

*Twenty Years of Advancing*  
**Diversity, Equity,  
& Inclusion**  
*in Higher Education*  
**2019-2020 Annual Report**



**HERC**

Higher Education  
Recruitment Consortium

# Advancing Inclusive Excellence



## Vision

To promote equity and excellence in higher education recruitment worldwide.

## Mission

HERC advances the ability of member institutions to recruit and retain the most diverse and talented workforce and to assist dual career couples.





This year the Higher Education Recruitment Consortium (HERC) celebrates its 20th anniversary. As HERC commemorates this significant milestone, our nation and the world confront a global pandemic that, among other harsh realities, illuminates the disproportionate impact of the Coronavirus on communities of color, economically disadvantaged populations, the elderly, and working families. We live amid a reignited Black Lives Matter movement, combating institutional and systemic racism while interrogating the policies, practices, and behaviors that define the “status quo”.

At this moment of reckoning, we must confront the role of systemic racism, as well as gender and class disparities, in our public and private institutions. Higher education can, and must, implement inclusive policies and practices. HERC is firmly entrenched in our mission to advance diversity, equity, and belonging in the academic workforce. And we strive to execute our mission with an unyielding commitment and adherence to excellence.

Excellence is a difficult standard to achieve and sustain, particularly when an organization experiences the growth HERC has witnessed since 2001, from a single region to nineteen unique and vibrant regions. We are extremely proud of the evolution and current state of our organization. HERC is a leader in supporting our member organizations in building diverse and inclusive workforces.

We arrived at this moment through collective and generously shared expertise in human resources, diversity and inclusion, and dual career programming; through the leadership of our Regional Directors and the vision of our lead institutions; through the establishment of a dynamic Central HERC team; through partnership with mission-aligned organizations; and, finally, through investment in technological solutions like upgrades to our job board and the creation of the HERConnect member platform. We are grateful for these partnerships and know that, together, we will build on our foundation of inclusive excellence and lead HERC into our next twenty years and beyond.

Sincerely,

The Governance Board

# A National Network

HERC's 19 regions encompass urban and rural campuses, private and public institutions, small liberal arts colleges and large research universities. Our diversity is our strength.

## Championing Diversity & Inclusion

HERC's Lead Institutions house regional directors and staff. We thank these colleges and universities for investing in inclusive excellence.

