

# Advancing Diversity & Distinction in Higher Education One Job at a Time

The Higher Education Recruitment Consortium  
Annual Report 2016-17

# Dear HERC Members,



HERC harnesses the power of shared knowledge and resources to achieve our common goals of inclusion and excellence in higher education. We rely on the input and participation of member institutions, jobseekers, and like-minded partners to find practical, actionable, and timely solutions to our most pressing challenges. By working together, our solutions are more robust and economical than any one organization could achieve on its own.

The 2016-17 Annual Report highlights our collaborations to serve professionals with disabilities, reach more highly qualified individuals from underrepresented populations, and improve equality and inclusion at the institutional, professional, and student level.

Our work with the U.S. Department of Labor's Office of Disability Employment Policy (ODEP) to create the HERC Disability Inclusion Toolkit in 2016 is a good example of the power of partnership. This actionable and practical resource addresses critical areas such as accessibility, training, and professional development. We look forward to hearing how our members put the toolkit to good use in their own organizations.

The HERC Disability Inclusion Toolkit is only one example of the collaborative efforts that are HERC's hallmark. As you review this Annual Report, you'll see that HERC has conducted more surveys of members and jobseekers to learn how we may better serve you—and you'll learn about additional tools and resources we've developed in response to your input.

We heard you, and encourage you to continue sharing your challenges, needs, insights, and ideas for solutions.

Yours sincerely,

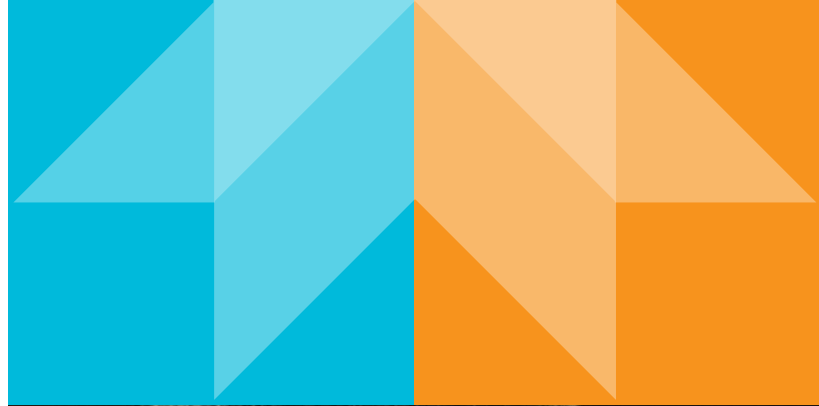
A handwritten signature in dark blue ink that reads "Nancy Aebersold". The signature is fluid and cursive.

Nancy Aebersold  
Founder, HERC  
Executive Director, Central HERC

# Supporting Members; Advancing Diversity

**Diversity, equity, inclusion** – these have always been HERC's guiding principles. As a member-run, non-profit consortium, HERC is structured to ensure that our organizational priorities reflect the needs of our members. This year, we are placing special emphasis on diversity throughout our report, because our members are focused on diversity. HERC conducted a Member Satisfaction and Needs Assessment in May of 2016, which found that all respondents, regardless of department, rated diversity of candidates, unconscious bias, and campus climate as top recruitment and retention challenges.

Based on these findings, we invested in initiatives to address your top 5 challenges: Diversity of candidates (84%), finding the most qualified candidates (38%), unconscious bias in the recruitment and selection process (36%), an inclusive campus climate (35%), and length of time to fill open positions (33%). Read on to learn more about HERC's impact in these areas in the 2016-17 membership period.



## 2016-17 DIVERSITY INITIATIVES



Create More  
Opportunities for  
Knowledge Sharing



Leverage Partnerships  
to Reach the Most  
Qualified and Diverse  
Candidates



Develop New Tools  
to Attract and Support  
Professionals with  
Disabilities



Support OFCCP and  
Affirmative Action  
Reports Through Shared  
Diversity Outreach





New England HERC's 2016 Diversity Conference



## CREATING MORE OPPORTUNITIES FOR KNOWLEDGE SHARING

Sharing knowledge and experience enables members to incorporate thought leadership and best practices into their strategies for addressing unconscious bias in the recruitment and selection process and cultivating inclusive campus climates. In the past year, HERC and its regional chapters worked to increase opportunities for knowledge sharing. In addition to regional in-person meetings, HERC provided **13** online webinars with **1,338** members registered and **778** in attendance. A survey of our webinar attendees found that **92%** of members believe the content was relevant and **84%** said the content was directly applicable to their work. We continue to focus on providing relevant, actionable information to support our members.

