



POLK STATE
Office of
the President

Dear Katrina and Seretha,

I want to thank you again for taking the time to reach out to me over the past week or so to express your interest in Polk State College and our achievements and aspirations with respect to diversity. We have prepared the attached presentation in specific response to your request, and I hope that you will find it to be responsive, interesting, inspiring, and – yes! – challenging.

I am very proud of the record the College has achieved with respect to diversity, particularly with respect to African American achievement. As you will see, in all areas of employment with the exception of faculty, our percentage of Black employees mirrors the demographics of the communities we serve. Additionally, I am proud that the percentage of Black employees that report directly to me and that lead our institution also exceed goals, and I consider the advancement opportunities we have provided to minority employees to be a highlight of my tenure here at Polk. The faculty situation, as you are aware, is an area of concern – but not because of anything unique to Polk State. Our proportion of Black faculty members perfectly mirrors the national average for degree-granting institutions. That doesn't mean that we "like" the numbers; rather, it means that we *understand* the numbers. The challenge we have is universal to American higher education.

The ultimate response to that challenge, of course, has everything in the world to do with the mission of the College. As we continue to provide minorities with access to affordable, high quality, fully accredited degrees, we are nourishing the "pipeline" to future opportunities – and we are playing a small but vital part in addressing the academic achievement gap that ultimately creates the dearth of African American professors in our nation's colleges and universities. That is precisely why our institution pays such close attention to the demographics of our student population and why I believe you will be proud of the impact that Black students make in our enrollment totals. (Note, for instance, that the number of Black students at Polk has doubled since I arrived at the College, while those students as a percentage of our overall student population significantly exceeds the percentage of African Americans in the communities we serve. Those numbers are a source of pride and inspiration!)

I found it somewhat ironic that, in the very week we celebrated the 50th anniversary of Dr. King's transformational address in Washington, my staff was compiling reports based primarily on skin color. I understand why that was the case, but I am also very proud that, as we reviewed personnel rosters to verify the data we produced, it was obvious that the exceptionally diverse team we have assembled here at Polk is composed of dedicated professionals who serve the College by virtue of their character and competence. That is all. So, as I listened to President Obama's reflections on Wednesday, I couldn't help believing that Polk State College is playing an important part in making Dr. King's dream a reality.

While I realize that you have focused your recent inquiry on our record with respect to African American employees and students, I do want to emphasize that our College takes a very comprehensive view of "diversity," and as you consider opportunities to make an impact, please remain mindful of the dynamic nature of our demographics and of the various ways that categories intersect the populations we serve

and employ. Thus, for example, the report you have requested tends to spotlight what might be called “the Hispanic gap.” We have made strides with the Black demographic that we have not yet matched with respect to a relatively newer demographic in our region. We are not afraid of the challenges, but we know they are great. For that reason and others, I welcome your input and support.

In closing, I want to again thank you for your genuine interest in the success not only of specific stakeholders for whom you speak but also of our College. While I am proud of our record at Polk, I know that the achievements we document are the result of the efforts of many, many invested members of our community – people like you, who have routinely held the institution accountable for our fidelity to our mission and for the value we provide to our society. Together, we have made a huge difference... and our work is not done.

I look forward to discussing the attached document with you. I will cherish your counsel and collaboration as we address the challenges that remain.

Sincerely,

A handwritten signature in black ink, appearing to read "Eileen Holden", written in a cursive style.

Eileen Holden
President

p.s. In the interest of transparency, we will make this presentation available to the public next week, as a download on our College website.

c: Linda Pilkington, Chair, District Board of Trustees



POLK STATE

Office of the President

African American Employee & Student Access and Success

Submitted to Katrina Lunsford & Seretha Tinsley
on August 30, 2013, in response to
request made on August 26, 2013.



Polk State College is an equal access/equal opportunity institution committed to excellence through diversity in education and employment. The College complies with all state and federal laws granting rights to applicants for employment or admission to the College, employees, and students. The College prohibits unlawful discrimination on the basis of race, color, creed, ethnicity, national origin, gender, age, religion, marital status, veteran status, genetic information or disability in any of its employment, policies or practices, educational programs or activities.

