

**Equal Employment Opportunity Fund *Multiple Method* Allocation Model
Certification Form, Fiscal Year 2015-16**

District Name: Lake Tahoe Community College

The district met Multiple Method #1 (District's EEO Advisory Committee and EEO Plan).

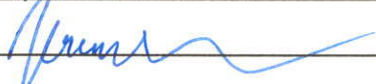
- Yes
- No

The district met at least 5 of the remaining 8 Multiple Methods? (Please mark your answers.)


- Yes
 - Method 2 (Board policies and adopted resolutions)
 - Method 3 (Incentives for hard-to-hire areas/disciplines)
 - Method 4 (Focused outreach and publications)
 - Method 5 (Procedures for addressing diversity throughout hiring steps and levels)
 - Method 6 (Consistent and ongoing training for hiring committees)
 - Method 7 (Professional development focused on diversity)
 - Method 8 (Diversity incorporated into criteria for employee evaluation and tenure review)
 - Method 9 (Grow-Your-Own programs)
- No

I CERTIFY THAT THIS REPORT FORM IS COMPLETE AND ACCURATE. Please attach meeting agenda of when District's EEO Advisory Committee certified this report form.


Chair, Equal Employment Opportunity Advisory Committee.

Name: Jeremy Brown Title: Director of Institutional Effectiveness
Signature:  Date: 5/25/16

Chief Human Resources Officer


Name: Shelley Hansen Title: Director of Human Resources
Signature:  Date: 5/25/16

Chief Executive Officer (Chancellor or President/Superintendent)

Name: Kindred Murillo, Ed.D. Title: Superintendent/President
Signature:  Date: May 25, 2016

President/Chair, District Board of Trustees

Date of governing board's approval/certification: June 14, 2016

Name: Dr. Frederick "Fritz" Wenck, Jr. Title: President/Chair, Board of Trustees
Signature:  Date: 14 June 2016

Date Due at the Chancellor's Office: June 1, 2016
Return to: Javier Gonzalez (jgonzalez@cccco.edu)
Chancellor's Office California Community Colleges: 1102 Q Street, Ste. 4500, Sacramento, CA 95811

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This form requires districts to report the various activities that they are implementing to promote Equal Employment Opportunity for each of the 9 *Multiple Methods*. The Chancellor's Office will select some of the practices reported and highlight them in an "EEO and Diversity Best Practices Handbook".

When providing explanation(s) and evidence of your district's success in implementing the *Multiple Methods*, please write a response suitable for publication in the best-practices handbook. Please keep narrative to no more than one page per Multiple Method.

Nine (9) Multiple Methods

Pre-Hiring

1. District's EEO Advisory Committee and EEO Plan
2. Board policies & adopted resolutions
3. Incentives for hard-to-hire areas/disciplines
4. Focused outreach and publications

Hiring

5. Procedures for addressing diversity throughout hiring steps and levels
6. Consistent and ongoing training for hiring committees

Post-Hiring

7. Professional development focused on diversity
8. Diversity incorporated into criteria for employee evaluation and tenure review
9. Grow-Your-Own programs

Does district meet Multiple Method #1 (District's EEO Advisory Committee and EEO Plan)?

- Yes
 No

Under the *Multiple Method* allocation model, districts must minimally have an operational District EEO Advisory Committee and an updated EEO Plan.

- In order to qualify for receipt of the EEO Fund, districts are required to submit a board-adopted EEO plan every three years to the Chancellor's Office. (Title 5, Section 53003).
- EEO Plans are considered active for three years from the date of when the District's Board of Trustees approved the plan.
- The districts are required to establish an EEO Advisory Committee to assist in the development and implementation of the EEO Plan. (Title 5, Section 53005).

Please provide an explanation and evidence of meeting this Multiple Method, #1.

On April 12, 2016 the Lake Tahoe Community College District (District) Board of Trustees approved the Lake Tahoe Community College District Equal Employment Opportunity (EEO) Plan per Title 5, Section 53003 ([1.A](#), [1.B](#)) this plan covers year 2015 through 2018.

During this past 2015-16 academic year the District's EEO Advisory Committee met several times ([1.C](#)) mainly to reestablish committee priorities and to finalize the District's EEO plan. There was also much discussion regarding recruitment efforts in order to reach the South Lake Tahoe local

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community. The general feeling among the committee is if the District were to find more efficient ways to reach out to the local community, along with regular recruitment efforts, applicant pools would better reflect the community's Hispanic/Latino population. This would align itself the with District's Equity plan as it has identified the need to focus student outreach efforts on the Hispanic/Latino community ([1.D](#)).

Future work for the committee will be to assess District staff diversity and determine actions based on its EEO plan.