### MEMBER FEEDBACK FROM HERC WEBINARS

**1,338** Members registered for a webinar (778 attended a webinar)

**107** HRCI and SHRM certificates provided to HERC members

**92%** Agree/strongly agree that the webinar topics were relevant

**84%** Agree/strongly agree that the information was directly applicable to their job

Results based on 202 participant responses from July 2016 - April 2017



## LEVERAGING PARTNERSHIPS TO REACH THE MOST QUALIFIED AND DIVERSE CANDIDATES

HERC's partnerships with organizations that serve women and minorities have been a cornerstone of our diversity outreach since HERC's inception. When partners promote the HERC job board to their highly educated and diverse constituents they help to strengthen HERC's applicant pool and increase word-of-mouth referrals.

Preserving established partnerships and identifying new organizations to partner with is crucial to maintaining high-quality candidates as our applicant pool continues to grow. In the last year, HERC established new partnerships with influential organizations, including the **Black Doctoral Network (BDN)** and the **Hispanic Association of Colleges and Universities (HACU)**. We also added **19,000** registered jobseekers to our database and saw increases in jobseeker education levels, diversity, and word-of-mouth referrals.

HERC's established partnerships with prominent organizations and magazines like *Diverse: Issues in Higher Education Magazine*, *INSIGHT into Diversity Magazine*, American Association of University Women (AAUW), and the U.S. Department of Labor's Office of Disability Employment Policy (USDOL/ODEP) have enabled HERC to attend more conferences, increase HERC's visibility through in-kind advertising, and provide valuable resources to our diverse jobseekers.

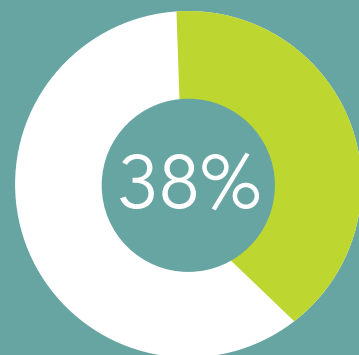
Many of HERC's partners also provide HERC member institutions discounts on services to support institutional outreach. Learn more about our partners and member offers at [www.hercjobs.org/buyersguide/2017](http://www.hercjobs.org/buyersguide/2017).



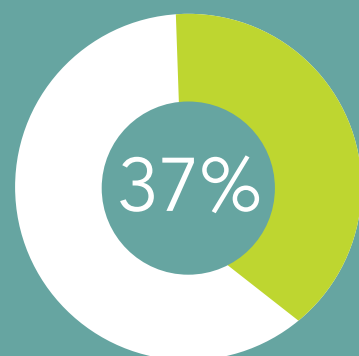


In the last year, HERC reached more highly educated and diverse jobseekers than any previous year.

HERC JOBSEEKERS FROM  
UNDERREPRESENTED POPULATIONS



JOB SEEKERS FROM UNDERREPRESENTED  
POPULATIONS WITH A MASTER'S DEGREE OR HIGHER



BASED ON 6,342 RESPONSES FROM MARCH 1, 2016 - FEBRUARY 28, 2017.



## DEVELOPING NEW TOOLS TO ATTRACT AND SUPPORT PROFESSIONALS WITH DISABILITIES

HERC's alliance with the U.S. Department of Labor's Office of Disability Employment Policy (USDOL/ODEP) was instrumental in developing and launching the HERC Disability Inclusion Toolkit in 2016. The toolkit, which has been accessed by **450** members since its launch and can be found on the HERC website at [www.hercjobs.org/disability](http://www.hercjobs.org/disability), helps colleges and universities ensure that their workforce reflects the diversity of the students they serve. The toolkit includes tools to assist with:

- Federal disability laws
- Disability training and technical assistance
- Accessibility
- Internships and mentoring programs
- Community outreach
- Inclusion across the lifecycle
- Accommodations
- Accountability and assessment

Through HERC's alliance with USDOL/ODEP, both organizations perform outreach, education, and technical assistance activities to promote the recruitment, hiring, retention, and advancement of individuals with disabilities—including veterans with disabilities—in higher education.