NOTES

- Terminology: We have used the label “Black,” because that is consistent with the most common nomenclature used in the reports used to compile this document. We recognize this is an imprecise label and not always the preferred one. Readers should also be mindful of the fact that this is a “self-reported” classification.
- Dates: In every case we have drawn on the most recent data available.
- Polk State employment categories:
 - **Administrators:** staff in senior level college leadership positions that are primarily oversee daily operations related to campus or district wide department or business units. All have at least a Bachelor’s degree and most a Master’s degree. (n=29)
 - **Professional/Technical (ProTech):** usually exempt employees in mid-career positions and manage a function/group/program or responsibilities requiring a higher level of professional or technical skills. These position requires a Bachelor’s degrees or appropriate program certification. (n=132)
 - **Career:** non-exempt "front line" support positions in various departments. (n=138)
 - **Faculty:** full-time instructional positions. (n=166)

Who & What We Are

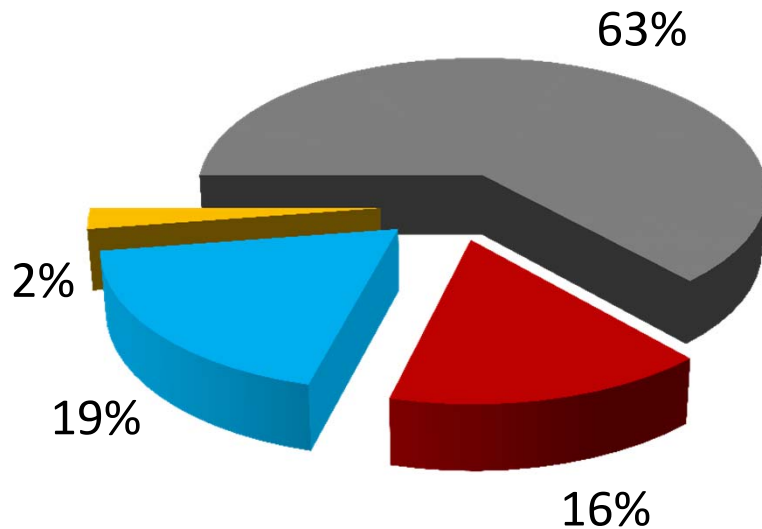
- Vision: Promote excellence and student success through innovation, value and engagement.
- Mission: Polk State College, a quality driven institution, transforms lives through the power of education by providing access to affordable associate and baccalaureate degrees, career certificates and workforce employment programs, delivered by diverse, qualified faculty and staff.
- Values:



Employee Access & Success

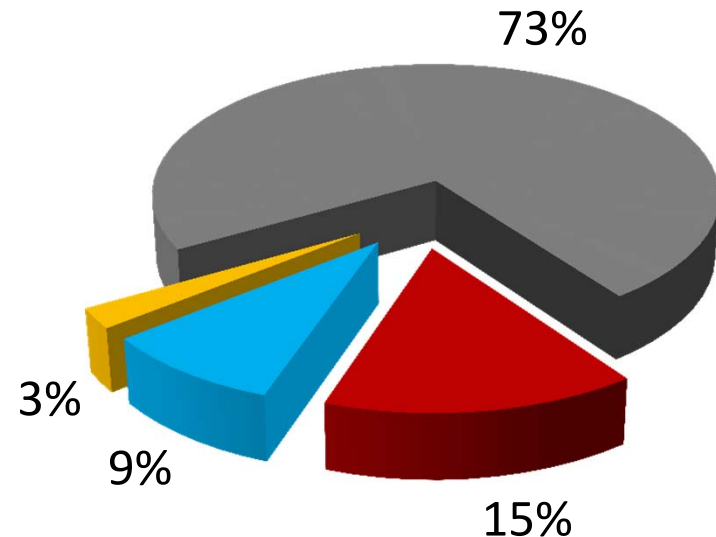
The Talent We Employ

Polk County Population (2012)



Source: United States Census Bureau , 2012 estimate
<http://quickfacts.census.gov/qfd/states/12/12105.html>

Polk State Employees (2013)



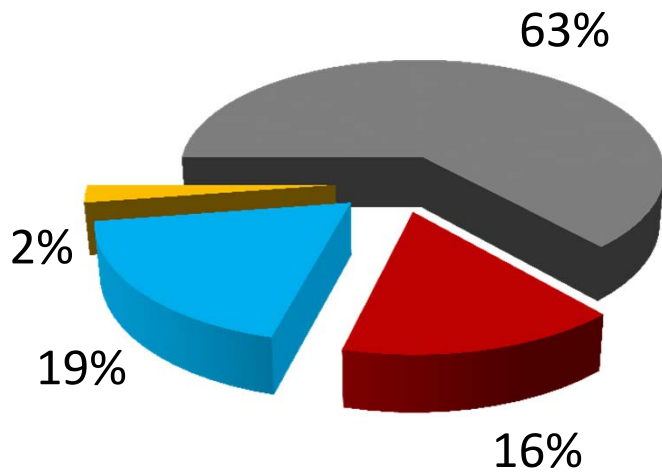
Source: Polk State College Office of Human Resources

NOTE: **10%** of employees at U.S. degree-granting institutions in 2009 were Black, according to the U.S. Department of Education, National Center for Education Statistics.
http://nces.ed.gov/programs/digest/d10/tables/dt10_256.asp

