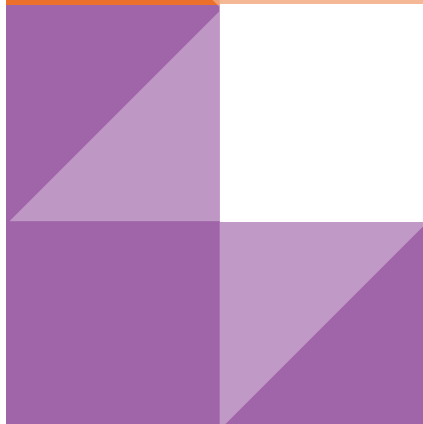


# Strategic Purposeful Collaborative

HERC Annual Report 2015-16





## We Make HERC

HERC has incorporated a colorful quilt motif into this year's annual report because it is symbolic of how HERC is made.

Often, groups of friends and neighbors gather to work on one quilt together. This reduces the time it takes one person to make a quilt, creates new communities, and enables many people to contribute to a common, concrete need—a warm, beautiful quilt.

As a member-made consortium, we believe that each of us has a hand in making HERC through our institutional investment and personal contributions. Like a quilting circle, we believe that HERC strengthens member institutions' efforts to address common needs through a strategic, purposeful, and collaborative approach unique to HERC.

Bringing together Provosts, Human Resources, Faculty Affairs, and Diversity Offices, we help to meet the recruitment and retention needs of our institutions and organizations, we learn from each other through community and sharing of resources, we inspire each other to make a lasting impact toward diversity, equity

and inclusion, and we support the needs of dual-career couples.

To forward our organizational vision and mission, the HERC Advisory Board established a 2014-2018 strategic plan; our unique quilt pattern. Designed to guide HERC initiatives and ensure that organizational priorities and investments support the needs of members, the strategic plan is based on four transformational themes: sustainable, distinctive, forward-thinking, and data-driven. Our 2015-16 annual report illustrates how HERC and our members, like many hands working on many pieces of a quilt, came together and proved that working together works.

On behalf of all HERC members, board, and staff, I thank you for your continued membership. We make HERC.

Yours sincerely,

Nancy Aebersold  
Founder, HERC  
Executive Director, Central HERC

# Advancing HERC's Strategic Plan to Support Member Institutions into the Future

Now in the second year of working through the 2014-2018 HERC strategic plan, this Annual Report provides an overview of the past year's progress in each area. It also shows how HERC's unique approach to increasing diversity, improving retention and supporting dual-career couples is working, by working together. Read on to learn more about our shared accomplishments.



## SUSTAINABILITY: Growing Jobseeker Pools, Partnerships, and Consortium

### IMPROVED WEBSITE EXPERIENCE

HERC's website and job board continue to provide the most direct path to reaching talented and diverse candidates and creating visibility for member jobs. Since the last re-launch of the HERC website in 2013, we have seen many technological advances and an increasing number of job boards, which required HERC to make improvements to ensure this valuable tool continues to serve HERC's mission and provide a user-friendly experience for jobseekers.

In order to differentiate HERC from the growing number of job boards and deepen the pool of highly qualified and diverse candidates for member institutions by driving traffic to the site, HERC recently unveiled website updates based on industry best practices for attracting passive jobseekers and improving user-friendliness and accessibility.

### REACHING MORE DIVERSE CANDIDATES THROUGH NEW PARTNERSHIPS

Continuing to develop and expand HERC's partnership program is essential to making the most of our shared resources. This year HERC partnered with PeopleAdmin, DirectEmployers Association and a selection of HERC member institutions to pilot a program that will help source more qualified, diverse candidates and make good-faith efforts to comply with OFCCP regulations.

So far, the member institutions that participated in the pilot program (George Mason University, Tarrant County College District, and the University of Houston) have seen their position announcements reach dozens of new, previously under-represented talent pools via targeted job board sites including: Diversity.jobs, Easter Seals, The Veterans Employment Center, Deaf to Work and many more.

This free enhancement will automatically take effect in May 2016 for HERC members using SelectSuite (or PeopleAdmin 7) who have elected to post job announcements to HERC job boards.

"The University of Houston is proud to be part of this incredible initiative. Having HERC and PeopleAdmin collaborate to provide unparalleled visibility for our jobs through this integration with DirectEmployers is a benefit of being a HERC member."