As Deputy Assistant Secretary of USDOL/ODEP Jennifer Sheehy notes, "Diversity is especially important on college campuses because of the 'look-alike mentor effect.' Seeing people you relate to working and succeeding can be hugely transformative, and perhaps especially so for students with disabilities, who may not have had exposure to such role models previously."

"Colleges and universities are communities, and they are strengthened when they include the perspectives of people with disabilities, among both students and staff. In fact, I'd argue that they have an especially important role to play in this regard, helping instill disability inclusion as a norm, one that students will then carry with them into their careers."

Renee Tajudeen,  
Supervisory Program Manager for USDOL/ODEP

## ATTRACTING JOBSEEKERS WITH DISABILITIES

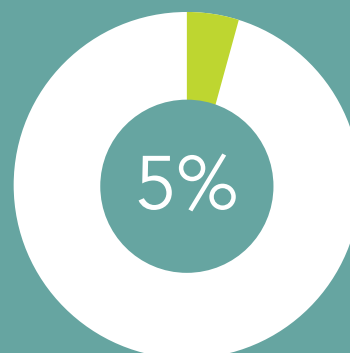
In addition to supporting institutions with recruitment and inclusion practices for professionals with disabilities, HERC worked to make the jobseeker experience more inclusive for our growing number of jobseekers with disabilities. In the last year, HERC invested in providing live closed-captioning for our jobseeker webinars and worked with ODEP to provide new career advice, including job search strategies and interviewing tips for professionals with disabilities. All of which helped to increase the number of HERC jobseekers with disabilities from **4%** to **5%** in 2016-17.



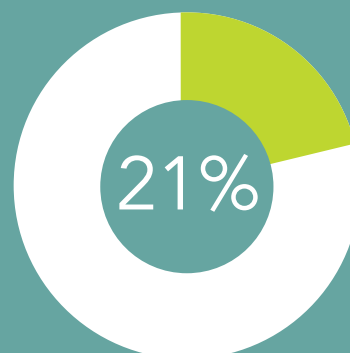


In the last year, HERC reached more jobseekers with disabilities than any previous year.

HERC JOBSEEKERS WITH DISABILITIES



JOBSEEKERS WITH DISABILITIES THAT INTERVIEWED FOR JOBS THEY FOUND ON HERC - **5% WERE HIRED**



DEMOGRAPHIC DATA BASED ON 6,342 RESPONSES FROM MARCH 1, 2016 - FEBRUARY 28, 2017. ADDITIONAL DATA BASED ON HERC'S 2016 JOBSEEKER SURVEY WITH 164 RESPONSES FROM JOBSEEKERS WITH DISABILITIES.





## STRENGTHENING OFCCP AND AFFIRMATIVE ACTION REPORTS THROUGH SHARED DIVERSITY OUTREACH

HERC's annual diversity outreach campaign helps member institutions demonstrate good faith affirmative action efforts, including outreach, should they be audited by the Office of Federal Contract Compliance Programs (OFCCP).

For a complete list of HERC's outreach to include in your OFCCP and Affirmative Action reports visit