- White
- Black
- Hispanic
- Other

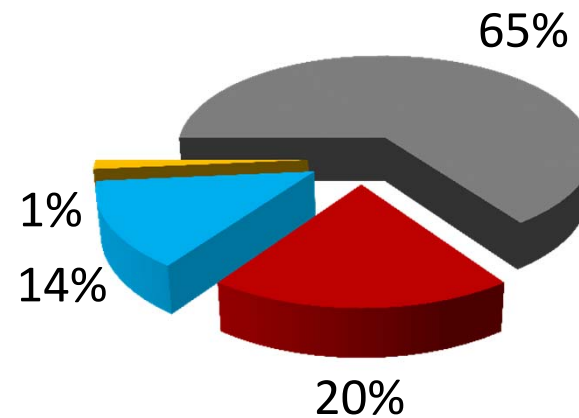
Career Employees at Polk

Polk County Population (2012)



Source: United States Census Bureau , 2012 estimate
<http://quickfacts.census.gov/qfd/states/12/12105.html>

Polk's Career Employees (2013)

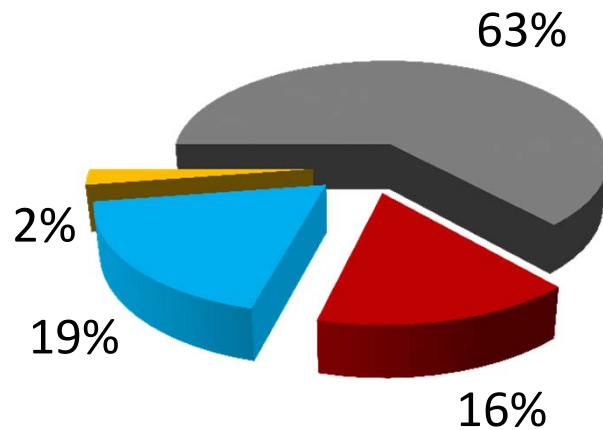


Source: Polk State College Office of Human Resources

- White
- Black
- Hispanic
- Other

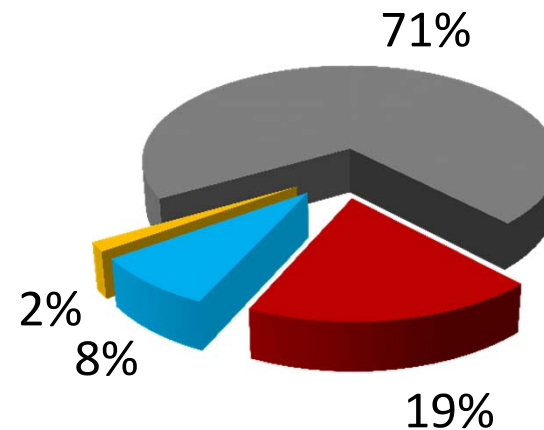
Professional/Technical Employees at Polk

Polk County Population (2012)



Source: United States Census Bureau , 2012 estimate
<http://quickfacts.census.gov/qfd/states/12/12105.html>

Polk's ProTech Employees (2013)

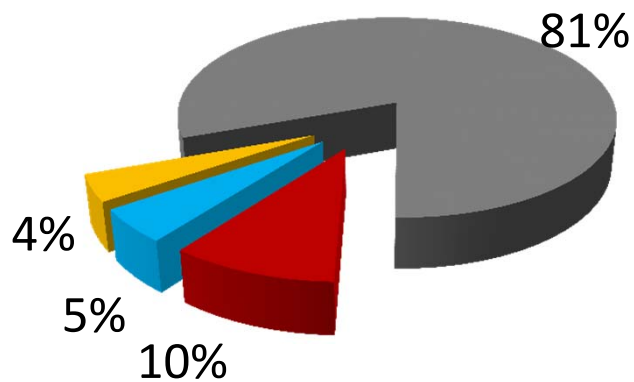


Source: Polk State College Office of Human Resources

- White
- Black
- Hispanic
- Other

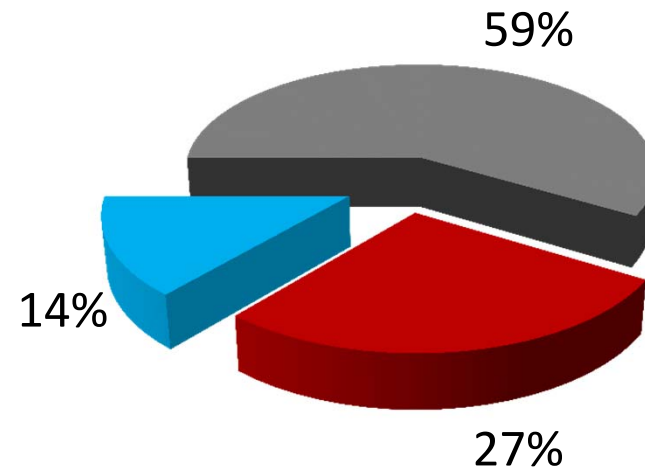
The Leaders We Empower

National Higher Ed Leadership (2009)



Source: U.S. Department of Education, National Center for Education Statistics.
http://nces.ed.gov/programs/digest/d10/tables/dt10_256.asp

Polk State Administrators (2013)



Source: Polk State College Office of Human Resources

20% of direct reports to the President are Black.

