

LEFT OUT

HOW EXCLUSION IN CALIFORNIA'S COLLEGES
AND UNIVERSITIES HURTS OUR VALUES, OUR
STUDENTS, AND OUR ECONOMY

EXECUTIVE SUMMARY



MARCH 2018



ACKNOWLEDGEMENTS

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The principal authors of this report were Leticia Tomas Bustillos, Ph.D. and Michele Siqueiros with extensive contributions by Abigail Bates, Ph.D.



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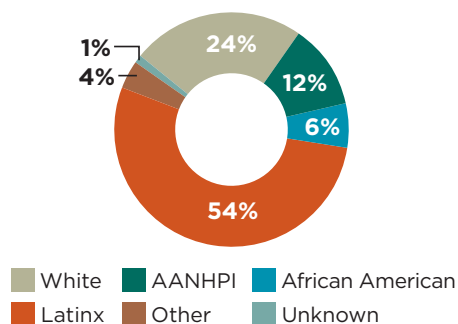
HOW EXCLUSION IN CALIFORNIA'S COLLEGES AND UNIVERSITIES HURTS OUR VALUES, OUR STUDENTS AND OUR ECONOMY

From the Gold Rush to the tech boom — California has been a magnet for dreamers, risk takers, and innovative leaders who make up the rich diversity of our state. Our success as the sixth largest economy in the world has been our pay off. Our visionary investments in higher education — serving 2.8 million students — reflect our commitment to broad access and talent development for our residents. The diversity of our college students (69% are Asian American, Native Hawaiian and Pacific Islander (AANHPI), African American, American Indian and Alaska Native (AI/AN) and Latinx) is a strength, especially as California's population continues to be the most diverse in the world — a trend that will only increase as 76% of K-12 students today are racially diverse.

Given the growing diversity of our state, the success of AANHPI, African Americans, AI/AN, and Latinx in higher education is critical to our collective future as Californians. Our state cannot produce the college educated workers we need to keep our economy strong without increasing the number of college graduates from each of these groups, especially Latinx.

The good news is that our community colleges and universities are diverse. In fact, over two-thirds of the students enrolled at the University of California, California State University and California Community Colleges are diverse.

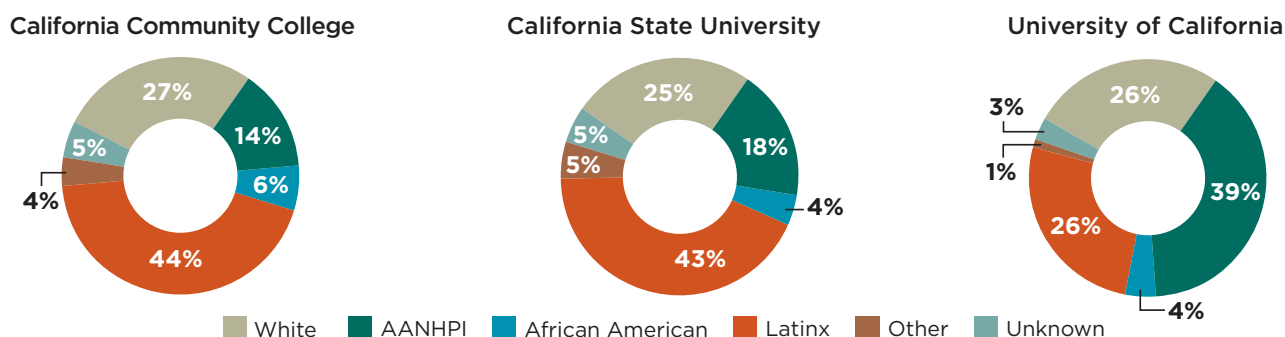
EXECUTIVE SUMMARY FIGURE 1:
California K-12 Student Enrollment,
by Race and Ethnicity, 2016-17



Source: California Department of Education, 2018

Note: This is Figure 22 in the full report

EXECUTIVE SUMMARY FIGURE 2: Student Enrollment at the University of California (UC), California State University (CSU), and California Community Colleges (CCC), by Race and Ethnicity, 2016-17

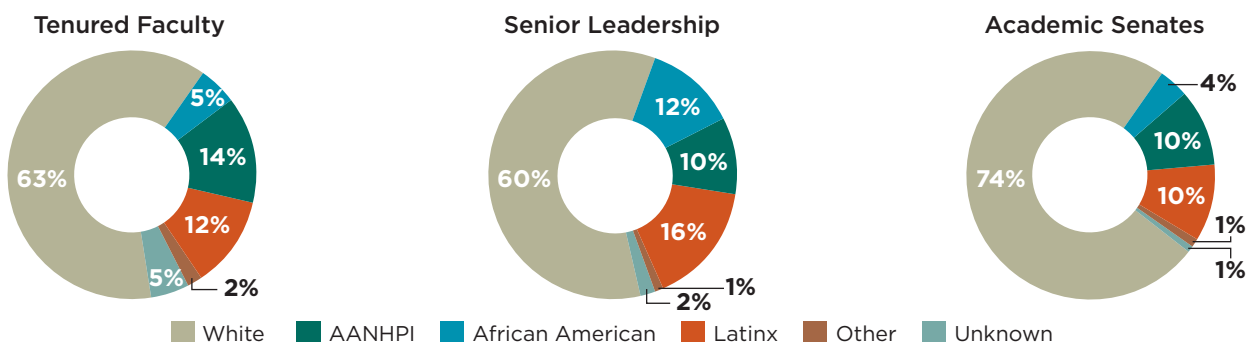


Sources: UC Info Center, CSU Analytic Studies, CCCCCO Data Mart, 2016

Note: Numbers will not always add up to 100% due to rounding

The bad news is that, despite the diversity of college students (69%), we have persistent gaps in college access and success for students of color and our campus faculty and leadership do not reflect the racial and gender diversity of our students. In fact, over 60% of college faculty and senior leadership on our campuses are White and 74% of Academic Senators are White.

EXECUTIVE SUMMARY FIGURE 3: Campus Faculty and Senior Leadership at the UC, CSU and CCC, by Race and Ethnicity, 2016-17



Sources: UC Info Center, CSU Analytic Studies, CCCCCO Data Mart, individual websites, 2016

Note: Numbers will not always add up to 100% due to rounding

College leaders set the tone, values, and direction of their institutions and when that leadership is not reflective of the diversity of the student population, student success suffers. When campuses are inclusive and reflective of the student population, the culture, practices and policies align with the needs of the students. Students experience a greater sense of belonging and have more role models who understand and validate their experiences. More importantly, leaders who can relate to the unique experiences of their students are better positioned to serve them. Inclusive college environments improve success for all students.

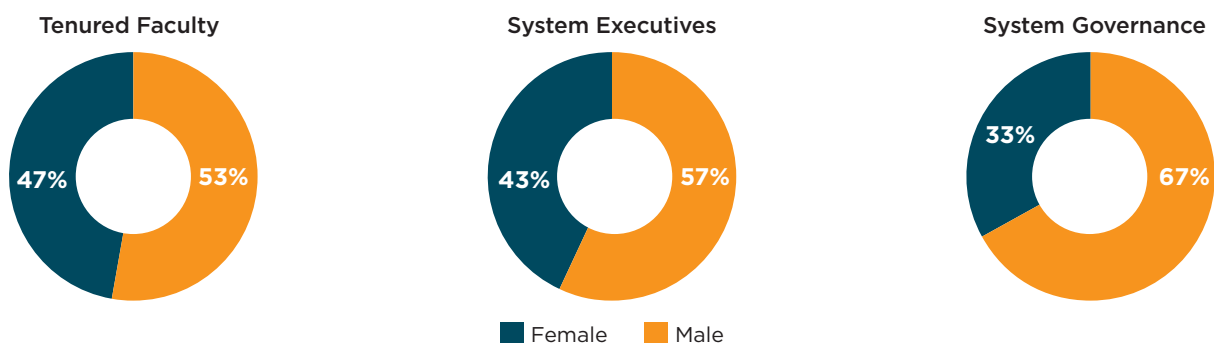


“ I think it’s important for the leadership of an institution to reflect its student body. Students need to feel like their experiences, their backgrounds and their perspectives are represented in the institution’s leadership because institutional leaders are responsible for making decisions that are not only in the best interest of the institution but also in the best interest of the students. So, it’s important for students to know that decisions are being made by people who understand their real life experiences, have some understanding of what their lives are like, what are the challenges they experience and the assets that they bring to the institution. ”

– Dr. Frank Harris III,
Professor of Postsecondary Educational Leadership and Student
Affairs, San Diego State University

Although 54% of college students in California are female, women are underrepresented among tenured faculty, academic senates, and system executive leadership. Women are significantly underrepresented in our college governance system with males making up more than two-thirds of UC Regents, CSU Trustees, and Community College Board of Governors.

