EQUITY AND INCLUSION IN HIRING:
BEST PRACTICES FOR
FACULTY AND PROFESSIONAL STAFF SEARCHES

EQUAL OPPORTUNITY OFFICE

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I. INTRODUCTION

This Guide elaborates on the “Standard Recruitment and Hiring Procedures” (See Appendix A) and provides assistance with the process of hiring tenure track faculty and professional staff. It offers suggested best practices to ensure that all of our searches are fair and equitable and create the best possible opportunity to attract diverse applicants. Much of this Guide is also relevant to conducting searches for classified staff. It should be read in conjunction with the information provided on the Human Resources “Hire an Employee” webpage.

Why the focus on equity and diversity in the hiring process? At a minimum, federal and state laws, and University policies, prohibit discrimination in employment on the basis of race, color, religion, creed, national origin, sex, disability, age, veteran status, sexual orientation, gender identity and expression, marital status, and genetic information. Federal affirmative action regulations likewise require proactive efforts to diversify our faculty and staff. The University’s Affirmative Action Plan (AAP) conducts annual workforce demographic analyses and sets hiring goals for women and employees of color who are underrepresented in specific job groups. Increasing Western Washington University’s (Western’s) employment diversity also supports the University’s mission to “serve the people of the State of Washington, the nation, and the world by bringing together individuals of diverse backgrounds and perspectives in an inclusive, student-centered university that develops the potential of learners and the well-being of communities.”

As Western’s mission statement recognizes, it is crucial that we prepare all of our students to exist in professional and social worlds that are increasingly heterogeneous and international. A foundational element of this preparation is students’ engagement with diverse professors and staff, including people of color, people of different genders, people with disabilities and veterans. The diverse identities, experiences and perspectives of our faculty and staff likewise create a more vibrant educational environment. In addition to their scholarly, pedagogical and professional contributions to Western, diverse faculty and staff may serve as important mentors and service providers for minority students who may lack an abundance of visible role models within higher education.

Fair and equitable searches require deliberateness from the outset. Applicants will form opinions of Western based upon their assessments of each search process’s fairness, professionalism, and timeliness. How we conduct searches evidences our departmental and institutional values. And in the end, the individuals hired will shape Western’s culture far into the future.
II. OVERVIEW OF STEPS TO INITIATING A SEARCH

- Hiring authority selects individuals for search committee and provides charge.

- Search committee members review this Guide and HR’s resources for conducting a professional staff or faculty search.

- Search committee chair contacts the Equal Opportunity (EO) Office to schedule an Equal Opportunity/Affirmative Action Search Briefing for the committee. EO/AA briefings occur before the position announcement is finalized and the job is advertised.

- Search chair completes and routes the Request to Recruit for Faculty Appointment or Executive Officers and Professional Staff e-form, attaching:
  - Position announcement that will be posted on Western’s website
  - Short ads to be used in advertising the job opening
  - Recruitment plan identifying the search committee members and all outreach that will be conducted for the position
  - Evaluation matrix to be used in reviewing applications
  - Security Sensitive Position Assessment

- You may not advertise the position until you receive an email from HR informing you that the position is posted on Western’s website.
Composing the Search Committee

When building a search committee, the hiring authority should consider factors including potential committee members’ relevant expertise, diversity, ability and willingness to interrupt assumptions and biases and support the candidacy of highly qualified non-traditional applicants, and experience serving on search committees. Every committee member’s participation at all stages of the search will help the University obtain the strongest and most diverse applicant pool possible.¹

**Why focus on diversity in search committee composition?**

The greater the diversity of your search committee, the more potential networks you will be able to leverage to publicize the job opening. Different people may provide diverse insights when evaluating candidates, bolstering the robustness of the committee’s assessment of applicants. The presence of people of color, people with disabilities, LGBT people, people of different genders, and other diverse individuals on search committees can also signal to candidates that Western values diversity and is an inclusive community where they will be welcomed.