CENTRE  
COLLEGE

COLUMBIA  
UNIVERSITY

East Carolina  
UNIVERSITY

GEORGE  
MASON  
UNIVERSITY

HARVARD  
UNIVERSITY

MICHIGAN STATE  
UNIVERSITY

OHSU

PRINCETON  
UNIVERSITY

University  
at Buffalo

UNIVERSITY OF CALIFORNIA  
SAN DIEGO

UNIVERSITY of  
HOUSTON

THE  
UNIVERSITY  
OF IOWA

UNIVERSITY  
OF MINNESOTA

UNIVERSITY of  
WASHINGTON

VANDERBILT  
UNIVERSITY

WRIGHT STATE  
UNIVERSITY

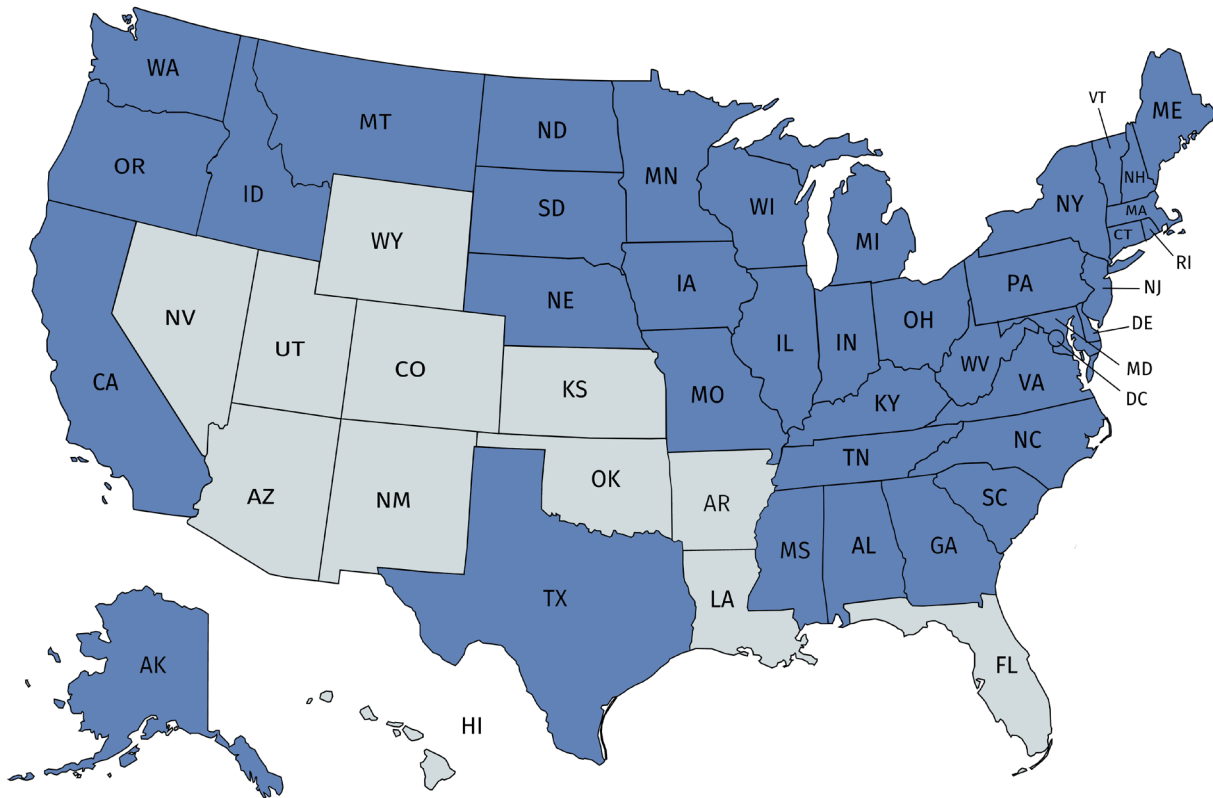


Centre College is deeply invested in recruiting a more diverse faculty and staff. In addition to actively working on training and strategies to reach a more diverse pool of candidates, Centre is also invested in fostering an inclusive space for those employees. This includes a year-round menu of workshops, discussion groups, and campus-wide events focused on creating intentional opportunities to better understand the wonderful variety of voices and perspectives represented by the nearly 2,000 people who make up our lively and energetic campus.

- Andrea Abrams, Associate Vice President for Diversity Affairs and Special Assistant to the President, Centre College

# Expanding HERC's Reach

Over the past two decades, HERC has grown from a single college campus to 19 vibrant regions throughout the U.S. Most recently, the Tennessee HERC expanded to form the Southeastern HERC, incorporating Mississippi, Alabama, and Georgia.



**720**  
colleges,  
universities,  
hospitals and labs

**38**  
states & the  
District of  
Columbia

**70**  
Minority-Serving  
Institutions

# Member Resources

**As a HERC member, your entire workforce has access to a robust suite of webinars, blog posts, and toolkits to elevate your institutions' DEI practices, in a community with 5,000 other higher education professionals.**



Founded on the idea of inclusive excellence, HERC provides an avenue for collaboration amongst a community of colleges and universities committed to the same goal... engaging its members and offering ideas that enhance diversity efforts.

- *Eddie Freeman, Executive Director, Employment & Equal Opportunity Services and Deputy Title IX Coordinator, University of Texas at Arlington; Chair, HERC Governance Board*



What I cannot accomplish alone, I can do through HERC. Higher ed employers make huge impacts on workforce equity diversity and inclusion. HERC's higher ed employer collective amplifies the impact of Equity, Diversity, and Inclusion for each member institution and the industry at large. The HERC community provides me with partners, colleagues and thought leaders that directly help me in my own institution.

- *Jennifer Park, Director, POP/ SoCal HERC, EVCAA Academic Personnel, University of California, San Diego*



HERC has really become a go-to resource for this work. It's great to be part of it. HERC's ability to bring together and promote ideas, initiatives, and resources for members all across the country has been its greatest contribution to Diversity, Equity, and Inclusion in higher education. I value the open, collaborative, and respectful nature of the organization...I have learned a lot over the years from what we have shared together from our work and life experiences.