EXECUTIVE SUMMARY FIGURE 4: Campus Faculty and Senior Leadership at the UC, CSU and CCC, by Gender, 2016-17



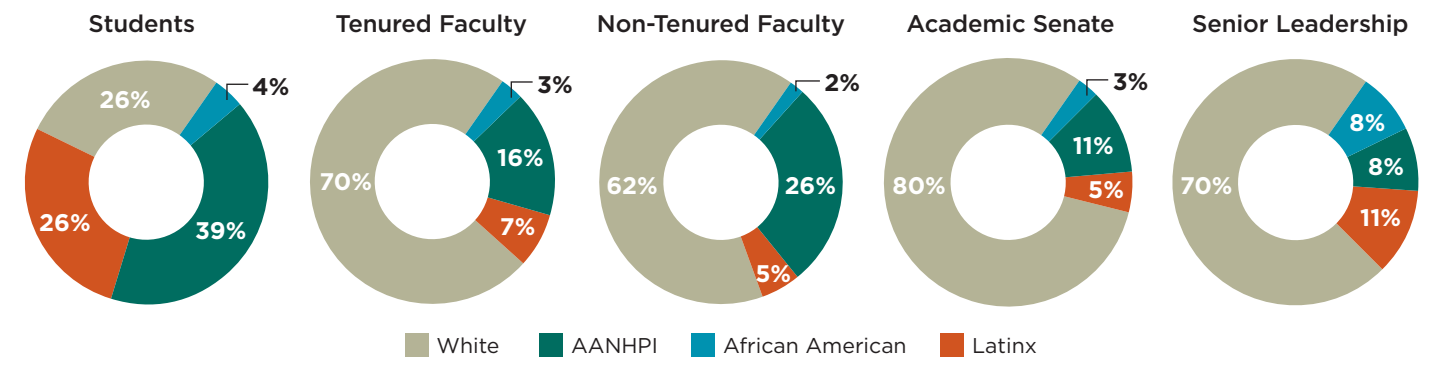
Sources: UC Info Center, CSU Analytic Studies, CCCCCO Data Mart, individual websites 2016

One bright spot is the growing and almost equitable number of women Presidents in the Community Colleges (50 of 114) and in the CSU (11 of 23).

SNAPSHOT OF DIVERSITY AND INCLUSION AMONG HIGHER EDUCATION LEADERS

UNIVERSITY OF CALIFORNIA

EXECUTIVE SUMMARY FIGURE 5: Campus Faculty and Leadership Diversity at the University of California, by Race and Ethnicity, 2016-17



Source: UC Info Center and individual campus websites, 2016
Note: Numbers will not always add up to 100% since these charts do not include “Other” or “Unknown” categories.

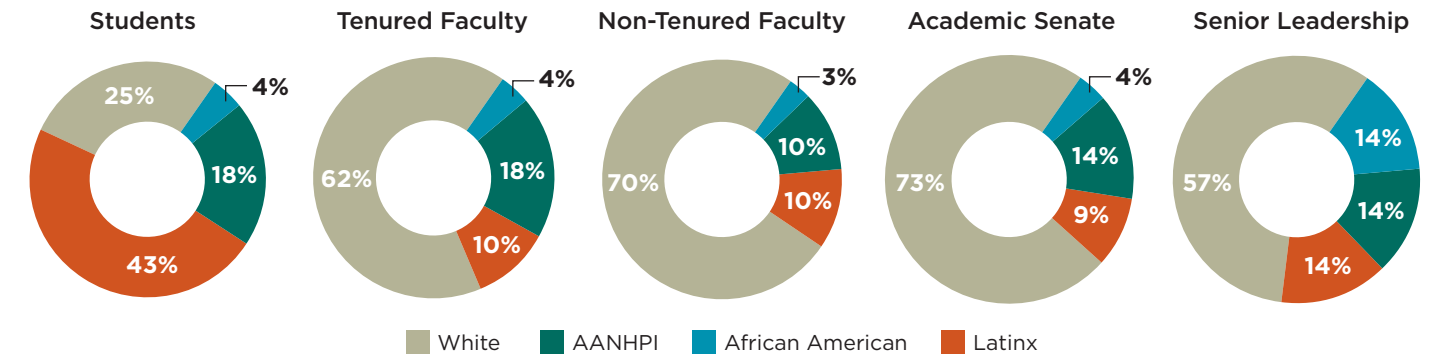
UC BRIGHT SPOTS	LEFT OUT: INCLUSIVITY CHALLENGES
In 2013 the first woman in the history of the UC was named President	There are ZERO Latinx leaders within the UC Office of the President. Only 11% of college leaders, 7% of tenured faculty and 5% of Academic Senators are Latinx (Latinx are 26% of the student body)
Half of all UC Office of the President executive leaders are women	Only 8% of senior leadership at the UC are Asian Americans, Native Hawaiians, and Pacific Islanders (AANHPI are 39% of the student body)
UC’s African American leadership is proportional to African American student enrollment	Only 16% of tenured faculty and 11% of Academic Senators and only ONE UC Regent are AANHPI (39% of students are AANHPI)
	African Americans are only 3% of all tenured and non-tenured faculty
	There is only ONE female Chancellor of a UC Campus (out of nine)
	Only 7 out of the 26 UC Regents are women (women are 54% of the student body)





CALIFORNIA STATE UNIVERSITY

EXECUTIVE SUMMARY FIGURE 6: Campus Faculty and Leadership Diversity at the California State University, by Race and Ethnicity, 2016-17

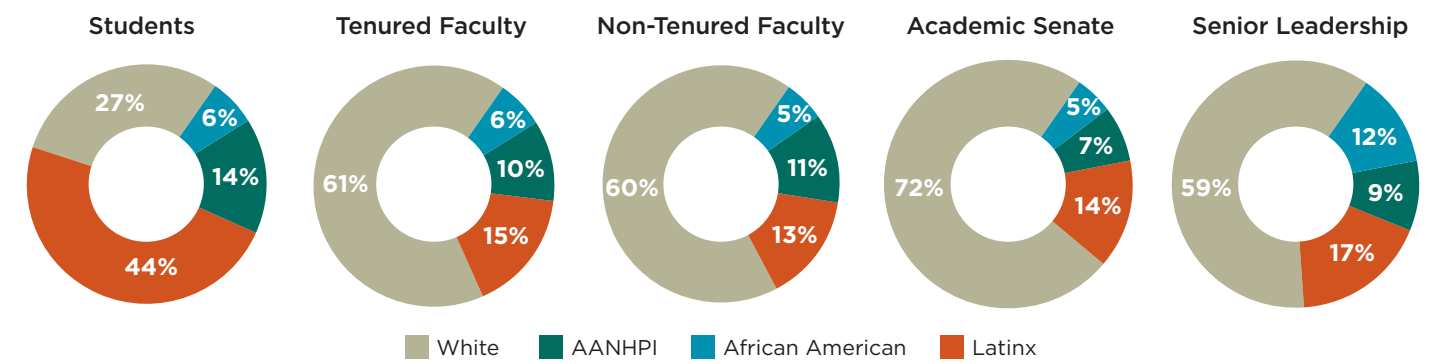


Sources: CSU Analytic Studies and individual campus websites, 2016
 Note: Numbers will not always add up to 100% since these charts do not include “Other” or “Unknown” categories.

CSU BRIGHT SPOTS	LEFT OUT: INCLUSIVITY CHALLENGES
11 of the 23 CSU Presidents are female	There are ZERO CSU Trustees that are AANHPI, only 4 are Latinx and only 7 are female (out of 20)
CSU’s AANHPI tenured faculty is proportional to AANHPI student enrollment	Latinx make up only 10% of faculty, 14% of college leaders, and 9% of Academic Senators (Latinx are 43% of the student body)
CSU’s African American leadership is proportional to African American student enrollment	There is only ONE woman on the CSU Chancellor’s Office leadership team (out of 8)
Women are well represented among Academic Senators and non-tenured faculty	Women are underrepresented among tenured faculty where they make up 47% of faculty compared to 53% male faculty

CALIFORNIA COMMUNITY COLLEGES

EXECUTIVE SUMMARY FIGURE 7: Campus Faculty and Leadership Diversity at the California Community Colleges, by Race and Ethnicity, 2016-17

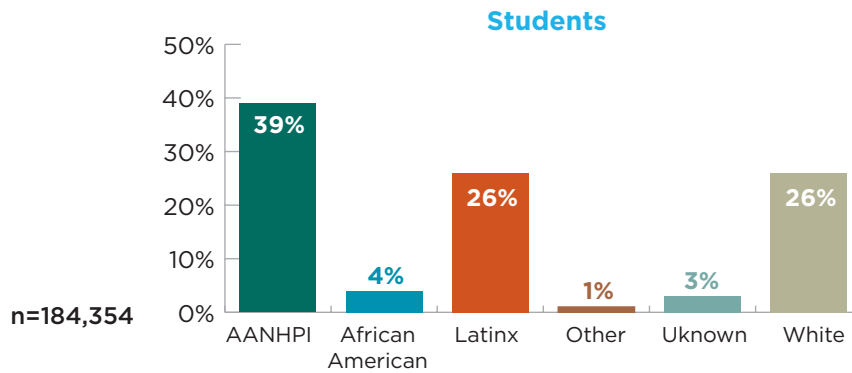


Sources: CCCCCO Data Mart and individual campus websites, 2016
Note: Numbers will not always add up to 100% since these charts do not include “Other” or “Unknown” categories.

