-Time Faculty of Color, 2009</i>
Seattle Voc Institute	30%	40.0%
North Seattle	29.9%	31.5%
Seattle Central	28.8%	29.6%
South Seattle	No longer higher than Highline (22.4%)	29.4%
Highline	23.7%	22.7%
Green River	14%	15.0%

Source: State Board of Community and Technical Colleges

Table 2: Affirmative Action Update, 2008-2009, Faculty

	Total	Total POC*	African American	Hispanic	Asian Pacific Islander	Native American
Previous #	143	32	11	2	19	0
Appointment #	24	2	0	0	2	0
Appointment %		8.33%	0%	0%	8.33%	0
Current Utilization #	144	31	13	2	21	0
Current Utilization %		21.53%	9.03%	1.39%	14.58%	0.00%
Availability %		20.20%	6.9%	1%	11.8%	.5%
Goals Met for Period (Placements) (Y/N)		Y	Y	N	Y	N

Source: Office of Human Resources

Table 3: Tenured and Tenure-Track Faculty of Color by Division, 2008 and 2009

<i>Division</i>	<i>Faculty of Color</i>		<i>Total Faculty</i>		<i>Percent of Division Total</i>	
	2008	2009	2008	2009	2008	2009
Developmental Studies	3	3	8	8	37.5%	37.5%
Arts & Humanities	8	8	29	27	28%	30%
Counselors/Librarians	2	1	9	8	22%	12.5%
Social Sciences	4	4	23	21	17%	19%
Pure & Applied Sciences	8	8	34	31	24%	26%
Business	5	3	22	17	23%	18%
Health, PE & Education	2	2	16	15	12.5%	13%

Source: Office of Human Resources

Table 4: Intern and One-year Faculty of Color by Division, 2009

<i>Division</i>	<i>Faculty of Color</i>	<i>Total Faculty</i>	<i>Percent (of Division Total)</i>
Developmental Studies	0	0	NA
Arts & Humanities	1	4	25%
Counselors/Librarians	0	0	NA
Social Sciences	0	2	NA
Pure & Applied Sciences	0	4	NA
Business	1	5	20%
Health, PE & Education	0	2	NA
PSEC	0	0	NA
TOTAL	2	17	12%

Source: Office of Human Resources

Table 5: Community/Technical Colleges in State with Higher Percentages of Part-Time Faculty of Color than Highline, 2007 and 2009

<i>Community/Technical College</i>	<i>Percentage of Part-Time Faculty of Color, 2007</i>	<i>Percentage of Part-Time Faculty of Color, 2009</i>
Seattle Voc Institute	47.1%	48.4%
Cascadia	37.3%	24.4%
Seattle Central	27.5%	25.5%
Renton	16.7%	18.3%
Edmonds	13.1%	No longer above Highline (12.2%)
Big Bend	20.5%	No longer above Highline (15.9%)
Shoreline	No longer above Highline (11%)	10.1%
Clover Park	No longer above Highline (10.5%)	8.0%
Yakima Valley	15%	No longer above Highline (15.9%)
Columbia Basin	14%	No longer above Highline (10.7%)
South Seattle	17.2%	No longer above Highline (15.9%)
North Seattle	12.6%	No longer above Highline (13.2%)
Bellevue	15.6%	No longer above Highline (12.1%)
Lake Washington	No longer above Highline (10.1%)	13.8%
Highline	12.4%	17.1%
Green River	10.3%	11.1%