Joan Nelson  
Associate Vice Chancellor and Vice President, Human Resources  
University of Houston



## HERC CONTINUES TO GROW

The Greater Iowa HERC held its inaugural meeting on March 29, 2016 at the Des Moines Area Community College. The University of Iowa, Iowa State University and University of Northern Iowa coordinated the event, drawing 80 representatives from 29 higher education, public, and non-profit institutions and 15 institutions have pledged to be founding members.

The HERC of the Carolinas held its inaugural meeting on November 9, 2015 at Wake Forest University. Representatives from East Carolina University, Wake Forest University, Pitt Community College, North Carolina Central University, and Davidson College worked with HERC's Central office to host the kickoff event that included over 80 higher education leaders from 45 institutions and 20 institutions have pledged to be founding members.

Both new HERCs are anticipated to launch in late summer to early fall of 2016.

## FORWARD-THINKING: Stronger Connections Drive Future Innovations

With a goal of building infrastructure to take the HERC community into the future, the HERC Advisory Board approved the acquisition of an association management system (AMS), a tool that supports a secure online HERC member community to enable members to more easily access benefits and collaborate with peers.

The new system will help expand the HERC community by connecting member institutions regionally and nationally and deepening collective resources. Members will be able to view member directories, access document libraries, and share information and materials with colleagues at other HERC member institutions through the online HERC member community.

We will pilot the new portal with five regional HERCs in 2016 and subsequently roll out the portal to all regional HERCs later this year.

## DISTINCTIVE: Continuing to Lead in Dual-Career Collaboration

### YALE'S DUAL-CAREER PROVOSTIAL SYMPOSIUM

Connecting professionals and institutions is essential to HERC's mission of supporting dual-career couples and in June 2015, HERC made some important new connections. The Yale University Dual-Career Provostial Symposium was held at Yale University, in collaboration with the Central HERC, Metro New York & Southern Connecticut HERC, and New England HERC, to discuss an issue central to HERC's mission: helping campuses recruit faculty who have spouses and partners with careers, as well as meeting the challenges specific to those with academic spouses and partners. The half-day event drew 50 senior academic leaders, including Provosts, Associate Provosts, Deans of Faculty, Associate Vice Presidents for Equity and Diversity, and others in similar roles from 25 institutions.

*"As a long term HERC member, I am very excited about HERC's forthcoming member portal. It will enable all of us to get even more out of HERC's member offerings and support community building and resource sharing."*

Elizabeth Ancarana  
Assistant Provost for Faculty Development and Diversity  
Harvard University



We learned from participants that Provosts and Deans of Faculty are eager for new ways to address this challenge, through networking and access to others' best practices. Some of the specific tools the participants envisaged were: more collaboration and meetings to bring key campus leaders together within and across HERC regions; a HERC member directory identifying a "go-to" liaison from each Provost's office for collaborating on dual-career matters; and a central document library as a repository for dual-career policies, practices and programs at other institutions.

HERC is using the valuable insights provided by participants to implement new tools in the forthcoming online HERC member community. Top priorities include the build out of a member directory and document library.

## DATA-DRIVEN: Extracting Valuable Insight from our First Jobseeker Survey

In September, 2015 HERC conducted its first jobseeker survey to learn more about our registered jobseekers, how to improve their website experience, and their most requested tools and resources for career success. We received an overwhelming response from more than 2,500 individuals, ensuring a 95% confidence level that the feedback represented our 85,000+ registered jobseekers.

Through the 2015 Jobseeker Survey, we learned that HERC is well-regarded among its registered jobseekers:

- 87% of the survey respondents would recommend HERC to colleagues and friends
- 80% think HERC is as good or better than other higher education job boards (45% think HERC is better)

We also learned that HERC has more passive jobseekers (39%) than expected and HERC's jobseekers are highly experienced professionals:

- 27% have had more than 10 years of experience in higher education
- 76% are mid-career level or higher

Respondents were most interested in more information on achieving work-life balance (59%) and successful networking (43%). The information we collected from this survey informed our recent website updates.

## FOCUS ON THE FUTURE

Following the HERC Strategic Plan, we will continue to build on these successes to make the most of member investments, expand our collaborative community, and create opportunities for diverse jobseekers and dual-career couples in higher education. The HERC Advisory Board will be developing a new Strategic Plan in 2018, so now is the time to consider joining your regional board, getting involved in a committee and helping shape the initiatives that will guide HERC into the future.