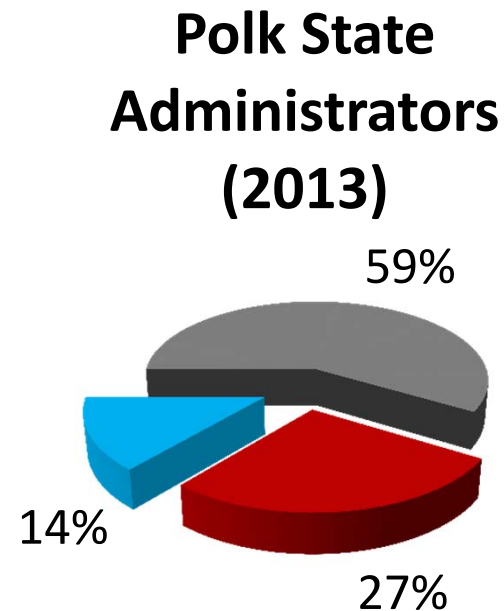
63% of Polk's Black administrators have been promoted or releveled to a higher classification since 2006.



Span of Influence of Black Administrators at Polk

- Black administrators serve in mission-critical leadership roles throughout the College, with titles such as

- Associate Dean
- Dean
- Director
- Provost

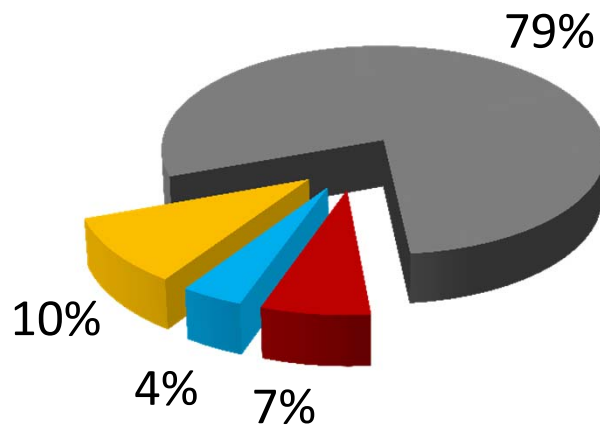


Source: Polk State College Office of Human Resources



Scholars Who Teach: The National Faculty Dilemma

National Faculty (2009)

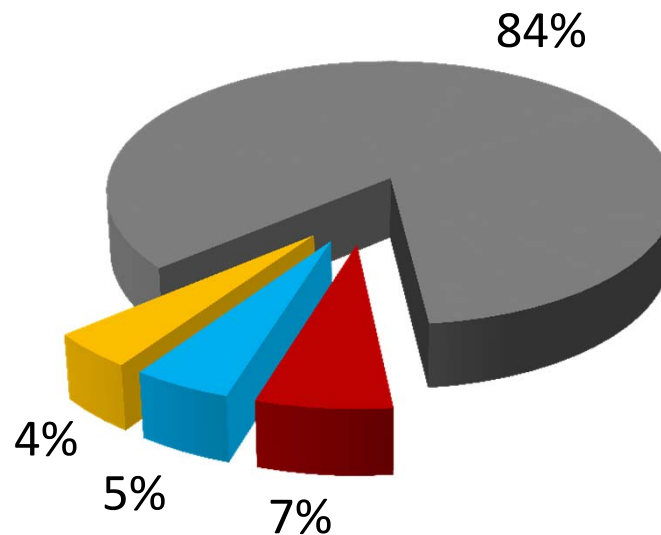


Source: U.S. Department of Education, National Center for Education Statistics. http://nces.ed.gov/programs/digest/d10/tables/dt10_256.asp

NOTE: According to the United States Census Bureau, 5.6% of Blacks aged 25 and over possess a Master's degree, and less than 1% possess a doctorate.