At the same time, working to obtain a diverse applicant pool and addressing assumptions and biases that may surface during the search are jobs for the entire committee, not just women and minorities.² Make sure the full committee understands this, and be ready to address power imbalances that may make junior faculty or staff, women, and minorities less likely to speak up.³

Determine how search committee service will be incentivized and recognized within your college or department and share this with your faculty or staff. If you cannot call on people of color, women, LGBT people, or other diverse individuals in the hiring department to serve on the search committee, consider reaching out to one or more people from a related department or one with which the hiring department collaborates. Western’s [Minority Employees Council](#) (MEC) and [Lesbian, Gay, Bisexual and Transgender Advocacy Council](#) (LGBTAC) may also be able to connect you with members of their organizations who are willing to serve on search committees. Be clear to all committee members that they are being asked to serve because of the important expertise and perspectives they can contribute.

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The Charge to the Search Committee

At the search committee’s first meeting, the hiring authority should provide a charge to the committee clearly conveying the hiring authority’s expectations for the particular search. Items the hiring authority may choose to address in the charge include:

- The general timeline for the search, importance of attending all committee meetings, and level of interface the hiring authority would like to have with the search committee chair throughout the process. The need to fill some positions quickly should be balanced with the imperative to conduct a thorough and deliberate search to ensure a broad pool of applicants can apply and the best candidate is selected.

- The hiring authority’s expectation that the committee will conduct robust proactive outreach for the position to increase the likelihood of diversity in the pool of top applicants.

- The need to fairly, thoroughly and consistently review all applications, and to conduct multiple reference checks for finalists.

- The number of finalists who should be brought to campus for interviews.

- The desired end result of the committee’s work. Should the search committee present viable finalists to the hiring authority in a ranked list that clearly identifies the committee’s recommendation of whom to hire? Or should the committee give the hiring authority an unranked list of finalists that includes the committee’s comparative evaluation of the finalists in narrative form?

- The committee chairperson’s role as the spokesperson and contact point for all inquiries regarding the search. This helps ensure that questions about the search are answered consistently in both scope and substance.

Dual Career Assistance Appointments of Opportunity

Before or during a search, it may come to your attention that an incumbent employee or applicant for employment would like their spouse or partner to be considered for a dual career assistance appointment. Review of an individual for a possible dual career appointment must occur separately from the comparative review of candidates for a competitive search, and requires close coordination of the Equal Opportunity Office, hiring department, relevant deans or vice presidents, the Provost or President’s Office, and Human Resources. Please contact the Equal Opportunity Office to discuss this process as soon as practicable after the possibility of a dual career appointment is raised.
IV. BEFORE THE SEARCH: WHAT SEARCH COMMITTEES NEED TO KNOW

The Equal Opportunity Search Briefing

The EO Office provides a Search Briefing for all search committee members and the committee’s administrative coordinator before the search documents are finalized and the hiring department begins advertising the position. An exception to this can be made if the hiring authority does not include the search committee in the development of the announcement. In that case, the job announcement may be posted before the search committee meets. Calling the EO Office to schedule this briefing as soon as possible after the search committee is constituted expedites the approvals necessary to advertise the position.

At the EO Search Briefing, an EO Office staff member discusses equal employment opportunity and affirmative action requirements relative to the particular position being filled, reviews best practices, offers suggestions regarding the position announcement, evaluation matrix and recruitment plan as appropriate, and answers questions. Because the Search Briefing is tailored to the particular position being searched for, and because each search must comply with equal opportunity and affirmative action principles, it is important that all members of the search committee attend this meeting even if some recently attended a Search Briefing for a different search.

Saving Documents Related to the Search

Hiring departments are responsible for the retention and storage of all evaluative materials related to the search. This includes hard copy and electronic documents such as search committee meeting notes, evaluation matrices, notes from interviews and reference checks, copies of application materials on which you have made notes, any application materials not submitted via EASE, and emails regarding assessment of the candidates.

Search documents must be kept for three years after the conclusion of the search. In searches for the positions of president, vice president, dean and director, documents should be transferred to University Archives at the conclusion of the retention period. Contact University Archives and Records Management for assistance. Search documents relating to individual applicants are exempt from public disclosure under the Washington Public Records Act, but they are discoverable in legal proceedings and may be retrieved and reviewed in the event a search is challenged.
Confidentiality

The search committee should treat its records and deliberations as confidential both during and after the search. At the first committee meeting, discuss what confidentiality means to the committee members, and come to an agreement about confidentiality. Committee members should also be mindful that the University may be required to disclose records in the course of an investigation.