### 2015 Jobseeker Survey Results

87%

of the respondents would recommend HERC to colleagues and friends

39%

of respondents are passively seeking new opportunities

76%

of respondents are mid-career level or higher





## REGIONAL SPOTLIGHT: OHIO/WESTERN PENNSYLVANIA/WEST VIRGINIA HERC

# HERC Helps Create Community for Latina/o Faculty and Staff in Northeast Ohio

### THE CHALLENGE OF ISOLATION

The lack of diversity among higher education faculty and staff members is a nationwide concern that is felt perhaps most profoundly in regions lacking diversity in their local communities; it is a challenge that united 36 institutions to form the Ohio/Western Pennsylvania/West Virginia Higher Education Recruitment Consortium (OH/Western PA/WV HERC).

Working together, these institutions seek to attract talented and diverse faculty and staff while also addressing one of the largest impediments to retention—isolation and lack of community for underrepresented populations that often leads to a “revolving door” of talented professionals.

Ohio’s population has 3.4% Hispanic or Latina/o representation. “Like other universities, we are trying to attract more Latino faculty, but it can be difficult to recruit the relatively small number of Latino PhDs to come here because they may not see that they have a ready-made Latino community to join—either on campus or off,” says Case Western Reserve Vice President for Research, Suzanne Rivera, PhD, MSW.

### LEVERAGING HERC’S NETWORK

When the issue of on-campus community-building for Latina/o faculty and staff was raised at the 2015 annual OH/Western PA/WV HERC conference, HERC members realized this was a regional challenge that could benefit from a broader solution. With institutions from Northeast Ohio combining efforts and resources, LANO: The Latino Alliance of Northeast Ohio was formed.

“It’s not at all uncommon for Latina/o faculty to either be unaware of other Latina/o faculty at the same large university, or to be the only Latina/o faculty member at a smaller university, and that can be really lonely,” says Associate Dean of Oberlin College, Pablo Mitchell, PhD.

To begin addressing these challenges, LANO coordinated three events in this first year of work including an informal reception at the start of the 2015/16, a post-event get-together for Latinos/as who traveled to Case Western Reserve in Cleveland to attend a speech by award-winning NPR journalist Maria Hinojosa during Hispanic Heritage Month in the fall and an all-day writing retreat.

“This has been exciting for someone who’s been at one institution for 15 years and I think this is the first time I’ve had really deep collaboration with other institutions within a 50-mile radius or even a 20-mile radius.”

Pablo Mitchell  
Associate Dean and Professor of History  
Oberlin College

“This has been so exciting for someone who’s been at one institution for 15 years and I think this is the first time I’ve had really deep collaboration with other institutions within a 50-mile radius or even a 20-mile radius,” says Mitchell.

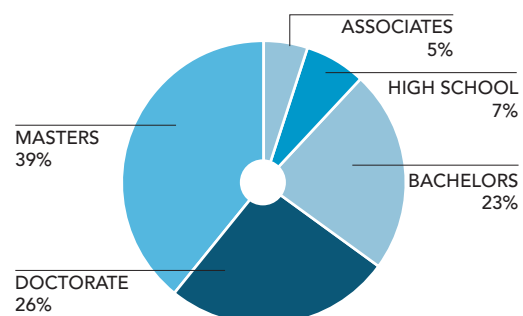
### A GROWING SENSE OF COMMUNITY

Though LANO is still in the early stages, results have already been very encouraging to those involved. Over forty people have participated in LANO events including faculty and staff from Bowling Green State University, University of Akron, Cleveland State University, University Hospitals, Oberlin College, Kent State University, Metro Health Hospital, and Case Western Reserve University.

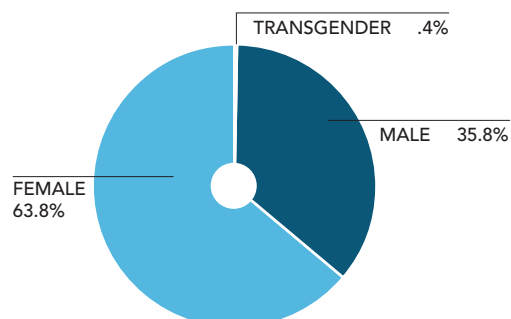
# Annual Website and Diversity Data

HERC continues to draw highly educated and diverse professionals to our website, reaching 2.4 million website visitors in 2015. The following pie charts are based on user registration data and are updated annually to demonstrate the quality and diversity of candidates your institution reaches through the HERC website.