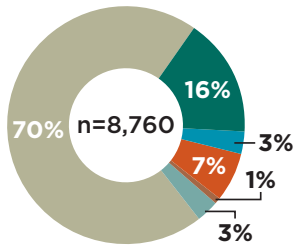
CCC BRIGHT SPOTS	LEFT OUT: INCLUSIVITY CHALLENGES
In 2016, the first Latinx Chancellor was named to the Community College System	There are ZERO members of the Board of Governors that are AANHPI and only 2 that are Latinx (out of 17)
Nearly half of all 114 Community College Campus Presidents are women	Only 6% of tenured faculty are African American
AANHPI tenured and non-tenured faculty are nearly proportional to AANHPI student enrollment	15 of the 72 CA Community College Districts have White ONLY Boards of Trustees. Only 26 Trustees are AANHPI (out of 448)
African American leadership is proportional to African American student enrollment	Latinx make up only 15% of tenured faculty, 14% of campus academic senators and 17% of campus senior leaders (Latinx are 44% of the student body)
	There is only ONE Latinx on the Academic Senate for the CA Community Colleges (out of 15)



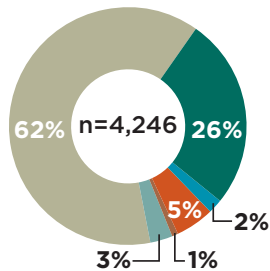
LEADERSHIP DIVERSITY AT THE UNIVERSITY OF CALIFORNIA — 2016-17



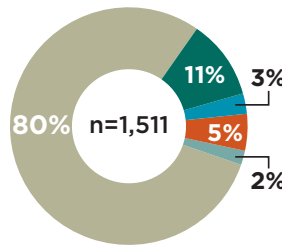
Tenured Faculty by Race



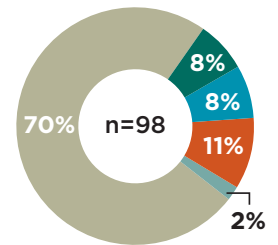
Non-tenured Faculty by Race



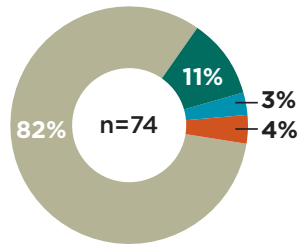
Campus Academic Senate by Race



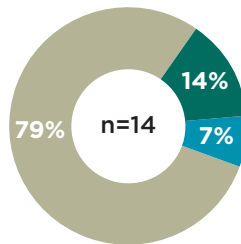
Campus Senior Leadership by Race



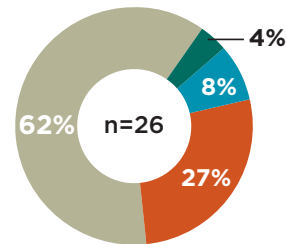
Academic Senate of the UC by Race



UC Office of the President by Race

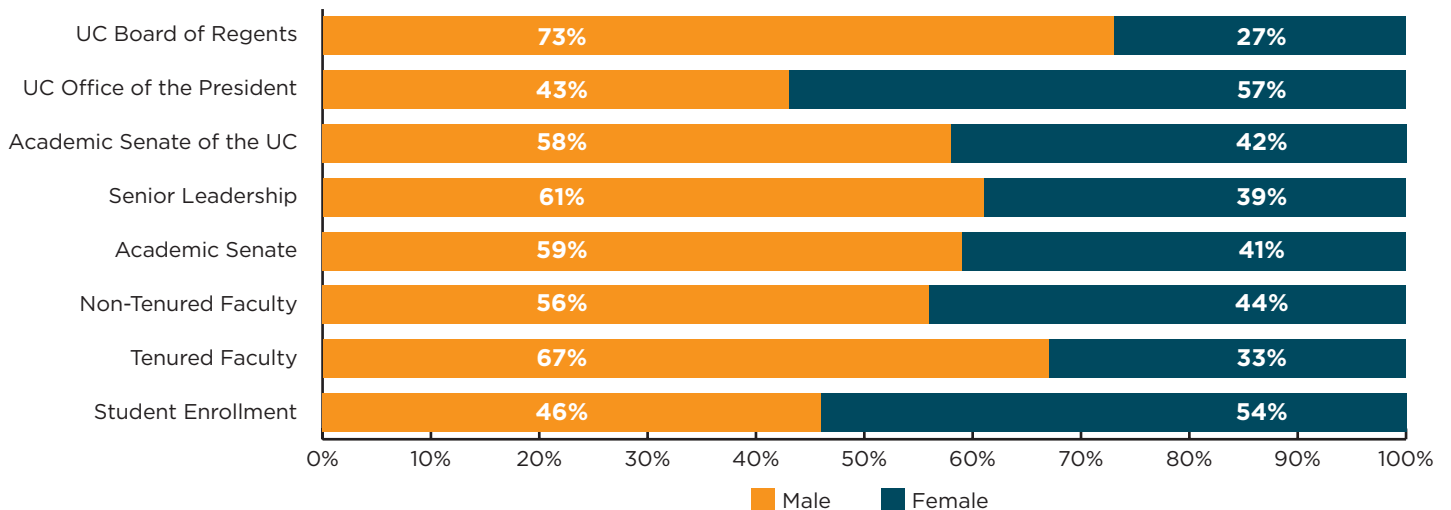


UC Board of Regents by Race

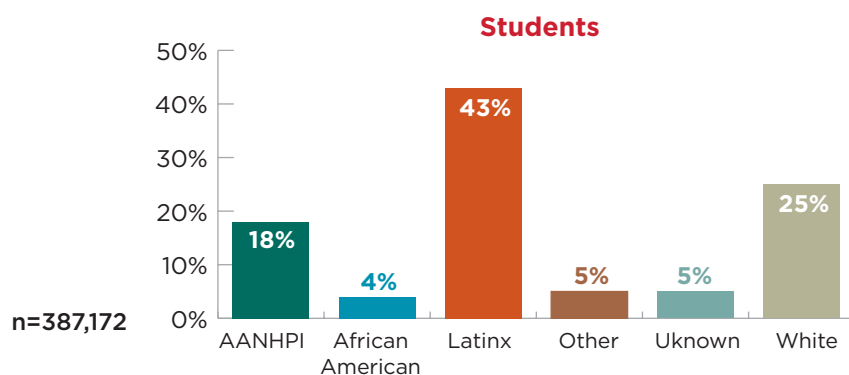


White AANHPI African American Latinx Other Unknown

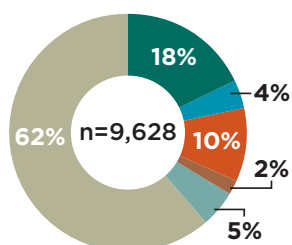
Gender Representation at the University of California