Conflicts of Interest

If a search committee member knows a candidate, this should be disclosed to the full committee. A committee member should recuse him or herself from considering any candidate who he or she cannot evaluate impartially. Whether a committee member should recuse him or herself from considering a candidate he or she knows well but feels he or she can assess impartially should be addressed on a case-by-case basis in consultation with the search committee chair and the EO Office.

Internal Candidates

When there are internal candidates for a position, the search committee must be especially vigilant about maintaining confidentiality. Avoid storing interview questions or search committee notes on shared computer drives or putting detailed information in Outlook calendars to which an internal candidate may have access. At the same time, some additional communication with internal candidates may be an appropriate professional courtesy, such as informing an unsuccessful internal candidate that finalists are being invited to campus for interviews. Internal candidates should not be involved in processing other applicants’ materials or evaluating their candidacy, even if the internal candidate is no longer being considered by the search committee for the position.
V. FRAMING THE SEARCH: THE POSITION ANNOUNCEMENT AND RELATED DOCUMENTS

The position announcement, along with shorter advertisements and other communications with potential applicants or candidates, are important public communications. Academic and professional communities, candidates included, form perceptions of Western based in part on these documents and interactions.

The full position announcement, any short advertisements for the position, and the evaluation matrix used to review applications, must be attached to the Request to Recruit e-form.

Writing the Position Announcement

Position announcement templates for professional staff and faculty positions are at Appendix B, followed by a sample pro staff position announcement at Appendix C.

The position announcement drives the entire applicant review process. It must accurately describe the position responsibilities, required and preferred qualifications, application instructions, and the date when review of applications will commence or acceptance of applications will close. You will use the required and preferred qualifications in the position announcement as the basis for evaluating candidates and articulating reasons you are not moving forward with candidates other than those to whom the position is ultimately offered. The position announcement is also a marketing tool, explaining to qualified applicants why they should apply.

Describing the Department and Western

Provide information about the department, Western and Bellingham that may be of interest to potential applicants. See the Quick Facts and National Recognition sections of Western’s website for ideas.

In the “About the Department” section of the job announcement, we recommend including an affirmative articulation of the hiring department’s commitment to having a diverse applicant pool, such as one of the following:

- The _____Department strives to further Western’s identity as an institution that welcomes and embraces diversity, and encourages applications from diverse candidates.

- The _____ Department supports Western’s mission to bring together individuals of diverse backgrounds and perspectives in an inclusive, student-centered university that develops the potential of learners and the well-being of communities, and encourages applications from diverse candidates.

Position Responsibilities

We recommend that you include one or more position responsibilities related to equity and inclusion, tailored to the role of the position you are seeking to fill. Fostering equitable and
inclusive learning and working environments is our shared responsibility at Western, and including position responsibilities to this effect provides a clear way of communicating this expectation to staff and faculty from the very beginning. It also demonstrates to potential candidates that Western is committed to equity and diversity, and in this regard may be helpful in attracting diverse applicants. How such job responsibilities are articulated will depend on the position. Examples include:

- Develop, implement and assess programs and delivery of services in ways that advance equitable and inclusive learning communities [or work environments].
- Participate in professional development opportunities that build effectiveness in areas of inclusion, intercultural communication, and advancing diversity.
- Fulfill job responsibilities in ways that support an equitable and inclusive environment for colleagues and students.

**Position Qualifications**

All criteria on which you will evaluate candidates should be listed as required or preferred qualifications. If candidates must have a particular qualification to be eligible for the position, it is a required qualification. Don’t forget about things like strong organizational and communication skills. The more required qualifications you include, the fewer qualified applicants you will have. But too few required qualifications could result in an unduly large applicant pool. Find the balance.

The qualifications should be as clear to potential applicants as possible. Avoid vernacular that may be understood only at Western or within your department. Make sure everyone on the search committee ascribes the same meaning to the qualifications.

As the diversity of Western’s student population grows – for example, students of color are now well over 20% of Western’s student body – experience or demonstrated ability to serve diverse students becomes increasingly important. You are strongly encouraged to assess candidates on their multicultural competencies and to include one or more qualifications such as the following:

- Ability to collaborate effectively with diverse students and colleagues.
- Ability to work effectively with diverse populations, including multicultural experience and cross-cultural communication skills.
- Commitment to contribute to the department’s mission to support underrepresented students.
- Demonstrated leadership in promoting equity and diversity.
- Experience working effectively with diverse students and colleagues.
- Experience developing [courses/programs] that inclusively serve a diverse student population.
Eliminate any unnecessary barriers to meeting the job qualifications. Consider how well the draft qualifications measure candidates’ likelihood of future success in the position. Ask yourself whether broader qualifications could still help you assess applicants’ ability to excel in the job.