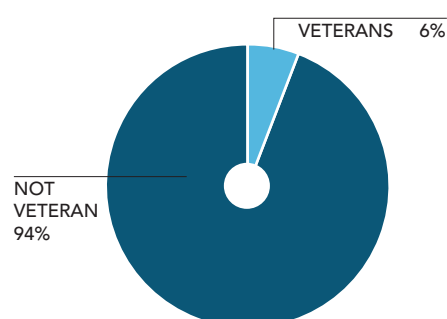
Education Level (66,148 Respondents)



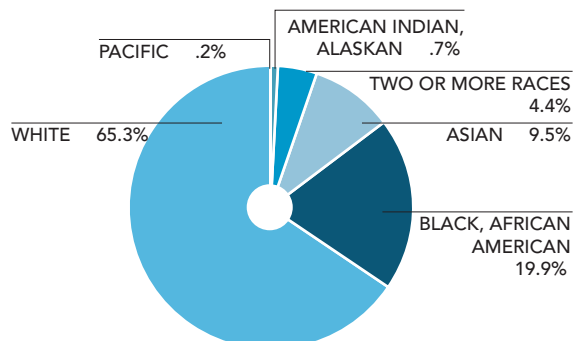
Gender (65,339 Respondents)



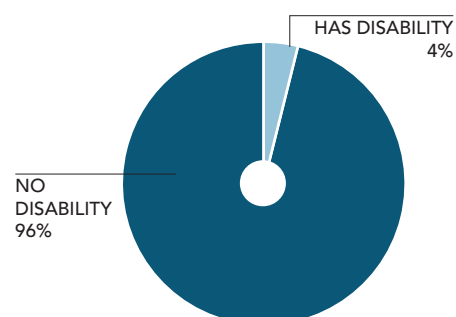
Veteran Status (65,714 Respondents)



Race\* (60,286 Respondents)



Professionals with Disabilities (34,389 Respondents)



\*\*Ethnicity of HERC jobseekers is 8% hispanic, based on 61,669 responses

# Our Strategy Makers

## HERC ADVISORY BOARD MEMBERS

**Nancy Aebersold**, Executive Director, Central HERC

**Paula Alfone**, Director, Mid-Atlantic HERC, Loyola University in Maryland

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

**Randy Boose**, Director of Human Resources, Washington State University, Vancouver

**Rita Bowden**, Manager of Recruitment & Workforce Planning, Texas A&M University

**Terry Curry**, Associate Provost/Associate Vice President for Academic Human Resources, Michigan State University

**Nikki Duncan**, Director, South-Central-Gulf Texas HERC, University of Houston

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

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

**Eddie Freeman**, Director, North Texas HERC, University of Texas at Arlington

**Karie Frasch**, Director, Office for Faculty Equity & Welfare, University of California, Berkeley

**Mary Jackson Harvey**, Associate Provost for Program Development, University of Chicago

**Sarah Levy**, Director, Greater Chicago Midwest HERC, Tides Center

**Tim McIntosh**, Director, Greater Missouri HERC, University of Missouri System

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

**Patti Owen**, Coordinator, Northern California HERC, Tides Center

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

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

**Robynn Pease**, Director, Greater Oregon HERC, Oregon State University

**Tom Phillips**, Sr. Human Resources Manager, Recruitment and Development, Thomas Edison State University

**Janet Rachel**, Director, Greater Tennessee HERC, Vanderbilt University Medical Center

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

**Anita Rios**, System Director, Talent Management and Organizational Effectiveness, Minnesota College and University System

**Norma Rodriguez**, Director, Greater Washington State HERC, University of Washington

**Amanda Shaffer**, Director, Ohio/Western Pennsylvania/West Virginia HERC, Case Western Reserve University

**Carla Solomon**, Director, Office of Academic Diversity and Equal Opportunity, University of California, San Diego

**Valarie Stanley**, Director, Office of Equal Opportunity Programs and Senior Deputy Title IX Coordinator for Faculty & Staff, Yale University

**Melanie Trowbridge**, Director, Michigan HERC, Michigan State University

**Joe Vitale**, Chief Human Resources Officer, Oberlin College and Conservatory

[www.hercjobs.org](http://www.hercjobs.org)

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.

The Higher Education Recruitment Consortium is a project of Tides, a 501(c)3 non-profit.