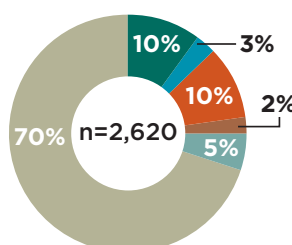
LEADERSHIP DIVERSITY AT THE CALIFORNIA STATE UNIVERSITY — 2016-17



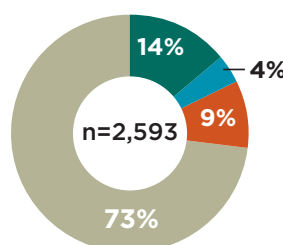
Tenured Faculty by Race



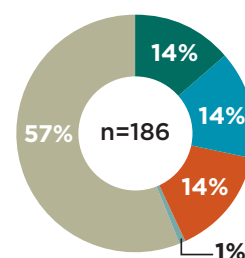
Non-tenured Faculty by Race



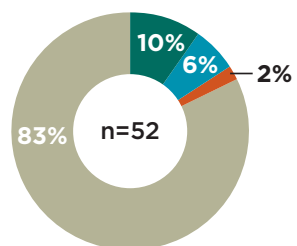
Campus Academic Senate by Race



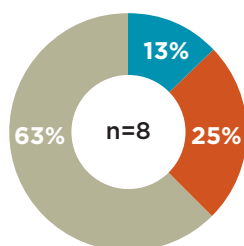
Campus Senior Leadership by Race



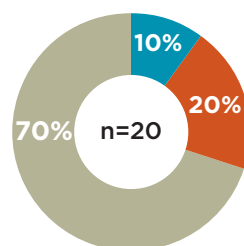
Academic Senate of the CSU by Race



CSU Office of the Chancellor by Race

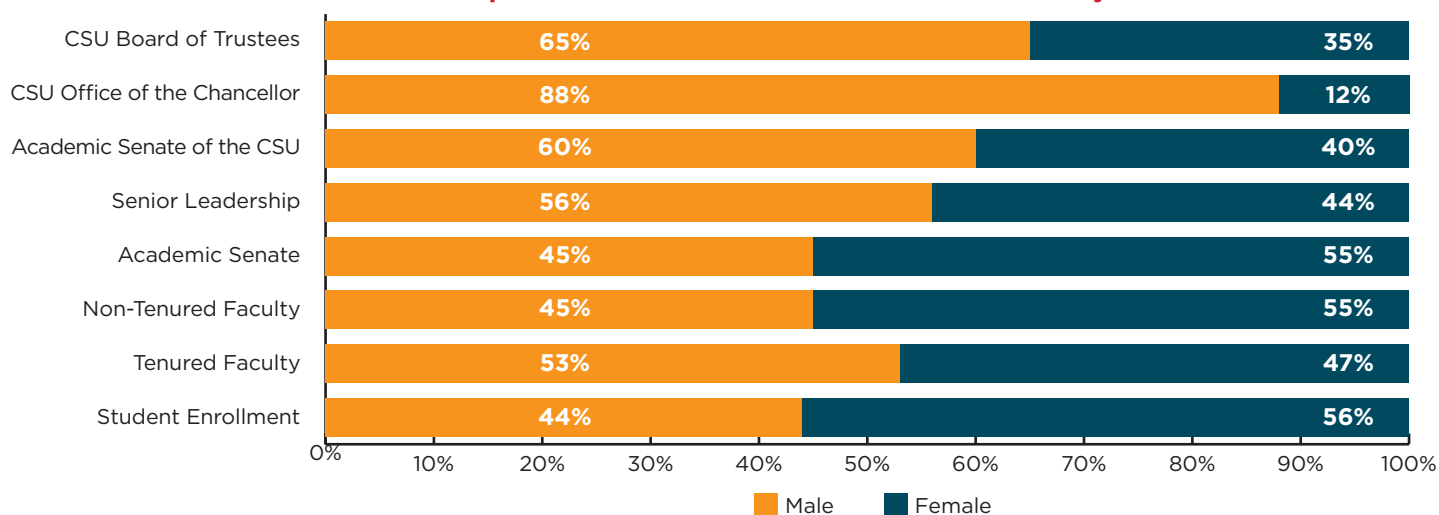


CSU Board of Trustees by Race

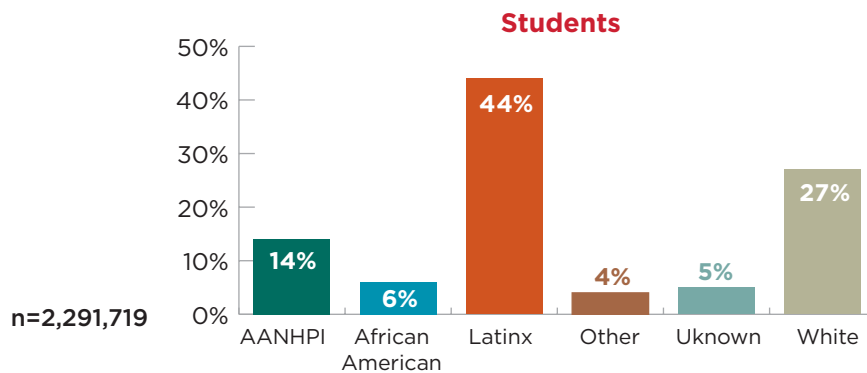


White AANHPI African American Latinx Other Unknown

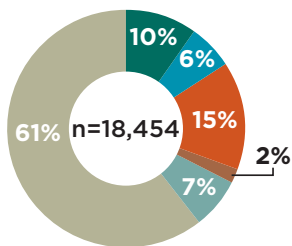
Gender Representation at the California State University