- *Elizabeth Ancarana, Assistant Provost for Faculty Development and Diversity, Harvard University; New England HERC*





## Regional Meetings

Regional gatherings—whether in-person or, lately, virtually—offer HERC members the chance to build local connections while diving into a topic related to equity and inclusion in the workplace.



## HERConnect

Launched in 2018, HERConnect is a centralized hub for sharing best practices about diversity and inclusion in higher education. HERConnect hosts a vibrant, virtual network of HERC members, who collaborate to support dual career families and share innovative ideas from their workplaces.



## Search Committee Toolkit

Faculty members can be great allies for advancing inclusive recruitment. HERC's Search Committee Training Toolkit, consisting of four short films and accompanying worksheets, introduces your hiring committees to equitable recruitment practices.



## Disability Inclusion Toolkit

Developed in partnership with the federal Office for Disability Employment Programs, HERC's Disability Inclusion Toolkit offers practical advice for making your workplace welcoming for employees with disabilities.



## Member Webinars

HERC's professional development webinars share perspectives from leaders in the field of diversity, equity, and inclusion in higher education. For HR professionals, webinars count towards HRCI and SHRM continuing education. In FY20, 1,380 HERC members viewed our 18 webinars.

# HERC's History

## Founder Nancy Aebersold reflects on HERC's beginnings.

*When you were forming the Northern California region, did you have a sense then that HERC had the potential to develop into a national organization?*



Yes and no. Maybe it would be helpful to go back in time and share how HERC first started.

In 2000, I was hired to be the dual career director at UC Santa Cruz to help incoming

faculty and staff with relocation concerns, particularly with employment needs of the spouses and partners of new hires. I quickly realized that there was a missing link—reciprocal relationships with other colleges and universities. So many spouses and partners of prospective, desirable hires were also searching for positions in higher education. There were also some concerns with nepotism within the hiring institution.

We needed to branch out to other colleges and universities, so I proposed to the Provost to convene a meeting regarding dual career matters with representatives from other institutions, including Chief Human Resources Officers, Vice Provosts, and others. We had a very strong response. We invited all types of campuses—state, private, community. The first meeting was in 2000, a time when I was also becoming increasingly familiar with the emergence of online job searching. At that time, there was no one source listing jobs across higher education. Applicants had to go to individual college and university websites to see open positions. Walking across campus on my way to the first meeting, I had the idea to create a job board for

higher ed institutions in northern California as a way to galvanize the group around dual career concerns. When I raised the job board idea at the meeting, it was a slam dunk. This—the job board—was what especially drew in the community college representatives.

We set up our second meeting as a roundtable and had a discussion in answer to the question, “what are your greatest recruitment challenges?” After surveying the group, the second top issue—after dual career—was “sourcing a diverse and talented candidate pool.” This was how dual career and diversity issues emerged as the two pillars of HERC.

In subsequent meetings, it became clear that this would be a great tool not only in northern California, but nationwide. We got some coverage in the national press. Campuses in southern California learned about what we’d done and invited me to speak, and they were immediately on board. Word of mouth was very powerful. Then Princeton reached out, then Harvard, and it started mushrooming. Someone learned about us and would reach out to colleagues at colleges and universities in their area and galvanize the idea in a new region. All of the meetings had the same flavor and excitement about what could be done as that initial meeting at UC Santa Cruz.

**We were bridging the gap of professionals at different organizations and they were able to learn from each other. Suddenly, diverse types of individuals were exchanging information, for example, faculty recruitment folks sharing**



**with HR. This was an intangible result of HERC's forming—such diverse professionals at such diverse institutions working together.**

The job board was a wonderful, more tangible resource that instantly benefitted all of those co-founding members. They could instantly begin sharing the job board with dual career candidates. One of our early and really significant success stories was when UC Santa Cruz hired Tricia Rose, who was an American Studies scholar. I was able to identify an opportunity for Tricia's husband Andre through the HERC job board. He was interviewed and offered a position at a community college. Their story was a vivid, real-life example of the HERC job board working and positively impacting peoples' lives.

