SCOT Analysis
Recruitment & Retention of Diverse Workforce

Classified Staff – Diversity Task Force

**Strengths:**

**Institutional Commitment to Diversity**
- Many volunteers for LGBT Advocacy Council for LGBT Concerns
- Since we aren’t very diverse, a person from a protected class may be at an advantage
- WWU is fairly progressive, may be more welcoming than other schools or parts of the country
- Moderately Diverse population
- 18% Student population of color - supported diverse groups – ESC
- Many diverse outside speakers brought to campus
- Diverse recruitment of faculty
- Minority Employee Council and Diversity Groups for faculty and staff on campus
  - cohesive social community of color
  - Supports when university issues came up - tenure, etc.
- Formal valuation of diversity in official WWU statements
- Pride – have a workforce who want and try to do their best

**Supportive and Inclusive Environment**
- Inclusive climate
- Very open minded/tolerant of different viewpoints
- Very concerned community as a whole; WWU – Bellingham
- People are involved be it church, political issues, self improvement

**Visible Diverse Senior Level Leadership (Student Affairs)**
- Leadership of Color on campus provides recognition that diverse peoples are accepted here and lead
- Student Affairs division – largely diversified
- Good effort recruiting senior level administrators
- Visible diversity in leadership at university
- Safe and relatively stable work environment
University Reputation

- Highly ranked university
- World class programs creating leaders of change around the world (excellent students)
- Are current and ahead of technology (for years viking car/today environment)
- International faculty – interested in diversity and adding participation to professional diversity organizations.

Compensation

- Employee wellness program – flexibility and encouragement to live healthy lives
- Competitive salaries compared to local employers
- Excellent benefits for employees
- Employees can take classes (look at Viva Barnes – 21 years) to better selves
- Free education for employees – professional development opportunities
- Many training opportunities for employees
- Good benefits

Quality of Life

- Quality lifestyle – good schools for family – likely to find work/spousal accommodations
- Proximity to Vancouver and Seattle – International cities provides cultural activities for diverse groups
- Northwest – close to Canada
- Location of the university
- Beautiful work environment

Emerging Transparent Communication

- TLA – ability to openly speak and work together with administration faculty/staff/students to resolve problem and make recommendation for change
- Presidential Leadership open to input from all employees
## Strengths – Number of Endorsements

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## Challenges:

### Benefits

- Parking
- Housing Availability

### Lack of Flexibility for Unwritten Expectation

- Lack of respect for classified staff *(2 employees noted this)*
- No release time for classified participation in diversity groups

### Weak Recruitment

- Limited pool or diverse applicants for classified positions
- Low international student numbers outside of Asia
- Loss of recruiting in HI for admissions

### External Communication and Connection

- Limited branding of internal strengths
- Poor town government relationships
- Considered a separate entity from Bellingham/Whatcom Community “up on the hill”
Internal Communication and Connection

- Understanding other cultures and groups
- Unified efforts toward agreed-upon goals difficult in complex environment
- Everyone works in silos
- Limited support and funding for diversity groups/communities to know one another
- Not good at maintaining relationships with alumni
- Limited group/whole cohesiveness no venues for all to know each other
- No connection of diversity groups
- Lack of support communities for some groups
- Poor internal/external communication

Budget

- Current budget crisis equals shrinking resources
- Budget woes!
- Inability to compensate top faculty and staff
- Periodic mismanagement of resources/personnel creates inefficiency
- Static monetary compensation if in same position
- No funding to support diversity groups
- Reduction in staff with expectations to deliver same services (leaves few resources for proactive change)

Limited Opportunities for Growth

- Slow career path for classified staff
- Limited opportunities for growth
- Lack of Opportunity for advancement
- No room to advance professionally (only reason pay goes up is longevity)

Uneven Distribution of Diversity

- Minimal widespread diversity (faculty staff of color)
- Staff population is not diverse
• No faculty/staff of color in Foundation or Alumni House
• No top leaders of color (besides Board of Trustees)
• Lack of Opportunity for connection for people of color
• Lack of diversity of classified staff
• Racist community “old school Bellingham”
• Top heavy with women
• Large older population is workforce

### Challenges – Number of Endorsements

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### Opportunities:

**Untapped Institutional Participation with Professional Organizations**
- National organization or professional exist and we can easily tap into them

**No Local Competition**
- Only State funded 4 year in county
Economic Conditions Created Larger Applicant Pool (Diverse Included)

- Tougher economic times and job loss creates a larger applicant pool for WWU
- Current unemployment nationally may make more qualified diverse workforce available

Easier Access to Prospects through Technology

- Social networking opportunities for recruitment and retaining staff
- Social networking sites
- Have a great wide internet access available to all

Opportunities to Collaborate with Industry/Business

- Outreach to community, job fair on campus, booth’s at local events
- Green industry
  - Resources
  - Restore
  - Solar power companies
- Sustainable connections and other sustainability groups, well established here
- Growth in Peace Health – Opportunity for BS Nursing?
- Participate in world-wide competitions science/theatre
- Deep water port undeveloped
- Awareness about development of “green jobs”
- Improved airport in BLI
- Waterfront development
- Agriculture industry
  - Wines
  - Berries
- Growing tourism
- Fishing industry – close to several oil refineries
- Local business wanting to recruit at WWU take advantage of business/ed
- Waterfront Port/ “Gateway” to Asia

Growing Diverse Community Population

- Growing Asian population
• Increasing Hispanic Latino populations in Skagit – Whatcom counties
• Proximity to diverse communities in Vancouver and Seattle
• Bellingham has a huge retirement population (some great minds)
• Many LGBT allies in the local community
• Large Native American community
• Native American population here
• Visible LGBT community in Bellingham provides social volunteer, etc, opportunities
• Visible and large LGBT community presence in 2 nearby major cities: Seattle and Vancouver

Opportunities to Collaborate and Network with Diverse Membership Groups in the Local Community (Includes Vancouver)

• Opportunity to partner with:
  o Collaborate with local diversity groups
    ▪ BASOW
    ▪ NW Ohana
    ▪ Who
  o The strong local progressive community may help to create a diversity-friendly applicant pool
• Well established Whatcom Young Professionals group and Chamber
• BTC, WCC, NWIC, etc are potential partners in diversity issues (colleagues, interaction, etc.)
• Proximity to Canada common interests opportunity to collaborate with BC, or U. BC

Opportunities for Institutional Collaboration

• Opportunity to Collaborate with NWIC, BTC, WCC, and Trinity Western
• Untapped Community funding resources
• We have many non-profit organizations in Whatcom County who work with minority and immigrant groups
• Have county jail work release work with university
• Can use facilities outside of WWU
  o Mt Baker Theatre
  o Ball Park
• Government funding/contracts in sustainable futures and different government projects in transportation
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### Threats:

**Elements of Community Prejudice**

- Anti-illegal immigrant sentiment very strong Whatcom County
- No right to same sex marriage in WA, while 5 other states and Canada do have this right
- Racial profiling from our law enforcement agencies
- History of violence to minority populations in Bellingham
- Less diversity in the local community means a less diverse applicant pool, especially for classified positions
- Backwoods KKK, Aryan Nation population here
- Intolerant, conservative people/groups in community can create unsafe/uncomfortable environment for LGBT
- Employers outside Western not open to hiring diverse groups of folks
- 40% of our prison population is African American compared to the 42% state population – justice system is a threat
Private Industry Recruitment and Competition

- Other institutions (e.g. UW) may provide higher compensation, prestige, etc, than WWU
- Government job opportunities with border patrol
- Large local urban metropolitan cities in higher paying jobs
- High paying oil industry jobs

Economic Downturn

- Continuous budget crisis
- Economic downturn
- Economic challenges (fewer state dollars/donations)
- Leave less money for jobs, recruitment, retention efforts
- Work study program to be cut

Regional/Local Higher-Ed Competition

- Increase state funding to community colleges – decrease to 4 year institutions
- Community college – better branding at affecting the economy
- Trinity Western providing an international opportunity in town
- UW coming to N. Seattle Bothell
- Institutional competition
- Many local community colleges that can get students out and working sooner
- University of WA – more diverse population in Seattle

Lack of Diversity

- Lack of diverse population in local/regional community
- Focus on Asian and European recruitment not enough South-Americans – Africans
- Lack of young singles
- Low minority population numbers
- Very small international population
- Not enough cute guys
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