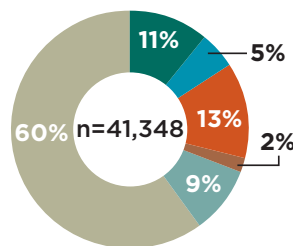
LEADERSHIP DIVERSITY AT THE CALIFORNIA COMMUNITY COLLEGES — 2016-17



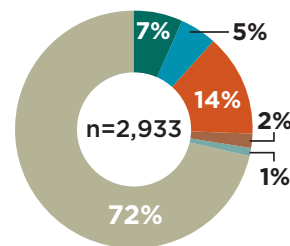
Tenured Faculty by Race



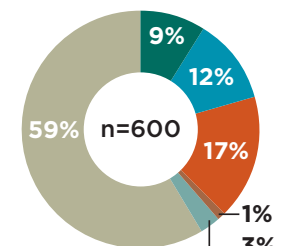
Non-tenured Faculty by Race



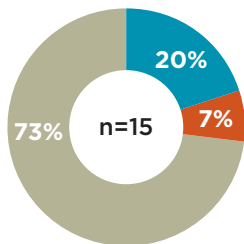
Campus Academic Senate by Race



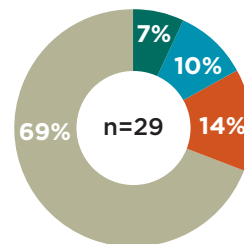
Campus Senior Leadership by Race



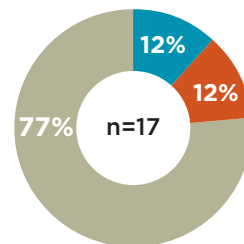
Academic Senate for CCC by Race



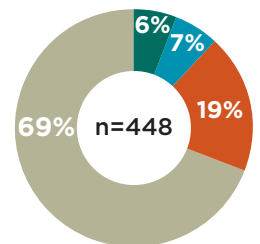
CCC Office of the Chancellor by Race



CCC Board of Governors by Race

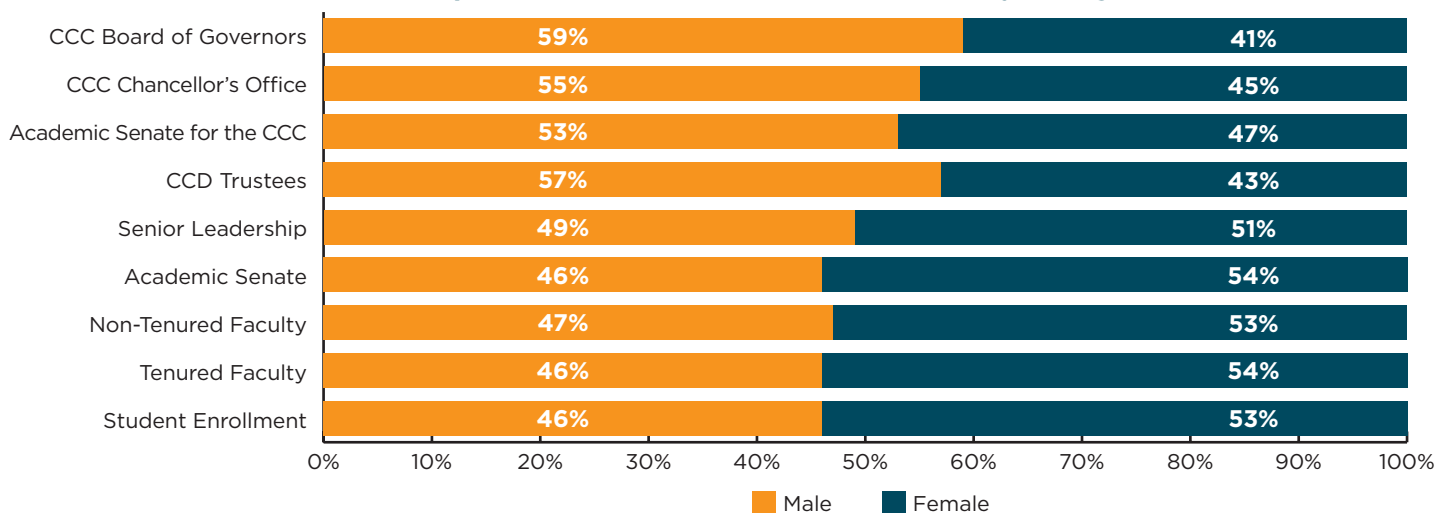


CCC District Trustees



White AANHPI African American Latinx Other Unknown

Gender Representation at the California Community Colleges



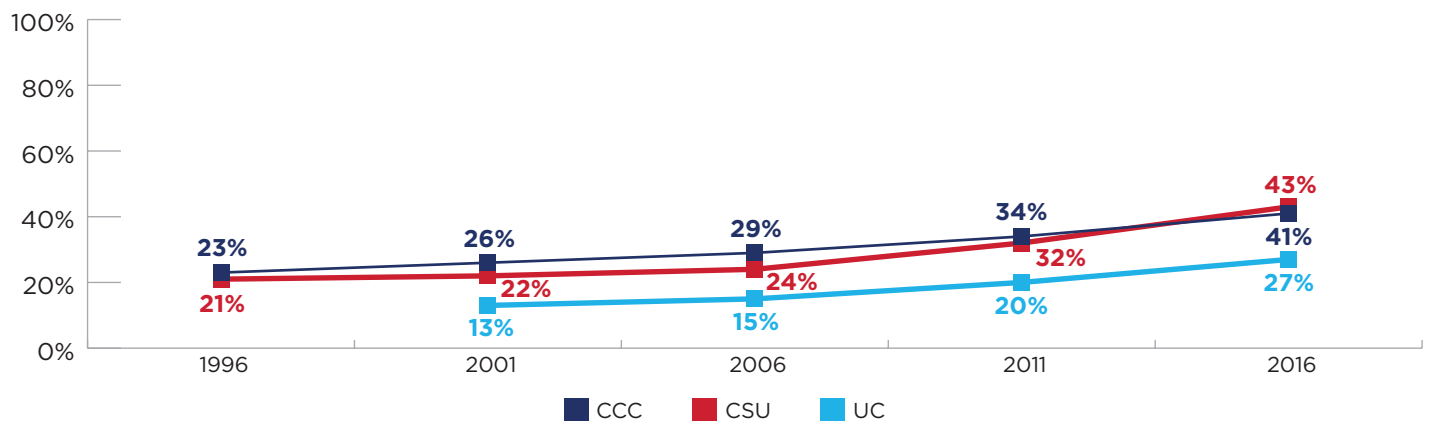
LATINX IN CALIFORNIA HIGHER EDUCATION LEADERSHIP

EXCERPTED FROM **LEFT OUT: HOW EXCLUSION IN CALIFORNIA'S COLLEGES AND UNIVERSITIES HURTS OUR VALUES, OUR STUDENTS, AND OUR ECONOMY**

With more than 1.2 million Latinx enrolled in California's public colleges and universities in 2016, Latinx students are the largest ethnic group in California colleges and universities (43%) followed by White (26%) and AANHPI (16%) students. **Between 1996 and 2016, the number of Latinx students enrolled in college increased from 571,000 to 1.2 million, representing a 120% increase over the last two decades.** Though the vast majority of Latinx students attend the state's community colleges, enrollment increases are evident across all of higher education such that their share of the student population doubled over that time.

EXECUTIVE SUMMARY FIGURE 8: Latinx student enrollment in the UC, CSU, CCC, 1996-2016

Latinx student enrollment increased 120% between 1996 and 2016



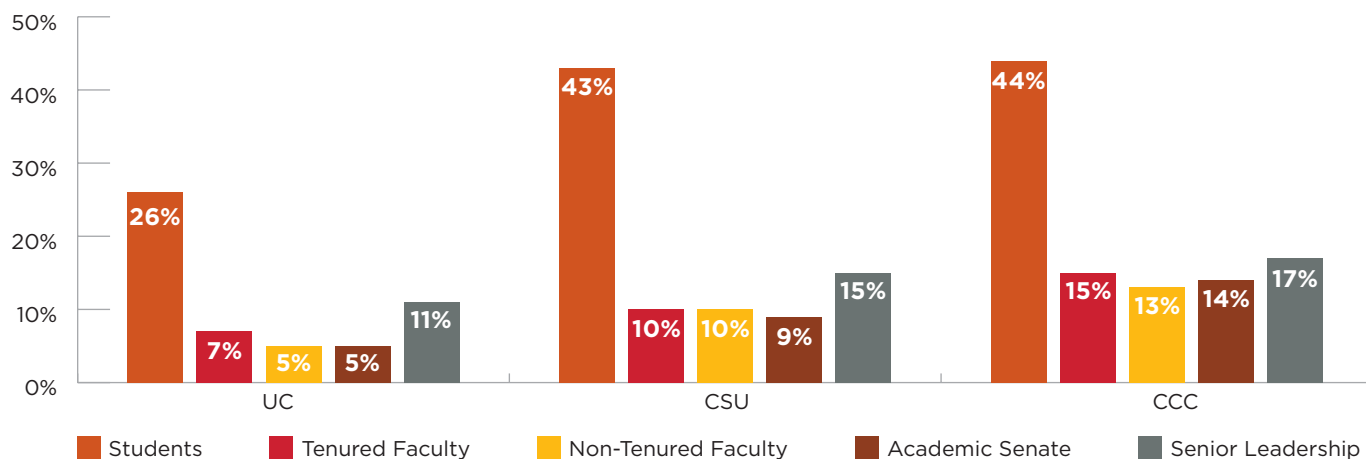
Sources: UC Info Center, CSU Analytic Studies, CCCCCO DataMart, 2016.

Note: This is Figure 2 in the full report

Latinx students make up the largest share of enrollments in California's community colleges and the CSUs and more than a quarter at the UC in the 2016-17 academic year. However, they are significantly underrepresented amongst college faculty in all three systems. Less than 1 in 10 leaders are Latinx at the UC and the CSU. While Latinx representation in California's community colleges is marginally better, only 1.5 in 10 leaders are Latinx.

EXECUTIVE SUMMARY FIGURE 9: Latinx representation in California public colleges and universities, 2016-17

Latinx are significantly underrepresented in all college and university leadership positions



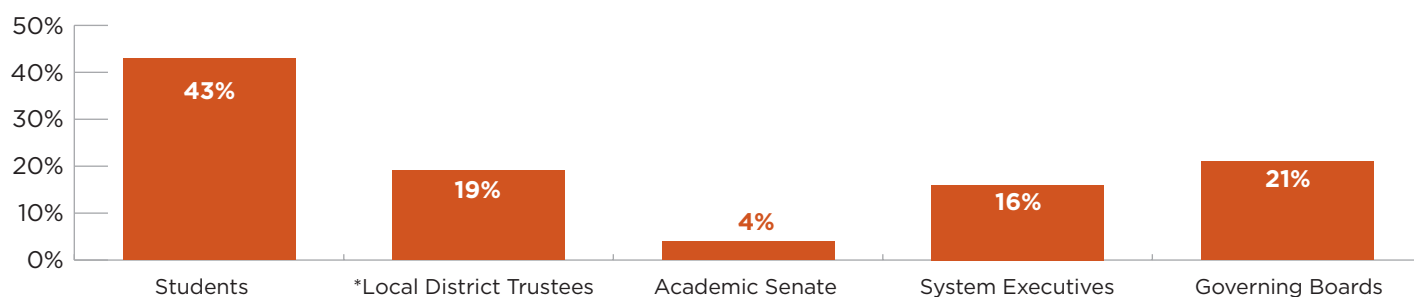
Sources: UC Info Center, CSU Analytic Studies, CCCC DataMart, and individual campus websites 2016

Note: This is Figure 3 in the full report

Latinx students account for 44% of student enrollments in CA's public colleges and universities but only 19% of community college district trusteesⁱ and only 16% of UC, CSU and CCC system leadership combined.

EXECUTIVE SUMMARY FIGURE 10: Latinx Representation in the UC, CSU and California Community Colleges Systems, 2016-17

Latinx occupy only 111 out of 703 (16%) of all district and statewide leadership positions in the UC, CSU and Community Colleges



*Applies only to community colleges

Sources: CCCC DataMart and individual websites, 2016

Note: This is Figure 4 in the full report

ⁱ There are 72 Community College Districts and each are governed by locally elected boards of trustees.

In 2016, Eloy Ortiz-Oakley was named the first Latinx community college Chancellor. That same year only one Latinx professional served on the 15-member Academic Senate for California Community Colleges (ASCCC) and only one Latinx was on the Academic Senate of the California State University. No Latinx professionals held leadership positions at the University of California's Office of the President. Only 85 out of 448 (19%) locally elected community college district trustees are Latinx when 44% of community college students are Latinx.