*Can you describe your proudest moments with HERC?*

I loved attending different conferences that were reaching out to graduate students, like the National Postdoc Association, and particularly conferences geared towards underrepresented student populations, groups like the Society for the Advancement of Chicanos and Native Americans in Science, to let them know about HERC. Invariably, a student would approach our booth and say, "HERC! I found my first position through HERC." Or even better, "I found my dream job through HERC." Some of my happiest and most satisfying moments were hearing these personal stories, especially from diverse candidates because it meant that what we were doing was working. We were changing people's lives.

I also had some incredibly proud moments at the meetings for developing regions. I never saw one of those meetings where, after learning what we were doing, participants didn't see the immediate value. No one ever said, "No, I don't think we need this." These meetings demonstrated the value and impact of HERC so vividly.

*Recruitment was a central focus of HERC's founding. "Recruitment" is in our title, after all. We have evolved into an organization that also recognizes and places emphasis on the importance of retaining diverse talent. Why do you think*

*HERC is well situated to be a leader with regard to both recruitment and retention?*

Retention was on our radar from the beginning. Initially, leaders convened on recruitment but once discussions progressed, when information started being exchanged, when members could "talk shop," topics like faculty development emerged for future meetings. We began to ask questions about how else we could help each other, and the retention piece was clearly of interest.

I think HERC is positioned to lead in the retention area (in addition to recruitment) because of who HERC has invited to the table: People who can not only consider, but practice and implement, programs and policies that facilitate retention.

**HERC is a great convener of people who can be change agents at their own campuses.** They understand the power and value of the HERC network and take advantage of having colleagues at peer institutions facing similar issues.

*That's something that is incredibly special about HERC—the willingness of members to assist each other. HERC is a very unselfish organization with a shared commitment to our mission of advancing diversity and inclusion across higher ed.*

This actually came up at one of our very first meetings. Someone voiced the honest question of whether or not we were competitors with each other. In that moment, we consciously chose cooperation and collaboration over competition. Together, we would lift all of our campuses.

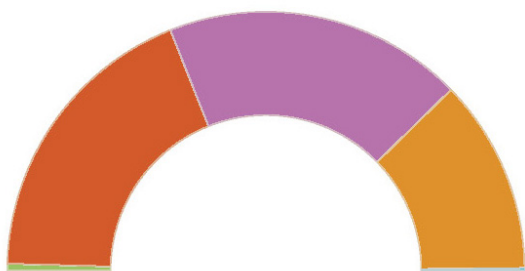
Now, HERC is curating great information through its members and tools like HERConnect to make resources accessible to diverse professionals across the organization. **HERC is full of generous experts who share knowledge, wisdom, and the practical nuts and bolts around how they are doing things on their campuses.**

# Diverse, Talented Candidates

## Our Job Seekers



- Women, non-binary and gender-diverse people (69%); transgender people (1%)
- People of color and multiracial people (35%)
- People with disabilities (9%)
- Veterans (6%)



- Generation Z
- Millennials
- Generation X
- Baby Boomers
- Silent Generation

**214,929**  
registered job  
seekers,  
including 47,311 new  
registered job seekers  
in FY20

**78%**  
of job seekers  
have a master's  
degree or higher

**13%**  
of job seekers  
are part of a  
dual career  
couple

*Demographic data from respondents who completed HERC's 2020 Job Seeker Survey; veterans' data from HERC's registered job seekers. Data does not include individuals who self-identify.*



I've used HERCJobs for every single higher education job search since I started full-time in the field in 2010. I've always found the site to be the most comprehensive, engaging, and user-friendly relative to all others, making it easy to navigate and find opportunities regardless of my criteria. I've found all of my jobs on the site, so I praise its utility to every new higher education student and colleague I meet who's exploring opportunities.

- Hoi Ning Ngai, Associate Director, Employer Engagement and Business Advising, Bates College



I teach a capstone course that is designed to help students begin their job searches and launch their careers. HERC Career Briefs is my go-to resource for that course. I regularly save articles from the updates and discuss them in class.

- Cessna Winslow, Assistant Professor and Internship Coordinator, Public Relations & Social Engagement Program Coordinator, Tarleton State University



In my estimation, HERC's greatest contribution to DEI in higher education was the recognition that higher education needed to do more to support trailing partners and spouses whose lives were disrupted by moves.

Academic careers are made (or broken) on the basis of opportunities to grow and develop. Families are an integral part of that growth and the success of talented people is in large measure influenced by how well their families are treated in the process of relocation.

