

**Recruiting/Retaining Faculty and Staff of Color Subgroup  
Inclusion Audit: Subgroup Recommendations**

**Rationale:**

1. Ripon College and search committees to date have done a poor job of following best practices identified by experts for hiring and recruiting faculty/staff of color.
  - a. Interviews with faculty/staff of color indicate that candidates are well aware that Ripon does not follow these practices closely (e.g., by not consistently advertising with targeted associations; by not using networks to identify and contact people of color and encouraging them to apply for positions; by not being well versed in the challenges that applicants of color face.)
  - b. Interviews also show that faculty/staff of color who have served on search committees have faced open opposition to best practices from other search committee members and/or administrators.
  - c. Surveys have indicated a lack of knowledge of best practices related to recruitment and hiring of employees of color.
2. In interviews conducted with current faculty/staff of color, individuals reported feeling isolated on campus, and stated that formalized welcoming events, a formalized orientation process (especially for staff), better mentoring, and/or more professional development opportunities, would help them feel less so.
3. Current faculty/staff of color indicate the need for a “critical mass” of people of color (i.e., faculty, staff, and students) on campus to feel less isolated, to not feel like a “token” or “racial spokesperson,” and/or to not feel over-burdened with service requests related to issues of race and/or “diversity.” Without following best practices, this critical mass will likely never occur, and we will risk losing our existing faculty/staff of color.
4. In interviews, faculty/staff of color indicate the need for formal and informal “safe spaces” to interact with and support one another.
5. In interviews, staff of color reported a lack of opportunities for sharing their expertise and/or collaborating with faculty and the larger community, resulting in isolation and devaluation of their work. (Faculty of color also noted this problem and advocated for staff on this issue.)
6. In interviews, staff of color reported a lack of opportunities for professional development. Consistent funding for conference and workshop attendance would allow for professional development and networking opportunities with other professionals (especially ones of color).
7. In interviews, faculty/staff of color frequently reported that they either did not have a mentor or that their assigned mentor had little interaction with them, showing that the existing mentoring program for faculty needs to be strengthened and rewarded, and a mentor program for staff needs to be implemented.

8. In interviews and exit surveys, some faculty/staff reported being the targets of microaggressions, open hostility, and/or racial discrimination from colleagues and/or the larger Ripon community, demonstrating a need for continuing education on race, racism, and/or anti-racism practices, as well as formalized and easily accessible avenues for reporting and responding to these incidents. (Several interviewees mentioned the need for similar avenues for students, including updated posters regarding the College's existing harassment policy.)

### **Recommendations:**

1. **Require** that **all searches** for faculty and staff follow the best practices identified by experts. The best practices for recruiting and retaining faculty/staff of color are synthesized [here](#), and include information on actions to take *prior* to a search, how to write and advertise positions, how to conduct searches and interviews, how to navigate the hiring process, as well as actions to take after the search. Best practices need to be **institutionalized** and **followed**.
2. **Require** that all members of search committees are educated on best practices for recruiting and retaining faculty/staff of color.
3. **Require** that all search committees include a “diversity advocate” or “equity advisor.”
4. **Establish** and **attain** specific goals for attaining a “critical mass” of faculty/staff of color.
5. **Formalize** welcoming events for all new hires.
6. **Provide** orientation for new staff hires.
7. **Provide** formal and informal ways for faculty and staff of color to network with and support one another. For example, providing programming and space for events and informal meetings for faculty and staff of color through the Center for Diversity and Inclusion.
8. **Formalize**, strengthen, and reward the internal mentoring program for faculty new hires.
9. **Develop** an internal mentoring program for staff new hires.
10. **Provide** external mentors for faculty/staff of color.
11. **Provide** consistent funding for professional development for staff, just like for faculty, i.e., funding for conferences and other professional development activities that does not come from departmental/divisional operating budgets.
12. **Conduct** regular racial “climate assessments.” Use the data to address any problems.
13. **Provide** and **require** continuing education on issues of race and racism (versus “diversity”) for all faculty and staff.

14. **Provide** clear and accessible policies and procedures for reporting racial harassment and discrimination.
15. **Provide** resources for employees of color to create an equitable work environment.
16. **Use** exit survey data to guide policies and procedures.