EXECUTIVE SUMMARY TABLE 1. LATINX STATEWIDE LEADERSHIP 2016-17

	CCC			CSU			UC		
	#	Latinx #	Latinx %	#	Latinx #	Latinx %	#	Latinx #	Latinx %
Local District Trustees	448	85	19%	DOES NOT APPLY					
Statewide Academic Senates	15	1	7%	52	1	2%	74	3	4%
System Leadership	29	4	14%	8	2	25%	14	0	0%
Governing Boards	17	2	12%	20	4	20%	26	7	27%
TOTAL	509	92	18%	80	7	9%	114	10	9%

Sources: Individual campus and system websites, 2016

Note: This is Table 1 in the full report

Latinx students are the largest demographic in California's public colleges and universities and their enrollments will continue to grow as more Latinx students graduate from our state's high schools. The fact that only 1 in 10 of all faculty and leadership positions are held by Latinx is alarming. Data show that the UC and the CSU alone have awarded more than 25,000 Master's and Doctoral degrees to Latinx candidates between 2012-2016. Where do these professionals go? What structural barriers do we need to address to ensure greater, more equitable opportunities for our Latinx community to gain a foothold in our colleges and universities?



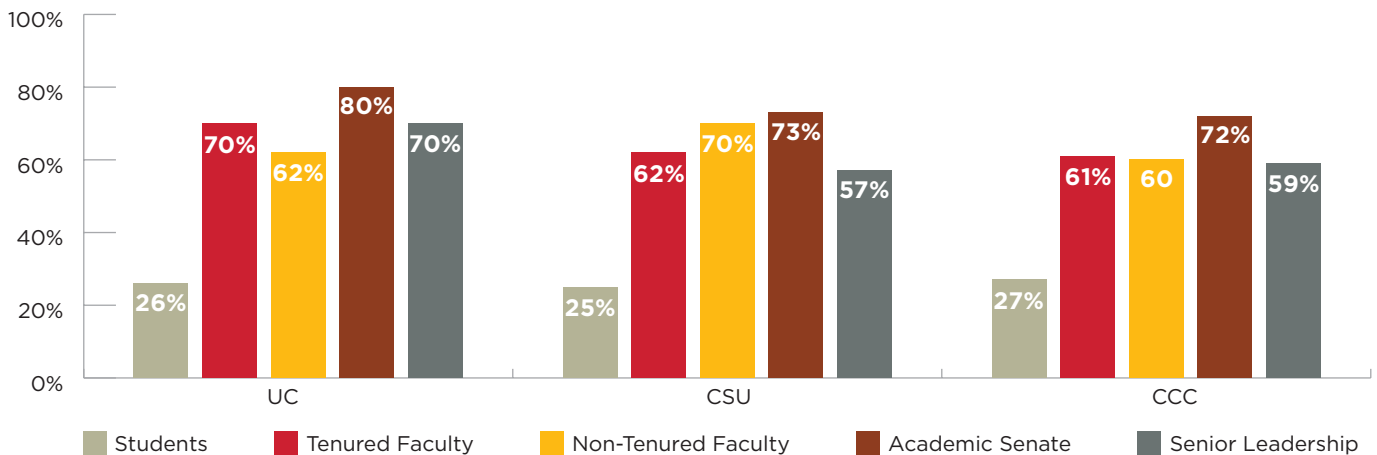
WHITES IN CALIFORNIA HIGHER EDUCATION LEADERSHIP

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White students are the second largest group of students enrolled in California's colleges and universities (26%) and are equally distributed throughout the community and 4-year colleges and universities.

EXECUTIVE SUMMARY FIGURE 11: White representation in California public colleges and universities, 2016-17

More than half of Whites are in leadership positions in California's colleges and universities

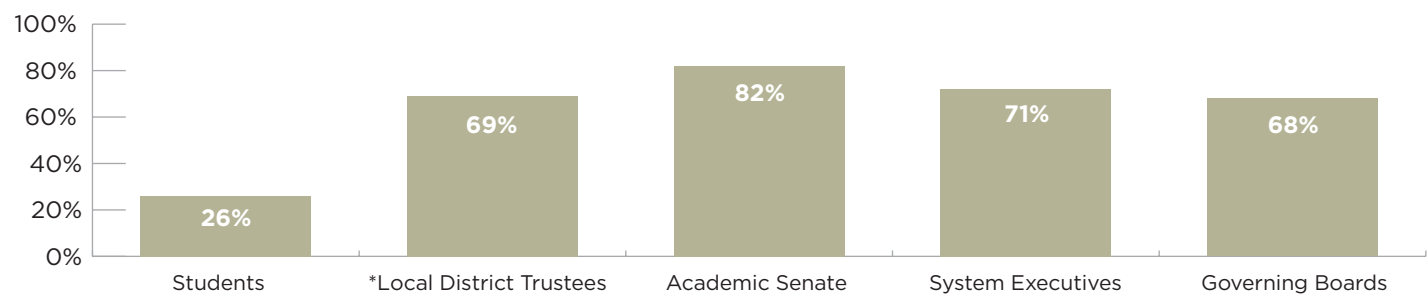


Sources: UC Info Center, CSU Analytic Studies, CCCCCO DataMart, and individual campus websites, 2016

Note: This is Figure 5 in the full report

Statewide, Whites are one-fourth of student enrollments. Yet they occupy the vast majority of leadership positions within the three systems. **Of the 703 leadership positions statewide, 502 (71%) are held by Whites.**

EXECUTIVE SUMMARY FIGURE 12: White Representation in the UC, CSU and CCC System Leadership, 2016-17
More than two-thirds of all leadership positions statewide are held by Whites



Sources: UC Info Center, CSU Analytic Studies, CCCCCO DataMart, and individual websites, 2016
Note: This is Figure 6 in the full report

Fifteen of the 72 community college districts have only White Trustees. They are:

- Antelope Valley CCD
- Lassen CCD
- Shasta-Tehama-Trinity Joint CCD
- Barstow CCD
- Mendocino CCD
- Sierra Joint CCD
- Copper Mountain CCD
- Monterey Peninsula CCD
- Siskiyou CCD
- Feather River CCD
- Redwoods CCD
- South Orange CCD
- Lake Tahoe CCD
- San Luis Obispo CCD
- Victor Valley CCD

“ I think it’s important for the university to make an effort to show students...there are people like them who look like them, who talk like them, who believe the same things as them, who have been able to achieve incredible things. I think that it’s especially a good thing for the university to try and make the number of people from different diverse backgrounds — especially in faculty — representative of the student population as well. ”

— Senior, UC Davis

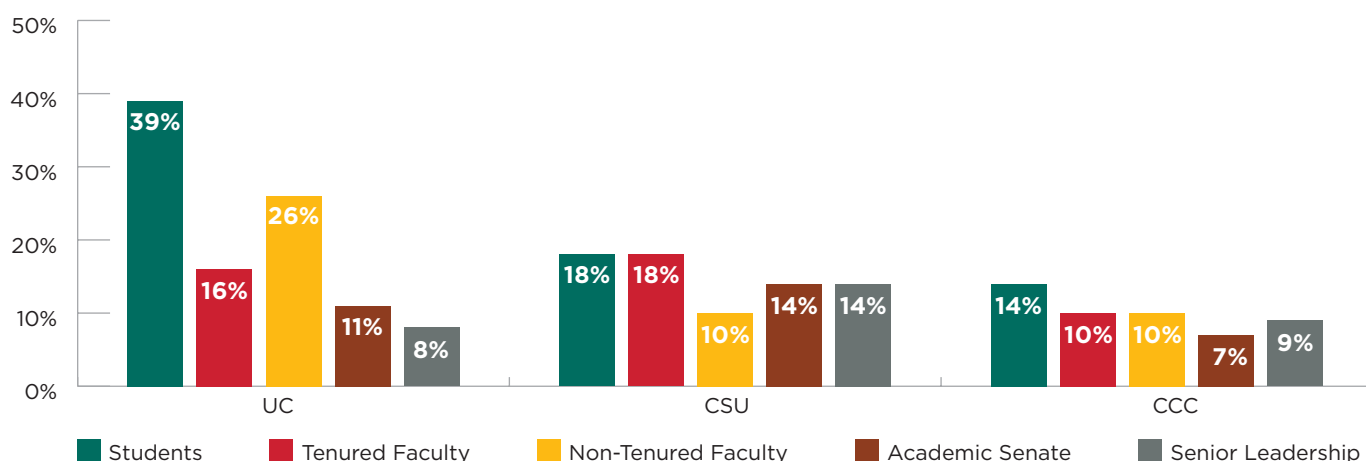
ASIAN AMERICAN, NATIVE HAWAIIAN, AND PACIFIC ISLANDERS (AANHPI) IN CALIFORNIA HIGHER EDUCATION LEADERSHIP

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AANHPI students are the third largest group of students enrolled in California's public higher education (16%), with nearly 470,000 students. They are almost 40% of student enrollments at the UC, 18% at the CSU, and 14% at the CCC. One bright spot is that AANHPI have proportional representation among tenured faculty at the CSU. However, AANHPI are underrepresented in all other areas of campus leadership across the three systems of higher education. This underrepresentation is especially acute at the UC, where AANHPI leaders represent less than half the share of AANHPI students enrolled.