<http://www.census.gov/hhes/socdemo/education/data/cps/2012/tables.html>

Polk State Full-time Faculty (2013)



Source: Polk State College Office of Human Resources

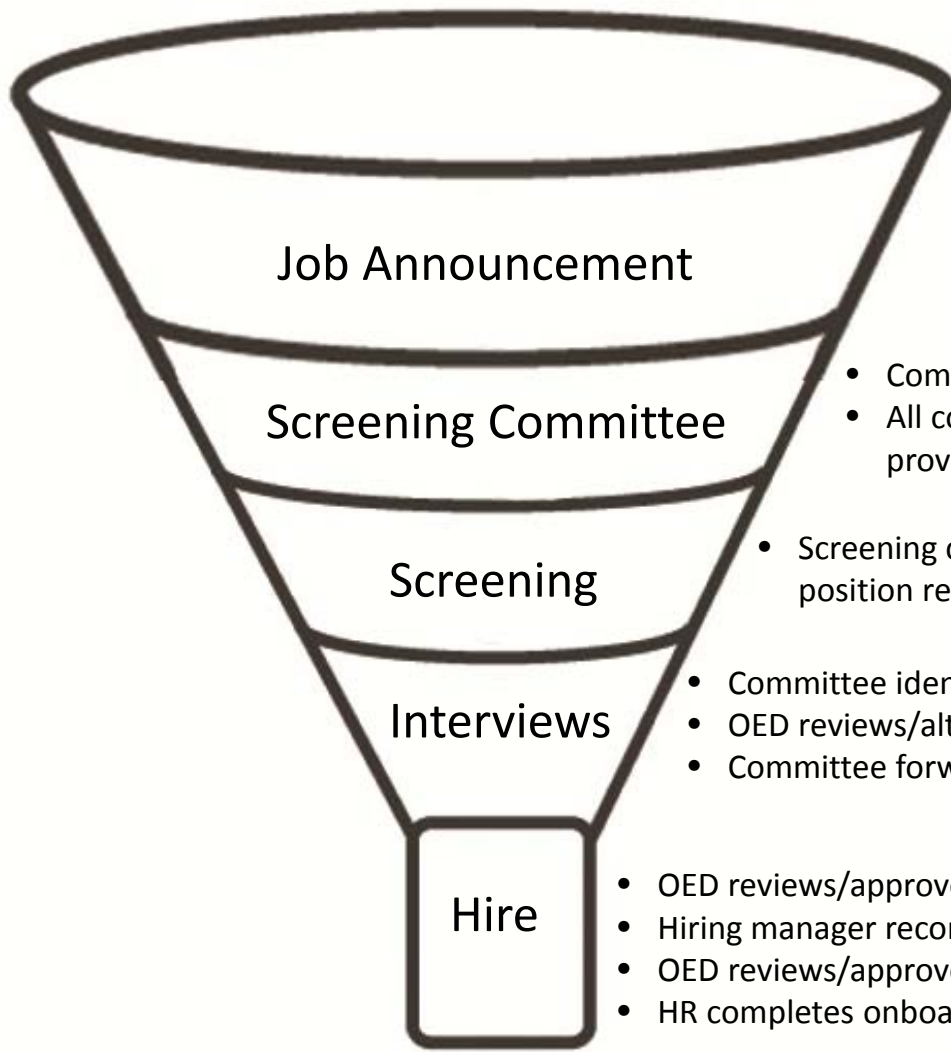


Faculty Recruitment Context: Requirements/Challenges

- Master's degree* + 18 graduate hours* in the chosen discipline
- Doctoral degree* (for Polk's Bachelor's core)
- Regional competition (132 schools in Florida)
- National competition (4,500 schools in USA)
- Private-sector competition in high-demand areas
- Discipline-specific demographics

*from a regionally accredited institution

The Hiring Process at Polk



- Postings include Polk.edu and a wide range of outlets.
- Pool of candidates must be reviewed/approved by Office of Equity and Diversity (OED), and a search can be extended or readvertised to enhance diversity opportunities.

- Committee membership is reviewed/alterd/approved by OED.
- All committee members must complete screening process training provided by OED and HR.

- Screening committee performs preliminary screening of candidates based on position requirements and candidate qualifications.

- Committee identifies candidates to interview.
- OED reviews/alters/approves pool of candidates to be interviewed.
- Committee forwards names of preferred candidates.

- OED reviews/approves list of preferred candidates
- Hiring manager recommends preferred candidate.
- OED reviews/approves recommendation.
- HR completes onboarding process

NOTE: OED has direct & unlimited access to legal counsel at any time.

