SCOT Analysis
Recruitment & Retention of Diverse Workforce

Professional Staff – Diversity Task Force

**Strengths:**

**Institution**
- Good will of administration to line staff
- Access to diversity resources
- WWU seeks and welcomes diversity instead of regarding it as a statistic
- Stated in mission
- The history of addressing campus and community diversity/social justice issues
- The strength of our Mission Statement (?) since 1990’s
- Professional growth in large institution
- Attempts at becoming more diverse – baby steps, but still attempts
- The President’s commitment, and the search committees keeping this issue central in hiring him
- WWU’s size (more personal that the big U’s)
- Strength of connection/mentoring of diverse students by employees

**Opportunity**
- Opportunity to lead change with respect to diversity (be a change agent)
- Education role modeling for students
- Ability to move to a non-diverse (WA) area could be viewed as an opportunity for challenge/change
- Opportunity to mentor student population (through ESC, etc.)

**Benefits**
- State Service Retirement
- Good benefits/time off
- Benefits stability
- Wide array of built-in support systems at WWU
- On campus childcare
Community

- Current collection of diverse faculty and staff (numbers small, but amazing people)
- Ethnic Student Center (ESC) – Visual for community to see our commitment
- Grow our own...ESC and other minority populations at Western
- The high quality of diverse employees on campus
- In certain populations; strong campus support (LGBT) group
- Minority Employee Council (MEC)
- The existence of two employee councils representing two of the diverse groups

Quality of Life

- Bellingham Community
- Close to diverse community environments
  - Seattle
  - Vancouver, B.C.
  - Lummi, etc.
- Location
- Strong K-12 System
- Bellingham is a “social issues town” that could be an attractive draw for someone seeking a diversity-friendly place to live
- Quality of life – exceptionally high in Bellingham - should never be discounted as a recruiting/retention tool for diversity
- Good community to raise children
- Recreation opportunities

Academic Programs

- Western Values Academic Success
- WWU’s Reputation
- Academic Reputation
- Huxley
- VRI
- Fairhaven
- Woodring
- National Reputation
  - Dr. Bruce Shepard
  - Dr. Joseph Garcia
o Dr. Joe Trimble
o Pinky Nelson, etc.

- Fairhaven – Law, Diversity and Justice Program
- Academic bodies of focus on diverse issues/diversity
- Academia and WWU in particular, are typically very embracing of diversity in its workplace.

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<th>Strengths – Number of Endorsements</th>
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**Challenges:**

**Non-Competitive Compensation**

- Lower state funding equals lower salaries
- Lack of additional incentive to defray housing costs
- Expensive housing market
- Salaries vs. cost of living
- Lack of financial elasticity from budgeting for salary
- Not a major Research/DI Athletics school – therefore not the same level of prestige
- Lack of opportunity for spouses (i.e. tuition waiver)
- Uneven parity for domestic partners
- Money

**Cultural Norms Token Efforts**

- Dissent can be viewed as negative
- Usage of diverse students/staff in seemingly tokenized ways
• Long standing commitment (Mission Statement) with low results
• Lack of retention efforts for faculty/staff (when institution learns they are leaving)
• Campus climate – institutional memory
• Lack of institutional acknowledgement of diversity efforts among faculty/staff of color
• Academia can be a difficult place to institute rapid change
• “How it is” mentality – stasis
• Administration is slow to react to issues/concerns of faculty/staff of color
• Little follow through in on-boarding process
• Liberal mindset makes people think we are there

Lack of Community

• Perception of distance from cultural opportunity (Cities, etc.)
• Even at WWU, some groups might have to work hard to find others in their group
• Lack of local enclaves for many groups
• Limited community in certain areas of WWU
• Lack of understanding of various group’s needs
• Disconnect with community
• Lack of cultural diversity on and off campus
• Lack of community feel for faculty and staff of color

Safety and Access

• Lack of safety (e.g., Toilets, Intersex)
• Lack of gender neutral bathrooms, lockers