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

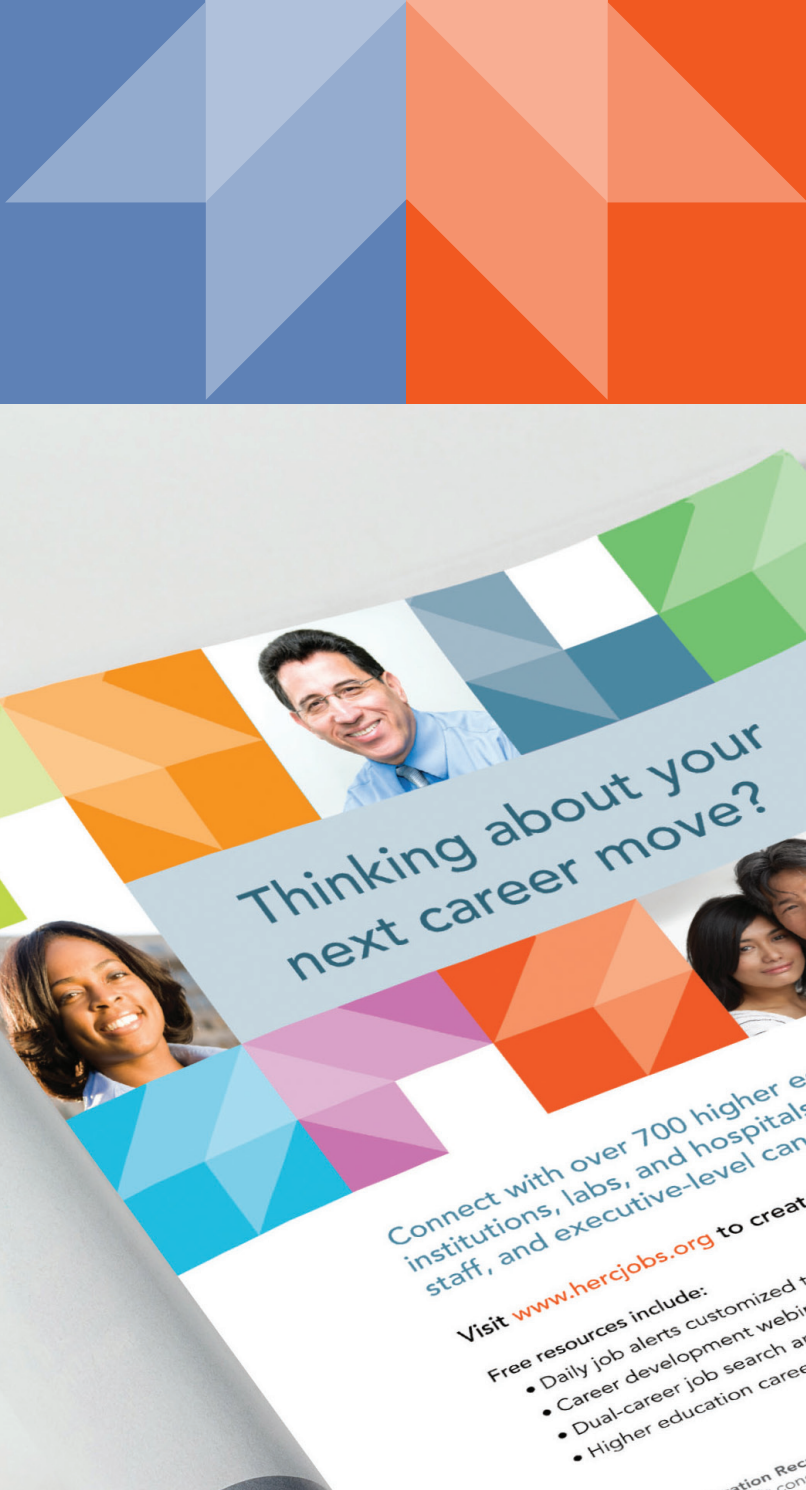
"HERC's outreach is instrumental in building diverse applicant pools, which is always great to include in our Affirmative Action report."

Johannah Park, FAS Faculty Affairs  
Harvard University

HERC uses our collective resources to attend diversity conferences and job fairs across the country, representing member institutions with the brightest and most diverse jobseekers in academia and science, technology, engineering and mathematics (STEM) fields.