Compensation at Polk

- In 2006, the College engaged Mercer Consulting to perform a comprehensive study of compensation, including benefits. (see: www.mercer.com)
- In 2007, Mercer reported that Polk's benefits package was valued at \$30,000 per year. Since then, the College has enhanced the package to include additional and/or expanded benefits. This remains a significant component of our compensation plan. (see: www.polk.edu/hr)
- In 2008, even as the economy was in dire straits, the College embarked on the implementation of the Mercer findings, in order to make compensation throughout the College more competitive relative to "market rates" for **all full-time regular employees**.
Implementation included:
 - 5/2008 – First Implementation of Mercer Recommendations raising full time regular employee salaries to a minimum of 91.5% of market
 - 11/2008 – one-time payment to all full time regular employees of \$1,484.79
 - 12/2009 – one-time payment to all full time regular employees of \$1,113.59
 - 4/2010 – Second implementation of Mercer Recommendations raising full time regular employee salaries to a minimum of 93.5% of market
 - 11/2010 – Third implementation of Mercer Recommendations raising full time regular employees to a minimum of 95% of market
 - 8/2011 – Implementation of Final Mercer Recommendation raising full time regular Faculty to 100% of market
 - 11/2011 – 3.5% raise of all full time regular employees
 - 7/2012 – 1.25% raise for all full time regular employees
 - 7/2013 – 1.25% raise for all full time regular employees

Compensation at Polk (cont.)

- In 2011, Polk State performed an internal and external equity compensation review. This equity review included analysis of employees' years of experience and years of service, both in the current role and at the college overall. During this review, employees within Title VII protected classes were particularly considered to ensure current salaries were equitable in comparison to their peers in non-protected classes.
- The College has periodically retained the services of a third-party consultant to evaluate our internal pay plan for equity purposes. That review is comprised of an external market survey to ensure that Polk remains externally competitive in the salary marketplace, by position, among other higher education institutions within the state of Florida. *Polk State is currently in the early stages of an updated third-party equity review. The product of that analysis is expected by December 31, 2013, and will be available to the public.*
- Since 2005, **over 60%** of Polk State's Black administrators have been promoted or relevelled up to a higher classification.

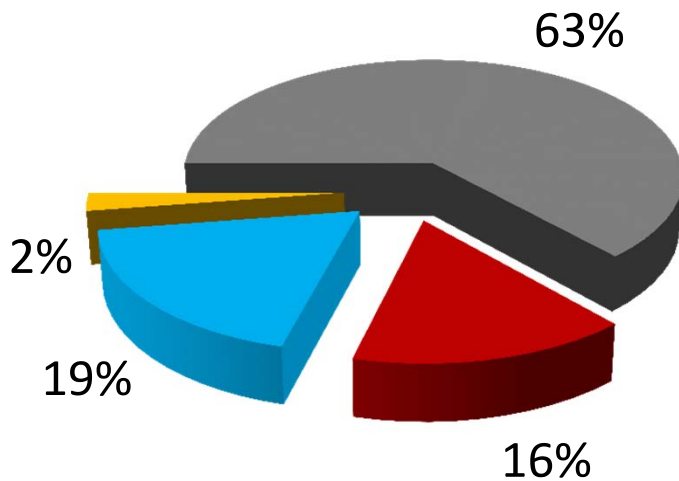
Professional & Leadership Development Opportunities for Black Employees

- Approximately 34% of staff tuition reimbursement benefits were distributed to Black employees.
- Polk State routinely places Black employees in local/regional leadership programs, such as Leadership Polk, Leadership Lakeland, Leadership Winter Haven, etc.
- Polk State has supported Black employees in statewide leadership roles.
- In 2006 Polk State developed the Exceptional Leaders with Innovative Talents and Excellence (ELITE) leadership program, focused on women & minorities and modeled on “best practice” diversity/leadership development initiatives.
 - ELITE alumni have earned 15 promotions
 - 65% of ELITE participants are Black
 - Black ELITE alumni promotions and relevels include
 - TLCC Coordinator
 - Director of Student Activities & Leadership Office
 - Director of Collegiate High School
 - Senior Academic Advisor
 - Academic Center Director
 - Program Coordinator
 - Academic Advisor
 - Coordinator of Veteran Services

Student Access & Success

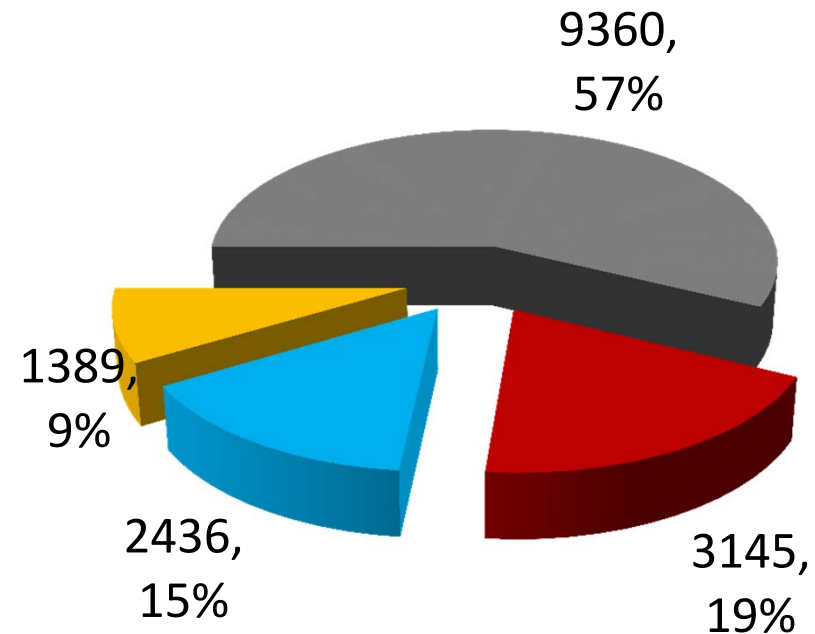
The Pipeline We Develop

Polk County Population (2012)