- Isaac E. Dixon, Associate Vice President for Human Resources, Portland State University; HERC Governance Board

**2,008**  
higher ed career  
eBook downloads

**Free ebook**

**VETERANS**



**59.5**  
**million**  
visits to  
**HERCJobs in FY20**



# Partners & Sponsors

HERC's partners and sponsors share a commitment to creating vibrant, diverse higher educational workplaces.

## A New Marketplace

This year, HERC launched a virtual Partner and Sponsor Marketplace so our members could explore valuable connections, resources, and discounts from our partners and sponsors.



Veterans and other underserved populations need to know about the great employment opportunities available to them with educational institutions. We appreciate HERC embracing best practices for veteran and diversity recruiting, retention, and engagement for their members.

- Matthew Brogdon, Founder,  
Pathfinder Consulting



The Black Doctoral Network (BDN) has worked with HERC in several areas including facilitating webinars, speaking at events, and providing members access to our database of members for recruitment. Working with HERC enhances the mission of our organization because it provides us with the access to an opportunities partner with member colleges and universities to engage in discussion and programs that support the advancement of scholarship and professional growth and development of scholars of color.

- Deandra S. Taylor, M.A.,  
Conference Chair and Executive  
Director, Black Doctoral Network  
Inc.

### Marketplace

#### Partners and Sponsors

The central HERC office develops partnerships with corporate and non-profit organizations that have an affinity with our vision and mission.

Partners and sponsors offer products, services, and resources HERC members will find valuable. Many partners and sponsors offer discounts to HERC members. Some members have reported saving more through these discounts than the cost of their HERC membership.

#### Learn More

PARTNERS & SPONSORS  
PROGRAM

Filter By Marketplace Category

Filter By Vendor Discounts

APPLY FILTERS



ABILITY Job Fair

#NonprofitOrganization  
#PartnerJobBoard  
#WorkforceTechnologySolutions(ATSPn  
#OffersDiscounts



abilityJOBS.com

abilityJOBS.com/ABILITY  
Magazine (ABILITY)

#NonprofitOrganization  
#PartnerJobBoard  
#WorkforceTechnologySolutions(ATSPn



Association of Black  
Women in Higher  
Education - Minnesota  
Chapter

#NonprofitOrganization  
#ProfessionalSociety



The partnership with HERC enhances the Hispanic Association of Colleges and Universities' mission to 'Champion Hispanic Success in Higher Education,' by creating awareness about employment opportunities available to Hispanics in leadership roles in higher education. Through combined efforts of outreach, advertising, career advice, webinars, and posting of job opportunities, this partnership is making great strides in diversifying the pipeline of faculty, staff, and executives in academia.

*-Sandra Holt, Chief Development and Marketing Officer, Hispanic Association of Colleges and Universities (HACU)*



As a diversity and inclusion consulting firm, Huckel Inclusive is always happy to partner with folks like HERC to support clients seeking greater understanding and/or greater actualization of their diversity, equity, and inclusion goals and initiatives. Through HERC, we're connected with clients who may not have otherwise known about us. We're pleased to partner with HERC and look forward to our continued partnership.

*-Stephanie Huckel, Co-Founder, Huckel Inclusive*



The Association of Black Women in Higher Education (ABWHE) has been an advocate for and celebrant of the accomplishments of Black women and students in higher education for more than three decades.

By collaborating with HERC, we have been able to extend our reach and share resources with a growing number of Black professionals and leaders seeking to contribute to the diversification of employees; advocate for pay equity; and create more inclusive workspaces. Together, we work to eliminate racism, sexism, classism, and other social barriers that hinder Black women and students in higher education from achieving their human potential.