To ensure visibility with key jobseeker segments, HERC allocated our 2016-17 diversity outreach—valued at \$320,000 including paid and in-kind advertising—to the following areas:

- 3% Veterans (\$10,500)
- 4% Professionals with disabilities (\$12,000)
- 11% General advertising (\$35,500)
- 14% Women and minorities (\$44,100)
- 68% Disciplinary and higher education (\$218,100)



### HERC MEMBER VISIBILITY



# 150K

Jobseekers Reached  
Through Email Campaigns  
and SmartBrief News



# 78K

Total Active Jobseekers  
in HERC's Database



# 37M

Total Job Alerts Emailed  
to HERC Jobseekers



# 8K

Jobseekers Reached  
Through Social Media



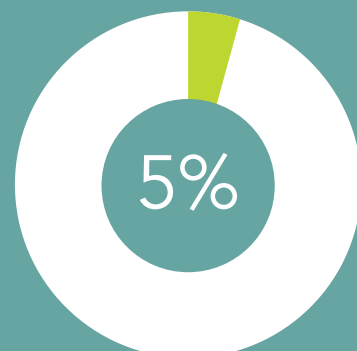
In the last year, HERC reached over 2 million veteran jobseekers through conferences, job fairs, and advertising.

#### VETERAN OUTREACH

HERC reached over two million veterans through a veteran outreach campaign valued at \$10,500. Several regional HERC chapters also participated in local veteran outreach efforts including attendance at:

- Hoops for Troops job fair hosted by the NBA in collaboration with the Department of Defense, USO, and other military and veteran-serving organizations (Chicago Midwest HERC)
- Warrior for Life Networking Luncheons and Veterans Working Group meetings (Chicago Midwest HERC)
- Minnesota Veterans Career Fair (Upper Midwest HERC)
- Career Fair for Veterans, Transitioning Military and Military Spouses/Partners (Hosted and led by Mid-Atlantic HERC)

#### HERC JOBSEEKERS THAT ARE VETERANS



DEMOGRAPHIC DATA BASED ON 6,342 RESPONSES  
FROM MARCH 1, 2016 - FEBRUARY 28, 2017.





HERC's booth at the National Black Graduate Student Association Conference

In 2016, HERC reached 16,450 jobseekers through in-person outreach at diversity conferences across the country and millions more through a targeted advertising campaign in leading higher education and diversity magazines and websites.

## CONFERENCES

Hispanic Association of Colleges and Universities (HACU),  
October 8-10, 2016, San Antonio, TX

Society for the Advancement of Chicanos and Native  
Americans in Science (SACNAS),  
October 13-15, 2016, Long Beach, CA

Compact for Faculty Diversity Institute on Teaching and  
Mentoring, October 27-30, Tampa, FL

Annual Biomedical Research Conference for Minority  
Students (ABRCMS), November 9-12, 2016, Tampa, FL

Black Doctoral Network Faculty Recruitment Fair,  
February 25-26, 2017, Pennsylvania, PA

National Black Graduate Student Association Conference,  
March 22-25, 2017, Charlotte, North Carolina

National Postdoctoral Association Annual Meeting,  
March 2017, San Francisco, CA

National Conference on Race and Ethnicity in Higher  
Education (NCORE), May 30-June 3, 2017, Fort Worth, TX

Graduate Career Consortium,  
June 22-30, 2017, Houston, TX

## ADVERTISING HIGHLIGHTS

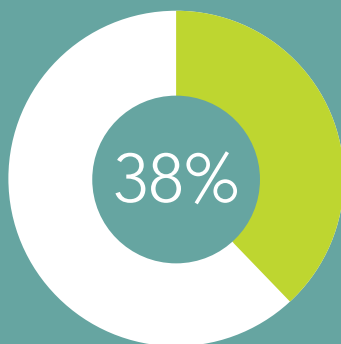
- *ABILITY Magazine* (October, 2016)
- American Association of University Women (AAUW)  
Conference Program (September, 2016)
- Association on Higher Education and Disability (AHEAD)  
conference program (July, 2016)
- Black, Brown, and College Bound conference program  
(February, 2017)
- *Diverse: Issues in Higher Education Magazine*
  - HBCU Issue (August, 2016)
  - Veterans Issue (October, 2016)
- Hispanic Association for Colleges and Universities (HACU)  
conference program (October, 2016)
- *INSIGHT into Diversity Magazine*
  - Women in STEM issue (September, 2016)
  - Disability month issue (October, 2016)
- Modern Language Association (MLA) (September, 2016)
- National Postdoctoral Association (NPA) (March, 2017)
- *Times Higher Education* (On-going)

