

STATE BOARD FOR COMMUNITY COLLEGES AND OCCUPATIONAL EDUCATION

December 13, 2023

TOPIC: Annual CCCS Workforce Report

PRESENTED BY: Christina Cecil, CCCS Chief Human Resources Officer

RELATIONSHIP TO THE STRATEGIC PLAN: Board Strategic Priority and KPM 2.1: Implement inclusive hiring practices and employee retention efforts to achieve a workforce that reflects student and community demographics.

EXECUTIVE SUMMARY

The following report summarizes progress on the Board's Strategic Priority and Key Performance Metric to achieve a CCCS workforce that reflects student and community demographics. This report reflects the characteristics of CCCS employees as of September 13, 2023 and does not include temporary and student employees who work seasonal and short-term assignments throughout the year.

Increased employee turnover continues to impact CCCS. For most of FY 2022 and FY 2023 recruiting was difficult with a significant number of failed searches. Recent shifts in recruiting demonstrate an uptick in the number of applicants for posted vacancies. CCCS' positive reputation has proven beneficial in the recruitment of many key leadership positions, including presidents across the system.

CCCS' overall representation of 59% female to 41% male is consistent with the 57% to 43% female to male representation seen in the student population. Female representation of 62% among administrator positions remains higher than national norms. The American Council on Education reported that only 33% of presidencies across all institutional sectors were female. At CCCS 69% of presidents are female.

The Hispanic representation of the CCCS workforce has seen the largest increase. For the first time in reporting workforce demographics to the Board there is no significant difference in the Hispanic representation of professional technical employees when compared to the student population.

Overview

CCCS is comprised of 13 Community Colleges and the System Office. Each employs individuals according to the four employee types described below and defined in Board Policy 3-10.

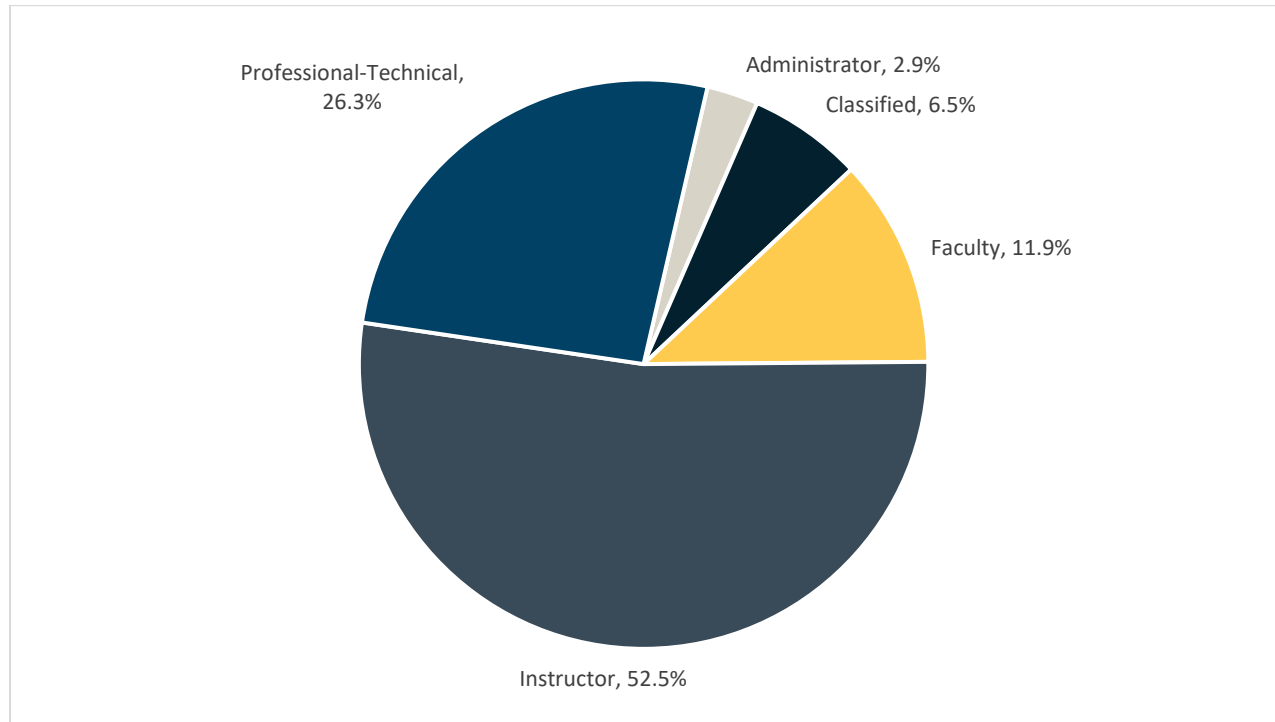
Administrators, professional and technical staff are employees whose duties are comprised of more than 50% administrative, supervisory, professional, or technical duties performed in positions that have been exempted from the State Personnel System. Administrators, which include Presidents and typically those positions reporting directly to a President or part of a president's leadership team, have been separated from the professional-technical employee type for this report.

Classified employees are those who fill permanent (full-time or part-time) positions within the Colorado State Personnel System, as defined by the State of Colorado Department of Personnel Board Rules and Personnel Director’s Administrative Procedures.

Faculty are employees whose assignments are comprised of at least one-half of duties as a teacher. Faculty may be regular (contracted on a provisional or non-provisional basis) or limited (typically limited to three years with no expectation of continued employment).