Source: United States Census Bureau, 2012 estimate
<http://quickfacts.census.gov/qfd/states/12/12105.html>

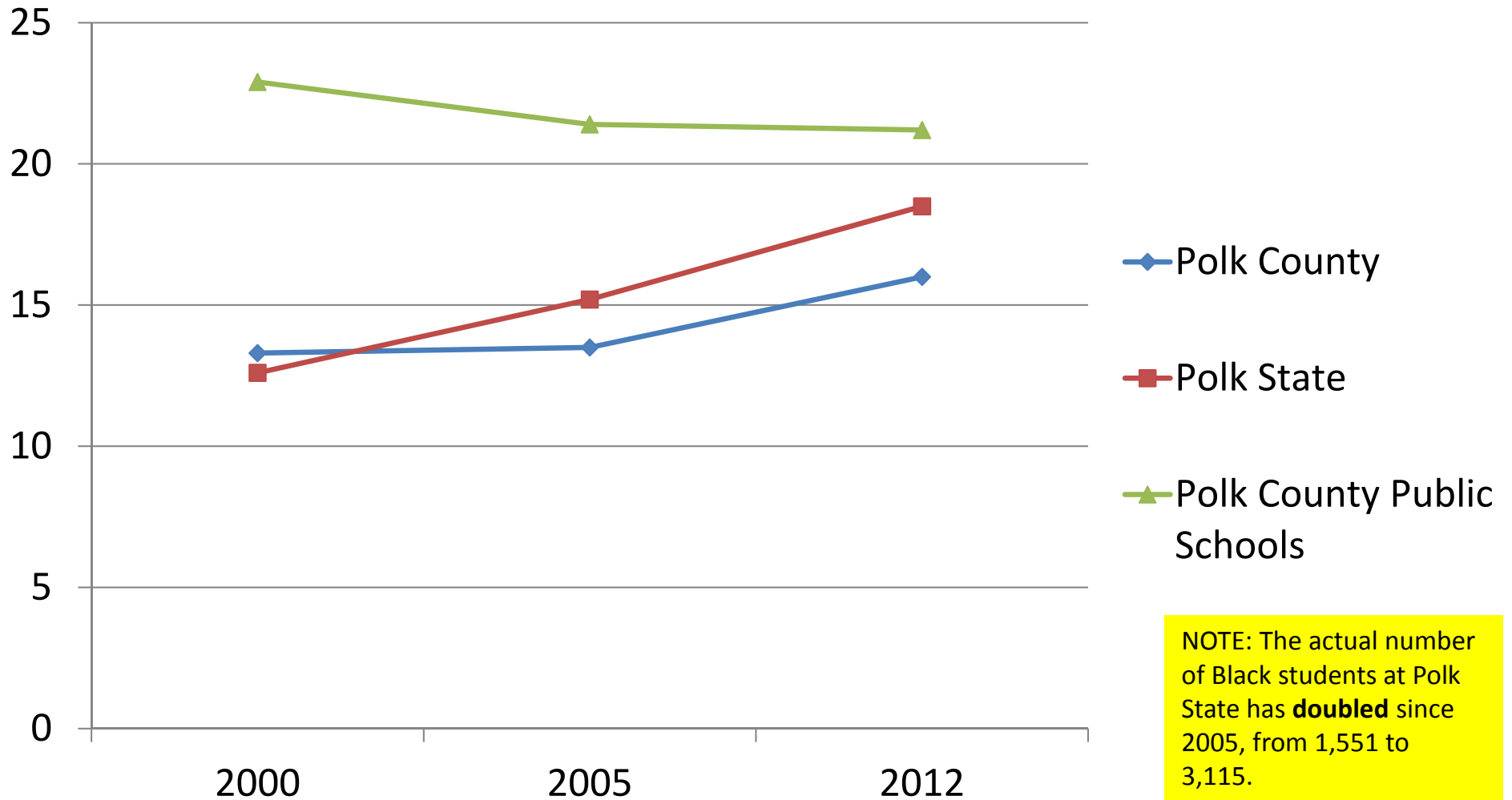
Polk State Student Population (2011-2012)



Source: Polk State College Office of Institutional Research, Effectiveness and Planning