See full list at [www.hercjobs.org/diversityoutreach](http://www.hercjobs.org/diversityoutreach)

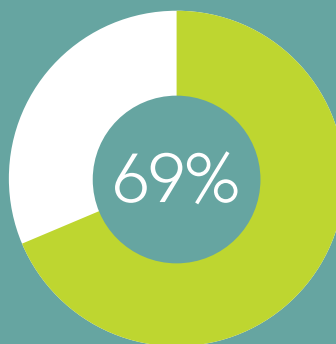


# Annual Demographic Data and Trends

JOBSEEKERS FROM UNDERREPRESENTED POPULATIONS



MASTER'S DEGREE OR HIGHER



PROMISING TRENDS

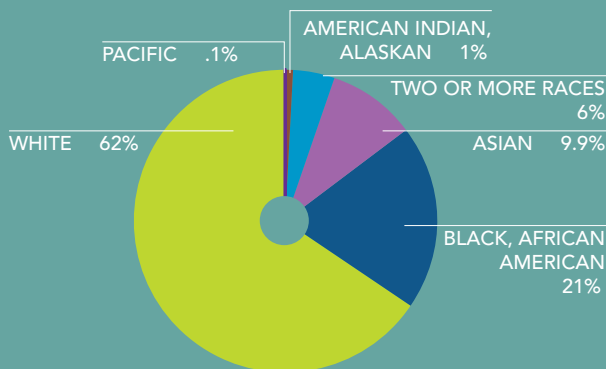
As one of the largest higher education job boards, HERC's jobseekers are also among the most highly educated, with an impressive 69% having earned a master's degree or higher. HERC's jobseekers are an increasingly diverse pool of talented individuals.

- 📈 21% Faculty
- 📈 6% Dual-Career Couples
- 📈 5% Professionals with Disabilities
- 📈 10% Hispanic
- 📈 38% Minorities
- 📉 63% Women

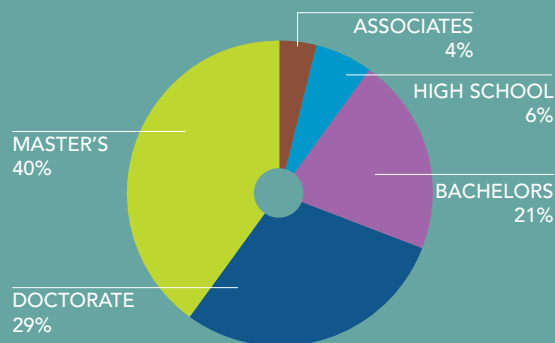
DEMOGRAPHIC TRENDS

Minorities, veterans, women, and professionals with disabilities start their job search with HERC because we represent institutions that are committed to inclusion. In 2016-17, HERC jobseekers grew in key demographic areas, including those who identify as minority, Hispanic, and disabled. Those seeking faculty positions also grew in 2016-17.

JOBSEEKERS BY RACE\*



JOBSEEKER EDUCATION LEVELS



\*Ethnicity of HERC jobseekers is 10% Hispanic

# HERC Advisory Board Members

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

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

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

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

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

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

**Brooke Dykstra**, Talent Acquisition Consultant, University Human Resources, Iowa State University

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

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

**Diane Finnerty**, Interim Director of Central Midwest HERC, The University of Iowa

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

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

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

**Leslie Garcia**, Interim Director of Greater Oregon HERC, Oregon Health & Sciences University

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

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

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

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

**Michelle Morris**, Director of Employment & Clinical Support Services, East Carolina University

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

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

**Tom Phillips**, Associate Director of Strategic Partnership Initiatives, Thomas Edison State University

**Janet Rachel**, Director of 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 of Greater Washington State HERC, University of Washington

**Paula Saltzman**, Diverse Workforce Recruiter, Harper College

**Amanda Shaffer**, Director of Ohio/Western Pennsylvania/West Virginia HERC, Tides Center

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

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

**Jessica Wise**, Director of Northern California HERC, Tides Center

[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.