NOTE: All evidence is available at the following address: <http://bit.ly/1YWa22b>.

To receive funding for that year's allocation amount, districts are also required to meet 5 of the remaining 8 Multiple Methods.

Does the District meet Method #2 (Board policies and adopted resolutions)?

- Yes
 No

Please provide an explanation and evidence of meeting this Multiple Method, #2.

The District has an adopted board policy 4.38 ([2.A](#)) that requires the District to take reasonable steps to actively recruit, employ, and promote employees in a non-discriminatory fashion. This board policy supports the District's EEO policy which is to provide an educational and employment environment in which no person shall be unlawfully denied full and equal access to, the benefits of, or be unlawfully subjected to discrimination on the basis of ethnic group identification, national origin, religion, age, sex, race, color, ancestry, sexual orientation, or physical or mental disability. The District is in the process of reviewing all of its board policy and this policy will soon be reviewed further by the District's EEO Advisory Committee to ensure concurrency and compliance.

Furthermore, on April 26, 2016 the District Board of Trustees received Title 5 training by the Chief Human Resources Officer (CHRO) on EEO standards ([2.B](#)) in order to keep board members current and in compliance with EEO requirements. This training will reoccur every two years to keep board members in compliance with EEO standards. In the off year, the Board of Trustees will receive an EEO plan update with current diversity numbers so board members are kept aware of faculty and staff diversity trends.

NOTE: All evidence is available at the following address: <http://bit.ly/1YWa22b>.

Does the District meet Method #3 (Incentives for hard-to-hire areas/disciplines)?

- Yes
 No

Please provide an explanation and evidence of meeting this Multiple Method, #3.

The District is located within the Lake Tahoe basin which is considered a rural and hard to reach area. Because of this issue the District gives every interviewing applicant the option of a face to face interview or interview via Skype ([3.A](#)). This option is also given to full-time faculty tenure-track interviews and teaching demos. By providing this option the District has been able to broaden its

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applicant pools and thus interview applicants who would have not been able to manage a trip to the Tahoe basin. Out of the last eight management hires, four conducted their initial interview via Skype as they came from outside the Tahoe basin. Out of those four hires, two are female and one is Hispanic. The District is currently in the process of interviewing for a tenure-track Biology instructor and so far three of the nine interviews scheduled have requested to conduct their initial interview via Skype (3.B).

Along with allowing for Skype interviews, the District provides a travel allowance for second round interviews for prominent or hard-to-hire positions (3.C). These travel allowances are dependent on how far finalists would need to travel: 100 miles (Bay Area), finalists receive \$150; 300 miles (Southern CA), finalists receive \$300; Outside of CA (west of the Rockies), finalist receive \$400; and east of the Rockies, finalists receive \$500. If a finalist for an administrator position (e.g. Vice President or Dean) is asked to return a third time, the District covers the full cost of the finalist's travel. These travel stipends are in the process of being reevaluated and updated based on increasing travel costs.

NOTE: All evidence is available at the following address: <http://bit.ly/1YWa22b>.

Does the District meet Method #4 (Focused outreach and publications)?

- Yes
 No

Please provide an explanation and evidence of meeting this Multiple Method, #4.

The District has contracted with Community College Jobs and Inside Higher Ed, both prominent job search engines, to post every position listed on the District's jobs web page (4.A). These two contracts provide a web presence for District searches to which many of our hires list as the reason they found out about a position. Furthermore, the District will purchase additional job postings on Higher Ed Jobs with Affirmative Action email blasts for hard-to-hire, full-time faculty tenure-track, and administrator recruitments (4.B).

With the District being in a secluded area, reaching local applicants has proved somewhat difficult as ads in the local paper are expensive and do not have a solid local presence. This issue was brought to the District's EEO Advisory Committee (Committee) with the task to come up with ways to reach the locally diverse community in a way befitting the Tahoe basin. The Committee developed evergreen marketing material in both English and Spanish to post on the K-12 community boards (4.C) as well as business card style evergreen material in both English and Spanish (4.D) to provide to District employees and community members to distribute throughout the community. These marketing materials direct potential applicants to the District website which provides the most up-to-date job postings and recruitments.

NOTE: All evidence is available at the following address: <http://bit.ly/1YWa22b>.

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Does the District meet Method #5 (Procedures for addressing diversity throughout hiring steps and levels)?

- Yes
 No

Please provide an explanation and evidence of meeting this Multiple Method, #5.

The District currently does not meet Method #5 however its Superintendent/President now receives reports on the diversity of applicant pools, initial interviews, and finalist for faculty, administrator, and other prominent recruitments. The EEO Advisory Committee will soon discuss possible guidelines on determining what an acceptable diverse applicant pool is and what procedures the human resources department would follow if the diversity of the pool is determined to be inadequate.