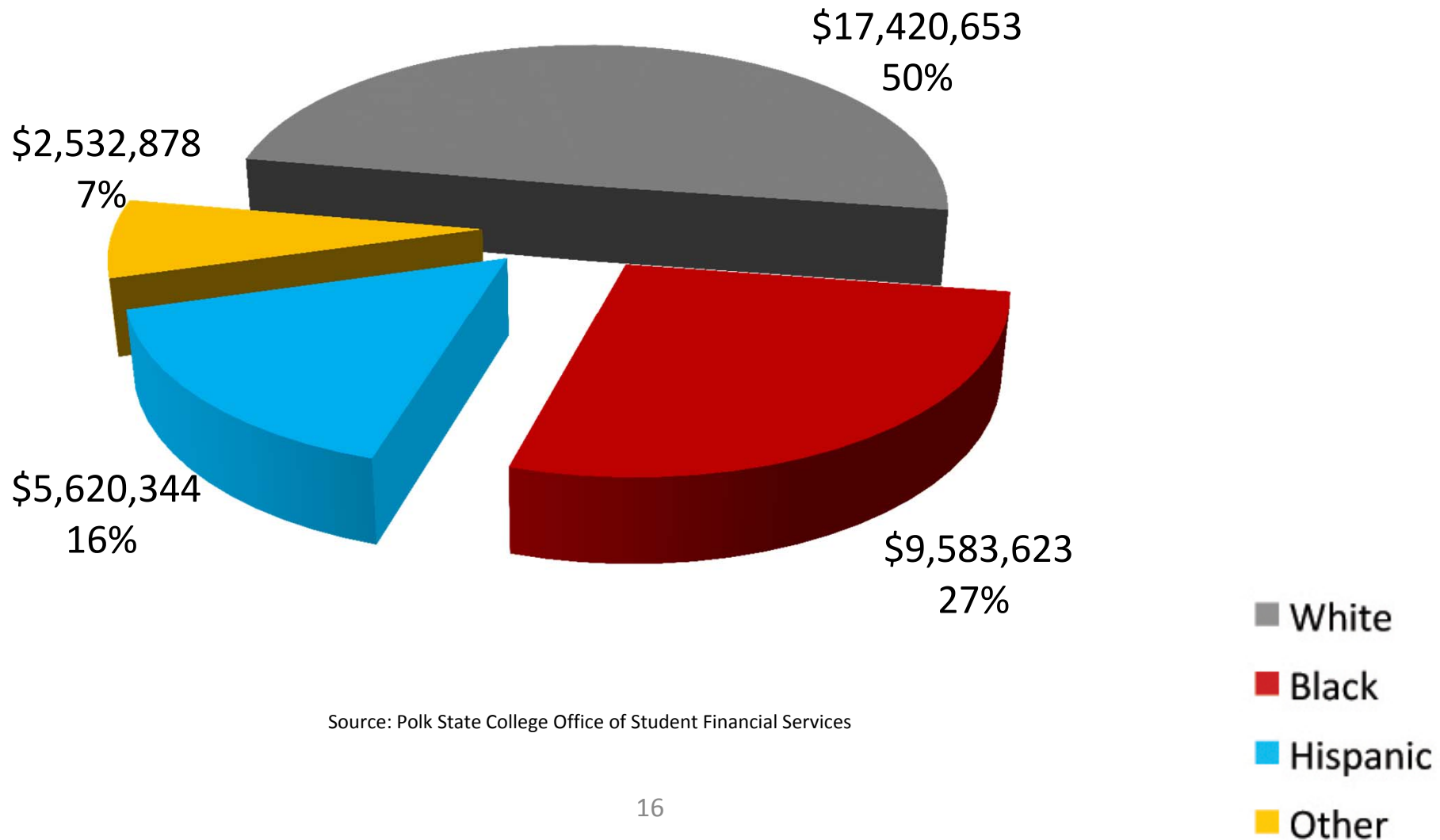
- White
- Black
- Hispanic
- Other

It's All About Access: Black Population (as %)



Sources: Florida Department of Education, Polk State Office of Institutional Research, Effectiveness & Planning

Making College Affordable: Polk State Financial Aid (2012-2013)



Source: Polk State College Office of Student Financial Services

We need your help...

- Apply to Governor for appointment to District Board of Trustees <http://www.flgov.com/appointments/>
- Be a mentor in our Men of Distinction program
- Be an ambassador for “the Polk story”
- Help recruit faculty with accredited graduate degrees
- “Support the soar!” → *scholarships*

*We are Polk.*TM

“Every student at Polk State College is here because she or he deserves a chance to succeed. Every faculty and staff member is here because she or he was the best person for the job. There can be no excellence without diversity – and we proudly nurture both.”

Eileen Holden President
863.297.1098
eholden@polk.edu