*-Dr. Kimberly Roan, President of the Minnesota Chapter of the Association of Black Women in Higher Education (ABWHE), Founder and Chief Executive Officer of Roan Educational Consulting*

# HERC Leadership

## Governance Board

Elizabeth Ancarana  
*Assistant Provost for Faculty,  
Development and Diversity,  
Harvard University,  
New England HERC*

Isaac Dixon  
*Associate Vice President of Human  
Resources, Portland State University,  
Greater Oregon HERC*

Nikki Duncan  
*Director, Greater Texas HERC,  
University of Houston*

Karen Fife  
*Director, Metro New York & Southern  
Connecticut HERC, Columbia  
University*

Eddie Freeman, Chair  
*Executive Director, Employment &  
Equal Opportunity Services,  
Deputy Title IX Coordinator,  
University of Texas at Arlington,  
Greater Texas HERC*

Ruth Molina  
*Director, New England HERC,  
Harvard University*

Jennifer Park  
*Director, Southern California HERC,  
University of California, San Diego*

Gilda Paul  
*Director, New Jersey-Eastern  
Pennsylvania-Delaware HERC,  
Princeton University*

Erik Smetana  
*Director, Southeastern HERC,  
Vanderbilt University & Medical Center*

Valarie Stanley, Vice Chair  
*Director, Office For Equal Opportunity  
Programs & Senior Deputy Title IX  
Coordinator for Faculty & Staff,  
Yale University, New Jersey-Eastern  
Pennsylvania-Delaware HERC*



# National Advisory Board

Jamie Lynn Bluhm  
*Director of Workforce Planning and Recruitment, University at Buffalo, Upstate New York HERC*

Kristina Bridges  
*Associate Vice President for Human Resources, Coe College, Central Midwest HERC*

Meredith G. Bruner  
*Director, Greater Kentucky HERC, Centre College*

Connie Castellucci  
*Director, Greater Chicago Midwest HERC, a project of the Tides Center*

Howard Dewald  
*Associate Provost Faculty and Academic Planning, Ohio University, Ohio/Western PA/ West Virginia HERC*

Mary Everley  
*Director, Upper Midwest HERC, University of Minnesota*

Pat Frede  
*Director, HERC of the Carolinas, East Carolina University*

Aimee Green-Webb  
*Executive Administrator Personnel, Jefferson County Public Schools, Greater Kentucky HERC*

Maranda Holtsclaw  
*Director, Michigan HERC, Michigan State University*

Elissa Keim  
*Director, Employment Equity & Compliance, Employee Development & Learning, University of Idaho, Greater Washington State HERC*

Bruce King  
*Assistant to the President for Institutional Diversity, St. Olaf College, Upper Midwest HERC*

Jenny Lee Berry  
*Greater Oregon HERC Manager, Oregon Health & Sciences University*

Leslie A. Marple  
*Academic Recruitment and Appointment Manager, University of California, Santa Cruz, Northern California HERC*

Tonya Mathis  
*Director, Ohio/Western PA/ West Virginia HERC, Wright State University*

Michelle Morris  
*Director for Employment & Clinical Support Services, East Carolina University, HERC of the Carolinas*

Tom Phillips  
*Associate Director of Strategic Partnership Initiatives, Thomas Edison State University, New Jersey, Eastern Pennsylvania, Delaware HERC*

Linda Pipitone  
*Director Human Resources, Fontbonne University, Greater Missouri HERC*

Adam Potter  
*Director, Central Midwest HERC, The University of Iowa*

Autumn Reed  
*Director of UMBC STRIDE and Coordinator for Faculty Diversity Initiatives and the ADVANCE Program, University of Maryland Baltimore County, Mid-Atlantic HERC*

Barbara Roberts  
*Senior Advisor to the Provost; Executive Director, WorkLife Office, Michigan State University, Michigan HERC*

Paula Saltzman  
*Diverse Workforce Recruiter, Harper College, Greater Chicago Midwest HERC*

Mary Jo Serafini  
*Director, Upstate New York HERC, University at Buffalo*

Carla Solomon  
*Director, Office of Academic Recruitment Services, University of California, San Diego, Southern California HERC*

Christine Taylor  
*Vice President and Associate Provost for Diversity, Equity and Inclusion, University of Alabama, Southeastern HERC*

Leslie Carole Taylor  
*Director, Northern California HERC, a project of the Tides Center*

Dwala Toombs  
*Director, Mid-Atlantic HERC, George Mason University*

Simone Willynck  
*Director, Greater Washington State HERC, University of Washington*

**For members:**  
**[member.hercjobs.org](http://member.hercjobs.org)**

**For job seekers:**  
**[hercjobs.org](http://hercjobs.org)**



**HERC**

Higher Education  
Recruitment Consortium