Currently there is a plan in place to address this method however details are to be determined.

NOTE: All evidence is available at the following address: <http://bit.ly/1YWa22b>.

Does the District meet Method #6 (Consistent and ongoing training for hiring committees)?

- Yes
 No

Please provide an explanation and evidence of meeting this Multiple Method, #6.

The District's CHRO conducts all of the screening/hiring committee trainings to ensure the message of diversity and EEO is consistent throughout each committee. Every screening/hiring committee member, whether it be a District employee or community member, is required to attend an EEO training conducted by the CHRO every two years or they are not allowed to serve on a screening/hiring committee. The Human Resources department keeps a record of who has been trained and the last date they were trained to ensure Title 5 training compliance (6.A). Also as stated in Method #2, the CHRO recently conducted an EEO training for the Board of Trustees on April 26, 2016. The purpose of this training is to assist in leadership support of diversity, inclusion, recognition of implicit bias, and EEO compliance.

The CHRO regularly attends state trainings (6.B) as well to keep District trainings up-to-date with current case studies and facts to encourage committee members to remain EEO compliant. District EEO trainings cover the Title 5 training requirements of federal and state nondiscrimination laws; the District's EEO policies on nondiscrimination, recruitment, and hiring; training on the elimination of bias and being aware of implicit bias in hiring and employment; the values of a diverse workforce both within California community colleges and in businesses in general; and best practices in recruiting and hiring for diversity (6.C).

NOTE: All evidence is available at the following address: <http://bit.ly/1YWa22b>.

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Does the District meet Method #7 (Professional development focused on diversity)?

Yes

No

Please provide an explanation and evidence of meeting this Multiple Method, #7.

The District's EEO Advisory Committee developed its EEO plan to align with the Equity Committee and the Equity plan ([7.A](#)). The Equity Committee and plan details data used to determine the direction of equity strategies that is used by the District. It was determined that one of these strategies is to educate District staff in equity, diversity, and biases ([7.B](#)). During the 2014-15 academic year the Equity Committee funded multiple professional development opportunities through workshops and presenters focused on diversity and what we as a District can do to increase equity, diversity, and to recognize our biases ([7.C](#)).

The idea of training staff in equity and diversity has continued into the 2015-16 academic and was a major theme during the District's convocation to welcome back faculty in the fall also with a corresponding staff training day. In alignment with the National Hispanic Heritage month the District gave its convocation, which consists of three days of staff/faculty training in September, a common theme of equity and diversity ([7.D](#)). A staff training day was also held in the fall on September 3, 2015 with a similar equity and diversity theme ([7.E](#)). Professional development for staff continues into the academic year with a workshop/presenter on May 13, 2016 titled "Representation Matters: Diversifying Faculty" presented by Adrienne Foster ([7.F](#)).

All faculty and staff are encouraged to participate in these professional development opportunities; however, if a staff member is unable to attend, recordings of these presentations have been archived and can be viewed as needed through this link: <http://bit.ly/2458zla>.

NOTE: All evidence is available at the following address: <http://bit.ly/1YWa22b>.

Does the District meet Method #8 (Diversity incorporated into criteria for employee evaluation and tenure review)?

Yes

No

Please provide an explanation and evidence of meeting this Multiple Method, #8.

The District does not meet Method #8. However, the District's CHRO has discussed this method with faculty involved in the District's Equity Committee, and they expressed interest in introducing this topic into evaluation and tenure review discussions.

Currently there is no immediate plan to implement this method.

NOTE: All evidence is available at the following address: <http://bit.ly/1YWa22b>.

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Does the District meet Method #9 (Grow-Your-Own programs)?

- Yes**
 No

Please provide an explanation and evidence of meeting this Multiple Method, #9.

The District has a few systems in place to assist adjunct faculty, new full-time faculty, and students in succeeding as District instructors or staff members. The most notable of these is our adjunct associate program (9.A). An adjunct instructor is able to apply for an associate title if they take a number of steps and workshops to assist them in being more successful as instructors and to make them feel more a part of the District as an employee. Criteria to become an associate faculty includes completion of twenty-four (24) units of teaching at the District, completion of an Excellence in Teaching workshop or similar class taught by full-time faculty members, completion of a full-time faculty member classroom observation, and to have a satisfactory classroom evaluation by a Dean of Instruction or delegate. An associate 02 level has recently been added to this program to which an associate instructor can receive a level two ranking once completing twelve (12) additional units of teaching at the District and completing an Advanced Excellence in Teaching workshop. Associate and Associate 02 instructors are able to earn more per contact hour of teaching on the adjunct salary schedule and associate adjuncts have gone on to full-time, tenure-track positions at other community colleges with this program aiding in their application efforts.