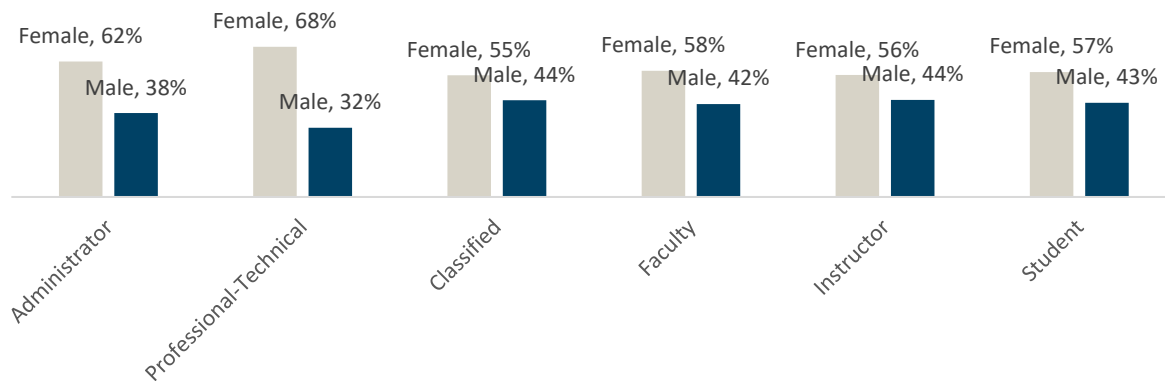
Instructors are hired to teach on a temporary, as needed basis.

CCCS Workforce: Employee Types



*This representation may identify the same instructor more than once if they are employed at multiple colleges within the system.

CCCS Workforce: Gender



CCCS Workforce: Veteran Status



CCCS Workforce: Race/Ethnicity

Using the 80/20 rule, a common business practice for identifying gaps between two groups, it is considered to be a significant gap if the CCCS workforce is more than 20% below the comparable market for any specific comparison. The tables below show two comparisons: one for the available Colorado workforce and the other for CCCS students. The shaded cells in each table represent significant gaps between the CCCS workforce and the comparison group.

Available Colorado Workforce in Comparison to the CCCS Workforce:

| | American Indian/Alaskan Native | Asian or Pacific Islander | Black | Hispanic | More Than One Race | White |
|---------------------------------|--------------------------------|---------------------------|-------|----------|--------------------|-------|
| 2020 Colorado Census | 0.5% | 3.7% | 4.4% | 18.1% | 2.0% | 71.3% |
| CCCS Workforce | 0.7% | 3.5% | 3.4% | 13.7% | 2.1% | 76.5% |
| Administrators | 0.7% | 1.9% | 6.7% | 11.6% | 2.2% | 76.9% |
| Professional - Technical | 0.6% | 4.4% | 4.4% | 23.4% | 2.9% | 64.2% |
| Classified | 1.0% | 4.3% | 7.0% | 25.4% | 1.5% | 60.8% |
| Faculty | 0.5% | 3.9% | 2.0% | 7.2% | 1.8% | 84.7% |
| Instructors | 0.8% | 3.0% | 2.6% | 9.0% | 1.8% | 82.8% |

CCCS Student Population (AY 2022-2023) in Comparison to the CCCS Workforce:

| | American Indian/ Alaskan Native | Asian or Pacific Islander | Black | Hispanic | More Than One Race | White |
|---------------------------------|--|----------------------------------|--------------|-----------------|---------------------------|--------------|
| AY 2023 Student* | 0.8% | 4.1% | 5.7% | 26.6% | 4.7% | 54.3% |
| CCCS Workforce | 0.7% | 3.5% | 3.4% | 13.7% | 2.1% | 76.5% |
| Administrators | 0.7% | 1.9% | 6.7% | 11.6% | 2.2% | 76.9% |
| Professional - Technical | 0.6% | 4.4% | 4.4% | 23.4% | 2.9% | 64.2% |
| Classified | 1.0% | 4.3% | 7.0% | 25.4% | 1.5% | 60.8% |
| Faculty | 0.5% | 3.9% | 2.0% | 7.2% | 1.8% | 84.7% |
| Instructors | 0.8% | 3.0% | 2.6% | 9.0% | 1.8% | 82.8% |

* 3.9% of students did not self-identify.

Conclusion

CCCS has experienced unprecedented challenges with recruitment and retention the last two years. The average time CCCS employees have been in their current position is 4 years. The average overall length of service at CCCS is 7 years, demonstrating some internal movement of employees within the system. Faculty have the longest tenure with an average of 7 years in their current position and 11 years of overall service at CCCS.

The strategies used to diversify classified and professional-technical employees combined with efforts to develop our employees for future leadership opportunities will support increased diversity among administrators over time but there is still work to be done. Colleges and the system office must continue to critically evaluate the effectiveness of and implement new strategies to recruit diverse candidates and eliminate any adverse impact that may be found within selection processes. Particular attention is needed in evaluating the recruitment and selection of faculty and instructors.

To support improved recruitment and selection efforts, Human Resources has updated training for selection committee members to help those serving on committees better identify and overcome potential bias and ensure a fair and equitable selection process. This last year CCCS held multiple system wide virtual career fairs with focused efforts to recruit potential applicants from a broader audience, including targeted outreach to diverse professional associations.