Homogenous Demographic

• Predominantly White Institution (PWI)
• Homogenous appearing depts./units
• Lilly-white local population beyond WWU
• Predominantly white campus and community
• Non-diverse community (at-large)
• Non-diverse staff/student/faculty population on campus
• Small (out-growing) diverse student population
• Perceived homogeneity of Western Structural

• Lack of buy-in for hiring departments
• Silos, across and up/down
• No employee councils – women employees, or disability, veterans, seniors
• Uneven commitment to diversity in hiring
• Homer syndrome – knowing who you will hire before searching
• Hiring committee’s pre-conceived notions about people from certain populations (racist)
• Confederated Diversity Efforts
• Uneven application of EO rules

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Opportunities:

Technology/People Access

• Social networking sites
  o Facebook
  o Linked in
  o My Space
• Technology
  o Email
  o Cell Phones
  o Computers
Support Resources Towards Diversity

- Community involvement on campus – minority organizations
- Tested benchmarks exist (in Higher Ed, outside Higher Ed) for our diversity needs
- National professional organizations for diverse populations
  - recruiting channels
- Millennials different view on diversity, multicultural
- National offices for diversity e.g. consortium for LGBT Campus Directors

Money

- Grant opportunities
- New GI Bill
- Number of military bases in the state
- ARRA
- Increase in funding for diversity education programs
- Government money for educational programs

External Attention to the Area

- Upcoming Olympics
- Waterfront and Business Development
- Olympics may bring national attention to Bellingham
- Location
  - Land availability
  - Mountains
  - Water

Paradigm Shift

- Country being led by man of color (Obama)
- Obama Administrations = person of color promoting Higher Ed for all of America will increase number of applicants of color with degrees.
- Normalizing of LGBT in public/many communities
- Scarce societal resources generate creative innovation, paradigm shifts
- Need for new and different leadership
Applicant Pool up for many reasons

- Decline in education market
- Budget cuts leading to layoffs will increase applicant pool
- Growing pool of qualified and diverse applicants

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**Threats:**

**Economy**

- Decreased business investment to Higher Ed
- Housing market instability, people not wanting to move
- Worsening economic times – amount of time to dig out
- Budget cuts – reducing available grant funding
- Loss of industry
  - Boeing
  - Technical industry
  - Etc.
- Perceptions
  - Cost of living
  - Dark/rainy
  - Earthquakes
- Decreased funding for Higher Ed/hiring freeze
Populist Nativist Movement Away from Diversity

- Strength and resilience of political right which views diversity as special rights/interests
- Immigration reform?
- Increasing islamaphobia, xenophobia
- Greater national isolationism
- Political paradigm shift (tea party movement)
- Backlash to LGBT, internationalization of oppression to LGBT and other target groups
- “Heightened security” re: terrorist threats
- Continued economic decline increase in racial tension
- More Bills like I-200

Increase Competition for Diverse Applicants

- Low national graduation rates
- Limited diverse candidate pool, increase in compensation to attract (private school problem)
- Diversity is on everyone’s radar and equals lots of competition for applicants
- More competitors for diverse pool given online degrees/teaching
- Nationwide trend toward achieving diversity
- Expansion of competition (e.g. UW Bothell)

Seattle/Vancouver Bigger Draw – Competitive Disadvantage

- Lack of diversity in Bellingham (lack of community)
- Lack of access to diverse populations
- In constrained economic climate, rural choices seen as more risky
- Predominantly white state predominantly white institution
- Nearby areas with greater diversity/opportunity
- Lack of proximity to high density diverse communities

Shift Away from 4-Year Degree

- Olympia’s increasing lack of understanding of Higher Ed’s value
• Trend, reputation of community and technical colleges creating stronger bridges to jobs
• Shift towards technical degrees – 2 year schools
• Diminished understanding of 4-year degree’s impact on income
• Diploma mill/charter college
• New schools entering local market

**Threats to Funding**

• Security threats/ re-route of funding/priorities
• Continued societal expenditure on war

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