New full-time faculty hires are given reassigned time in their first year to be mentored by a tenured, full-time faculty member (9.B). The mentorship program aides in providing an inviting and inclusive work culture which is needed for maintaining new and potentially diverse full-time faculty members within the District (9.C).

The District's Student Services area has a Student Ambassador program to which students will go through a hiring and orientation process for an opportunity to be employed by the District and also assist those students in becoming more involved with the District's work culture (9.D). Student Ambassadors act as a help desk for students in multiple areas including registration, enrollment, general information, and campus tours. Many Student Ambassadors have continued on to further employment by the District. Student Services has committed to a diverse Student Ambassador program to reflect our student population.

NOTE: All evidence is available at the following address: <http://bit.ly/1YWa22b>.

EEO Advisory Committee Meeting Minutes 5/24/2016

Presenter: Shelley Hansen

In attendance: Maxine Alper, Karen Borges, Laura Salinas, Marta Sternal, Tere Tibbits, Christine Tomotillo. Jeremy Brown joined the meeting at 3:20pm.

- I. **Introductions:** Shelley Hansen opened the meeting at 3:05pm
- II. **Approval of March Minutes:** motioned and approved.
- III. **MULTIPLE METHODS REPORT ITEM** - Shelley Hansen presented the Multiple Methods Report document.

Shelley Hansen reported that she has updated the travel stipends on the Multiple Method Fund Allocation Form Report. Jeremy Brown has hyperlinked all of the evidence to the report and placed the supporting documents in Dropbox.

Overview: Discussion on FON – required percentage of full time faculty and state rules regarding the 9 Multiple Methods to apply for funds. Discussion on how funds can be spent to develop EEO processes. LTCC has met 7 of the methods. LTCC has EEO plan in place – it will be updated on an annual basis.

Methods met: Most of the methods are met because of HR procedures in place to train and expose staff, interview committee members, and board of trustees regarding importance of diversity – as well as staff development, meetings, and presentations by speakers. The EEO Committee was created prior to the Multiple Methods requirements. LTCC has made many efforts to address diversity.

Two methods not met were discussed on how to address or improve:

- Item #5. LTCC is working on tracking applicant pools, and the next task is to put into place a process to address this method. Discussion on criteria for diversity and how to address what processes to put into place. HR has been tracking data that can be utilized. The committee came to a consensus that implementing additional questions regarding diversity in the hiring process is important. The committee will meet in June to solidify details on how guidelines to set specific policy. Items discussed:
 - Special training for the EEO monitor
 - Alter the demographic sheet
 - Guidelines for HR to standardize recruiting process regarding if and when an adequate pool of diverse applicants has been received
 - Expanding reach of recruiting
 - Update questions for applicants regarding diversity
 - How to measure diversity, what criteria to use? Create rubric, review other institutions methods
- Item #8. LTCC needs further information before implementing this method. It is difficult to implement requirements for tenure review.

- Difficulty in implementing processes for adjuncts vs. full time faculty
- 75% of instructors are adjuncts
 - Possible focus on more training for adjuncts
 - Update hiring process for adjuncts to address diversity
 - Better communication to adjuncts, possibly have a welcoming committee for out of town hires
 - Including adjuncts in more processes – mentor program

- IV. Committee unanimously approved Multiple Method Fund Allocation Form for 2015-16 with the following modification: Adjusting minor typos in the “Grow Your Own” method.

- V. Discussion on who the EEO Committee will report to – IEC? Ideas on how the EEO Committee will fit into the governing structure. The EEO Committee will continue to report to the Board of Trustees. The EEO Committee will be responsible for the HR Accreditation Self-Study in the fall and will need community member input.

- VI. Discussion on how to improve cultural competency and an accepting environment.
 - Use EEO funds for post-hiring process to encourage accepting environment
 - Faculty and Directors might feel excluded from the culture more than staff
 - Possibly implement a welcoming committee – dinner or reception in addition to being introduced to the Board of Trustees
 - Include the community and invite them on campus or have college representatives go out to the community for events or to interact with organizations (Possibly partner with the Family Resource Center, Chamber, local businesses etc.)
 - Shelley Hansen invited the committee to invite community members to the committee
 - Shelley Hansen asked if any of the committee members would like to serve on a welcoming committee

The next meeting is scheduled for 3:30pm-4:30pm on Wednesday June 8th regarding the topic of item #5 on the report and how to address implementation. Shelley Hansen will provide in advance existing demographic form and more materials on options prior to the meeting.

Shelley Hansen adjourned the meeting at 4:15pm