EXECUTIVE SUMMARY FIGURE 13: AANHPI Representation in California Public Colleges and Universities, 2016-17

AANHPIs are significantly underrepresented in leadership positions at the UCs



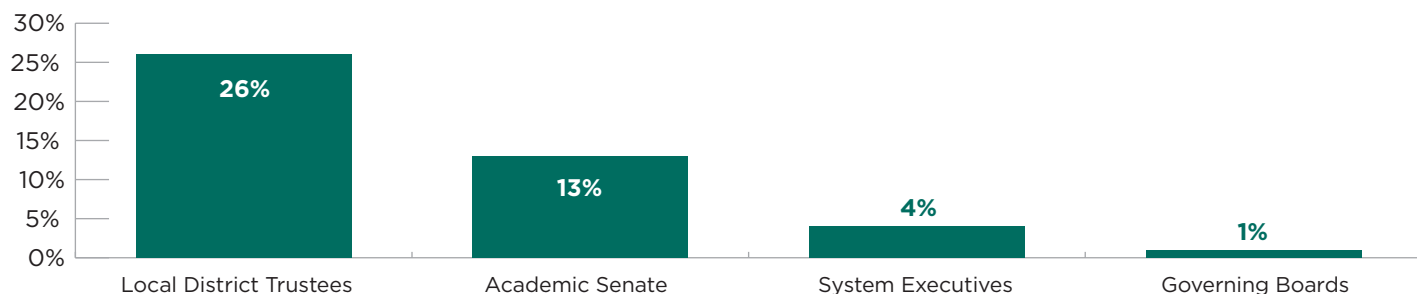
Sources: UC Info Center, CSU Analytic Studies, CCCC DataMart, and individual websites, 2016

Note: This is Figure 7 in the full report

Only 6% of leadership positions at the UC, CSU and the CCC systems are held by AANHPI professionals.

EXECUTIVE SUMMARY FIGURE 14: AANHPI Representation in California Systems of Higher Education, 2016-17

Only 44 AANHPI professionals are in leadership positions at the UC, CSU and the CCCs out of 703 positions total



Sources: Individual websites, 2016

Note: This is Figure 8 in the full report

This severe underrepresentation is much more glaring in the systems governing boards. **In the Community Colleges Board of Governors and the CSU Board of Trustees no AANHPIs held positions in the 2016-17 academic year.**

EXECUTIVE SUMMARY TABLE 2. AANHPI STATEWIDE LEADERSHIP 2016-17

	CCC			CSU			UC		
	#	AANHPI #	AANHPI %	#	AANHPI #	AANHPI %	#	AANHPI #	AANHPI %
Local District Trustees	448	26	6%	DOES NOT APPLY					
Statewide Academic Senates	15	0	0%	52	5	10%	74	8	11%
System Leadership	29	2	7%	8	0	0%	14	2	14%
Governing Boards	17	0	0%	20	0	0%	26	1	4%
TOTAL	509	28	6%	80	5	6%	114	11	10%

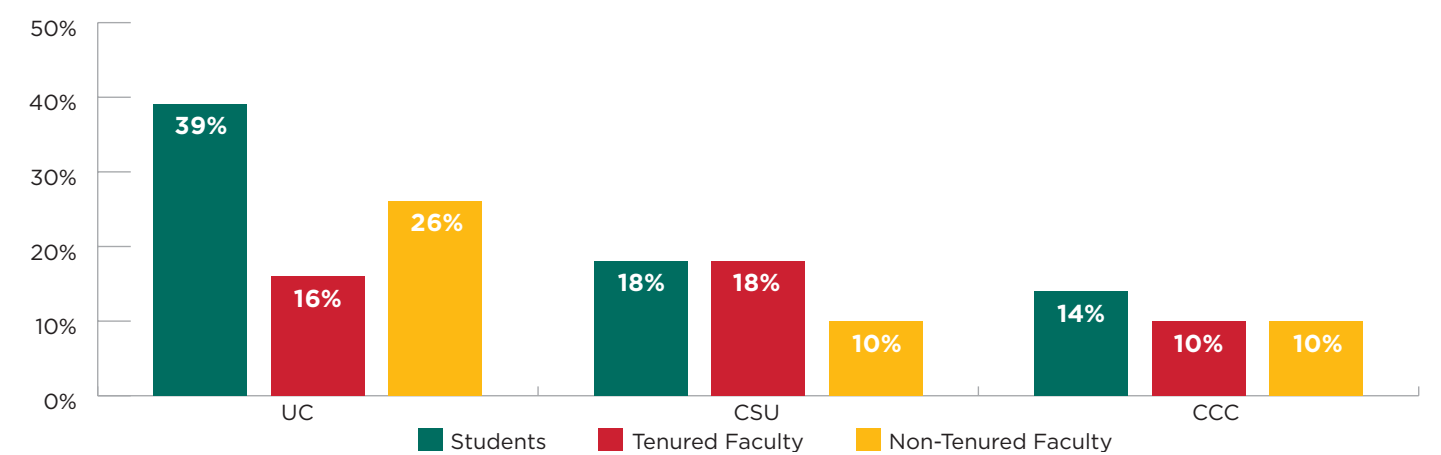
Sources: Individual websites, 2016

Note: This is Table 2 in the full report

The percentage of tenured and non-tenured AANHPI faculty provide interesting insight into the question of representation. The good news is that, at the CSU campuses, tenured AANHPI faculty are reflective of the AANHPI student body. At community colleges, both tenured and non-tenured faculty are just under representational equity for AANHPIs. The bad news is that at the UC, where 39% of the student body are AANHPI, fewer than one-fifth of the tenured faculty members and one-fourth of the non-tenured faculty members are AANHPI.

EXECUTIVE SUMMARY FIGURE 15: AANHPI Tenured and Non-Tenured Faculty in California’s Public Colleges and Universities, 2016-17

AANHPI faculty are significantly underrepresented at the UC



Sources: UC Info Center, CSU Analytic Studies, CCCCCO DataMart, 2016
Note: This is Figure 9 in the full report

Given that over 2,500 of UCs tenured and non-tenured faculty are AANHPI, it is concerning that only 161 (11%) of those faculty members are on the academic senate and only eight (8%) AANHPIs occupy senior leadership positions. Therefore, we are left with the questions: What is the pathway to leadership for AANHPI professionals, especially at the UC? Is there a pathway to leadership? If not, what are the potential known and unknown barriers that inhibit AANHPIs from being placed in leadership positions?

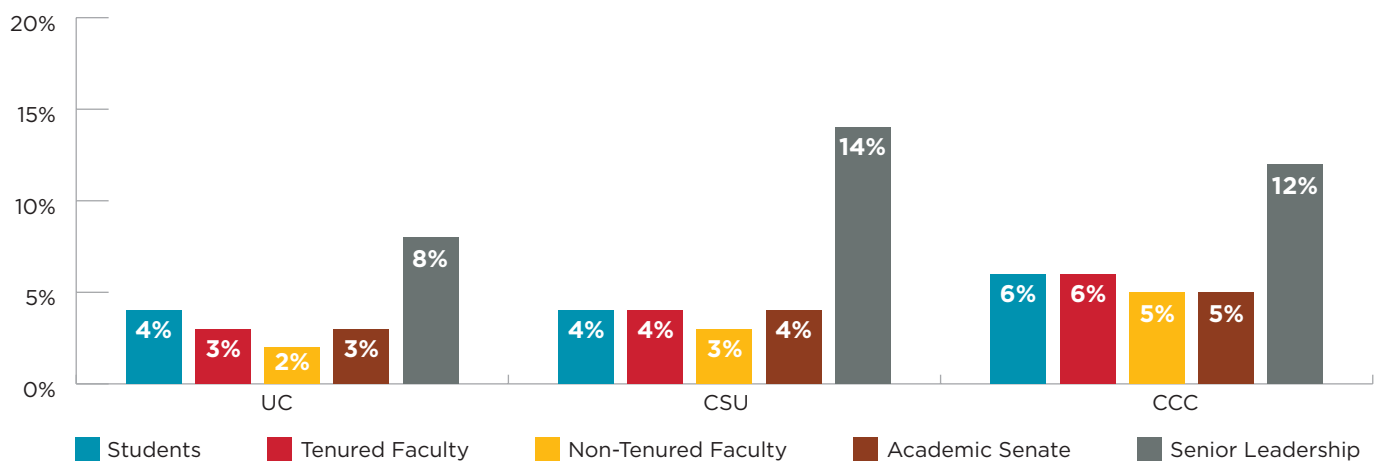
AFRICAN AMERICANS IN CALIFORNIA HIGHER EDUCATION LEADERSHIP

EXCERPTED FROM **LEFT OUT: HOW EXCLUSION IN CALIFORNIA'S COLLEGES AND UNIVERSITIES HURTS OUR VALUES, OUR STUDENTS, AND OUR ECONOMY**

The share of African American students in California's public higher education is 6%. The data show that there is near- and proportional representation in leadership positions across the UC, CSU, and California Community Colleges systems when compared to African American college enrollment.