Source: State Board of Community and Technical Colleges

Graph 1: All Applicants for Tenure-Track Positions by Race

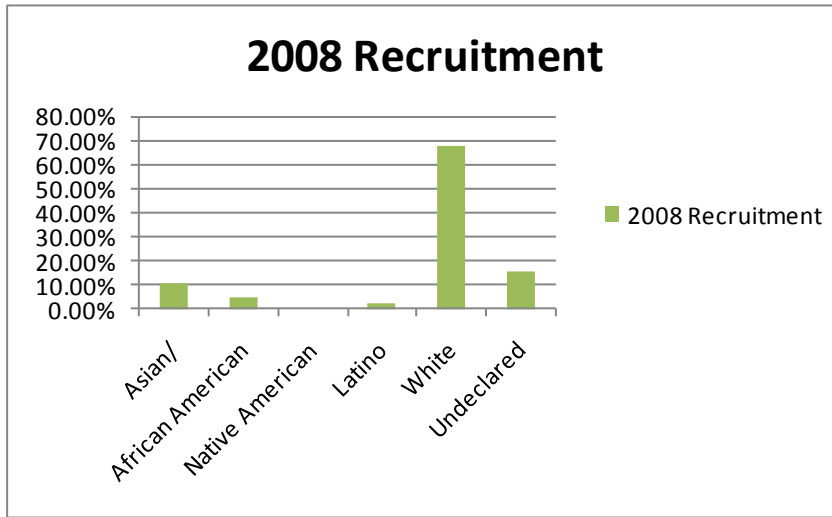


Table 6: All Applicants for Tenure-Track Positions by Race

	<i>Total</i>	<i>Asian/ Pacific Islander</i>	<i>African American</i>	<i>Native American</i>	<i>Latino</i>	<i>White</i>	<i>Undeclared</i>
All applicants, 2008 hiring season	126	13	6	0	3	85	19
All applicants, 2009 hiring season	No Recruitment	0	0	0	0	0	0
All applicants, 2010 hiring season	Not Available						

Table 7: Fulltime People of Color by Organizational Unit 2008 and 2009

Organizational Unit	2008			2009-10		
	<i>Classified</i>	<i>Administrators</i>	<i>Exempt</i>	<i>Class.</i>	<i>Admin.</i>	<i>Exempt</i>
Academic Affairs	6 (14%)	1 (14%)	4 (7%)	8 (20%)	1 (14%)	7 (13%)
Administration	34 (44%)	2 (29%)	2 (13%)	33 (41%)	2 (29%)	2 (12%)
Student Services	12 (38%)	2 (33%)	12(43%)	6 (33%)	2 (33%)	9 (29%)
Institutional Advancement	1 (17%)	0 (3*)	1(14%)	1 (20%)	0 (3*)	2 (29%)

*Actual number of employees in department

Table 8: Staff of Color by Area (permanent, full-time)

<i>Area</i>	<i>Number of Employees in Area</i>		<i>Number of People of Color in Area</i>		<i>Percentage of People of Color in Area</i>	
	Sept 2008	Mar 2010	Sept 2008	Mar 2010	Sept 2008	Mar 2010
Student Services	73	49	26	17	36%	35%
Administration	95	80	38	37	40%	46%
Academic Affairs	234	225	49	48	21%	21%
Institutional Advancement	9	12	2	3	22%	25%

Source: Office of Human Resources

Table 9: Staff of Color by Job Class (permanent, full-time)

Area	Number of Employees in Area		Number of People of Color in Area		Percentage of People of Color in Area	
	Sept 2008	Mar 2010	Sept 2008	Mar 2010	Sept 2008	Mar 2010
Classified	157	144	49	48	31%	33%
Administrators	25	25	5	5	20%	20%
Exempt (not in Admin. Cabinet)	98	91	18	20	18%	22%

Source: Office of Human Resources

Table 10: Staff by Race, Based on Federal Affirmative Action Categories, 2008 and 2009

Category	Number of Employees		Number of People of Color		Percent of People of Color		Underutilized Groups	
	2008	2009	2008	2009	2008	2009	2008	2009
Professional (classified)	35	39	6	6	17%	15%	Native Americans	Native Americans, Latinos
Clerical	55	59	14	16	25%	27%	Latinos, Native Americans	Native Americans
Technical/Para-professional	33	34	9	11	27%	32%	Latinos, Native Americans	Latinos, Native Americans
Grounds/Maintenance/Custodial	37	35	24	21	65%	60%	African Americans, Native Americans	African Americans, Native Americans
Administrators	25	25	5	5	20%	20%	African Americans, Latinos, Native Americans	African Americans, Latinos, Native Americans
Managers	98	87	18	20	18%	23%	African Americans, Latinos, Native Americans	African Americans, Latinos, Native Americans

Source: Office of Human Resources

Table 11: Impact of 2009 Layoffs on Staff of Color

Positions eliminated	40
Vacant positions eliminated	5
Retirements not replaced	0
Layoffs	35
Positions reduced	4
Of 35 people impacted (last three categories), number of people of color	5

Source: Office of Human Resources