EXECUTIVE SUMMARY FIGURE 16: African American Representation in California Public Colleges and Universities, 2016-17

African Americans appear well represented in higher education leadership roles, less so amongst faculty and Academic Senate bodies



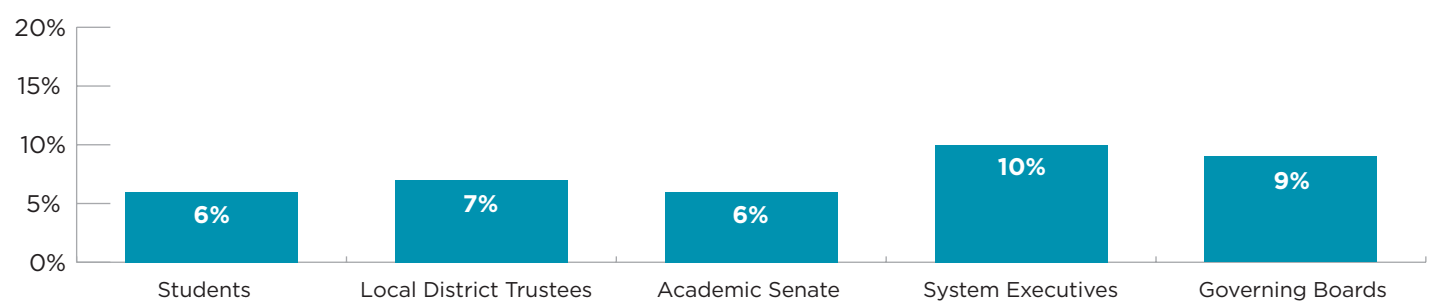
Sources: UC Info Center, CSU Analytic Studies, CCCC DataMart, and individual websites, 2016

Note: This is Figure 10 in the full report

African Americans are underrepresented in faculty positions at the CSU and the UC, yet there appears to be proportional representation in senior leadership positions across all systems when measured against African American college student enrollment.

EXECUTIVE SUMMARY FIGURE 17: African American Representation in California Systems of Higher Education, 2016-17

One out of every five members of the Academic Senate of the California Community Colleges is African American



Sources: UC Info Center, CSU Analytic Studies, CCCCCO DataMart, 2016
Note: This is Figure 11 in the full report

The good news is that African American leaders statewide are well represented across UC, CSU, and community college system leadership positions analyzed (statewide academic senate, system executives, governing boards). **The bad news is that only 3,200 (5%) out of a total of nearly 60,000 tenured and non-tenured community college faculty members are African American.** While one might conclude that African American representation is good when compared to college student enrollment California, demographics suggest the African American student population in college could be much higher than the mere 6% it was in 2016-17. In fact, African Americans make up 11% of 18-24 year olds in California (the traditional college going age) and 28% of those 25-44 years of age (today’s “post-traditional” students).

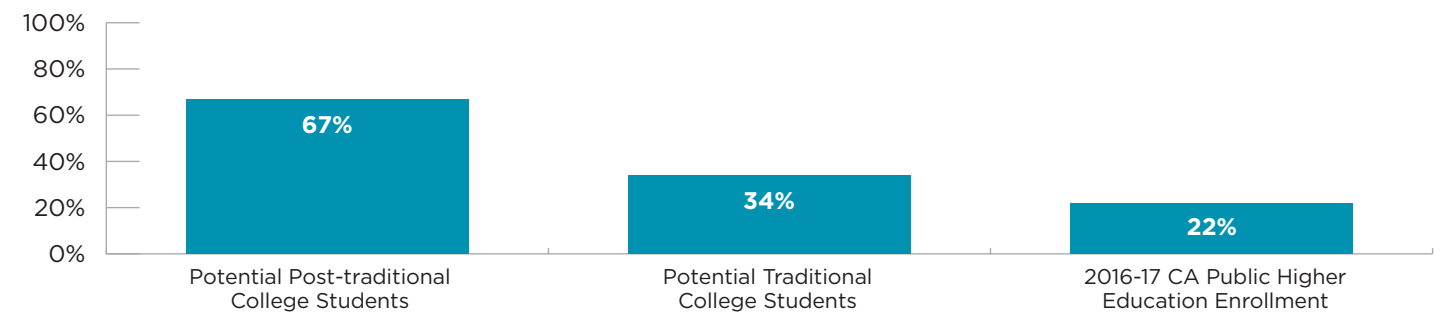
EXECUTIVE SUMMARY TABLE 3. AFRICAN AMERICANS IN CALIFORNIA		
	POPULATION SIZE	% TOTAL POPULATION
All African Americans in CA	2,265,280	6%
Traditional College Going Population 18-24 yrs.	244,650	11%
Post-traditional College-Going Population 25-44 yrs.	638,809	28%
Bachelor and Graduate/Professional Degree 25+ yrs.	370,209	24%

Source: 2016 ACS 1-year estimates, U.S. Census Bureau
Note: This is Table 3 in the full report

U.S. Census data estimate that more than 2.2 million African Americans resided in California in 2016. If we take out the quarter of bachelor and professional degree holders, we estimate that more than 728,000 African Americans ages 18-44 form a pool of potential college-goers.

EXECUTIVE SUMMARY FIGURE 18: Population Estimates of African American Potential College Students, 2016-17

Only one-fifth of potential African American traditional and post-traditional college goers are enrolled in California’s public colleges and universities in 2016-17



Source: 2016 ACS 1-year estimates, U.S. Census Bureau; UC Info Center, CSU Analytic Studies, CCCCCO DataMart, 2016
Note: This is Figure 12 in the full report

With a total undergraduate enrollment size that is one-fifth of all potential college-goers, the data suggest a severe underrepresentation of African Americans in California’s public colleges and universities. While there is equitable inclusion of African Americans in California public higher education faculty and leadership, the reality is that we must do more to improve the number of African Americans going to college. What are colleges and universities doing to increase the number of African American student enrollments? With this potential increase, what more can college and universities do to improve the faculty and leadership pipeline to ensure a proportional increase in African American leadership?



RECOMMENDATIONS

So that California can continue to strengthen its economy and ensure equal opportunity and success for all of its diverse population, the Campaign recommends the following actions for our Governor, Legislature, and college leaders.

State Action

- Commit to racial equity in higher education;
- The Governor must appoint individuals to the UC Board of Regents, CSU Board of Trustees, and the California Community Colleges Board of Governors that reflect the diversity of the state of California;
- Require colleges and universities to examine faculty and leadership hiring practices and implement solutions to improve equity;
- Require the UC, CSU, and California Community Colleges to submit a bi-annual analysis of leadership, faculty, and academic senate diversity by race, ethnicity, and gender that includes defined goals for improving inclusivity; and
- Establish statewide and campus-by-campus goals with specific plans and milestones for closing equity gaps and increasing the representation of historically marginalized groups.

College Leaders

- The UC, CSU, and California Community Colleges should annually collect data, disaggregated by race, ethnicity, and gender, for campus leadership and academic senate positions;
- Governing boards need to prioritize the hiring of college presidents that are representative of the students they serve and who have the proven ability and cultural competency to lead/promote more equitable and inclusive college campuses;
- College presidents and senior leadership need to provide clear, unambiguous guidance to hiring committees about Proposition 209 compliance while ensuring an understanding for how to identify and recruit diverse applicants;
- College presidents and senior leadership need to review current hiring practices to prevent bias against recruiting and hiring a more diverse and culturally competent faculty with the demonstrated ability to ensure student success;
- College presidents should require diverse applicant pools and have the courage and leadership to start searches over again if the applicant pool for a position has not resulted in an adequate number of competitive candidates from diverse backgrounds;
- Campus hiring committees, including those for adjunct/temporary faculty, should be reflective of the diversity of California and be required to have unconscious bias training. Qualifications must value diversity and require candidates to demonstrate an ability to effectively improve student outcomes and a talent for working effectively with underrepresented populations; and
- College presidents and senior leadership need to develop clear pathways to leadership and invest in leadership development opportunities to create a pipeline of staff from historically marginalized groups to enter leadership positions.



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