Application Instructions

Applicants must apply online via the Electronic Application System for Employment (EASE). In the position announcement, include instructions about what application materials are required. Most materials can be uploaded to EASE.

When the search committee has narrowed the applicant pool to a shorter list of semi-finalists, you can request additional materials such as a writing sample or teaching evaluations from all candidates in that narrowed pool.

Application Deadlines

Absent unusual circumstances, positions must be open for at least 30 days. This gives the search committee time to publicize the position widely, including through committee members’ networks and by soliciting the assistance of individuals leading professional and academic caucuses for diverse people in the relevant field. It also gives a broad pool of potential applicants enough time to view the ad and compose a thoughtful application.

Unless there is a particular reason to use a hard deadline for applications, the EO Office advises providing a date when review of applications will begin and stating that the position will remain open until it is filled. This allows the committee to consider excellent candidates who might apply later in the process. Remember to log into EASE to retrieve applicants submitted since the date when review began.

A hard deadline for applications means the committee cannot consider applications received after that deadline, no matter how strong.

Writing the Short Advertisement

Sample short advertisements are at Appendices D and E.

Any shortened version of the position announcement used to advertise the job should provide the link to the full position announcement on Western’s website. Do not include any information in a shortened ad that is not included in the full position announcement.

Hiring departments attending conferences while a search is open may wish to publicize the job opening using the recruitment template for distribution at conferences at Appendix E.

See page 4 of Guidelines for Equal Opportunity and Affirmative Action Statements in University Publications for legally required text that must come at the end of a short advertisement. A longer version of Western’s Equal Opportunity and Affirmative Action Statement is automatically included in the full position announcement posted on Western’s website.
Creating an Evaluation Matrix
A sample evaluation matrix is at Appendix F.

Create an evaluation matrix listing the required and preferred qualifications. The search committee will use this for its initial review of all complete applications. The qualifications listed on the evaluation matrix must match those listed on the position announcement. Make sure the evaluation matrix provides room for evaluators to write narrative comments about the applicants, rather than limiting the evaluation to only numeric scoring.

The committee may decide to weigh some of the qualifications more heavily than others. Such a decision should be made near the outset of the search, before review of applications begins. Making the decision early in the process helps ensure that it is based on departmental need rather than influenced by particular individuals in the applicant pool.
VI. BUILDING AN EXCELLENT AND DIVERSE APPLICANT POOL

The search committee should create a robust Recruitment Plan, calling on the hiring authority for assistance as necessary. The Recruitment Plan must be attached to the Request to Recruit e-form. You can distribute the approved position announcement and short ad after Human Resources approves and locks the Request to Recruit. The search committee is responsible for advertising the position in accordance with the Recruitment Plan.

A sample Recruitment Plan is at Appendix G.

Why is Strategic Outreach Important?

Federal law mandates that the University conduct proactive, targeted outreach whenever the position being filled falls into a job group in which women or people of color are underrepresented according to Western’s Affirmative Action Plan. Whether underrepresentation for affirmative action purposes exists is discussed at the Search Briefing. Federal law also requires proactive outreach to veterans and people with disabilities in every search.

Regardless of whether women and people of color are underrepresented for the relevant position, you are encouraged to conduct proactive outreach to diverse potential applicants. Western is committed to recruiting and retaining diverse faculty and staff, and every search committee should aim to have highly qualified people of color and women amongst its finalists. Targeted outreach by the search committee to diverse potential candidates helps build diverse applicant pools from which candidates are hired. Recruiting only through the same channels that have not yielded substantial diversity in the past is not likely to yield substantial diversity in the future either.

Ways to Reach Out: Networking, Advertising and Relationship Building

Networking and advertising are critical to attracting a diverse applicant pool. Even if you think all potential applicants look in The Chronicle or a particular discipline or profession-specific publication, share information beyond those channels. Not only is such outreach legally mandated when people of color or women are underrepresented in the relevant job group, and for veterans and people with disabilities in every search, but broader and targeted outreach may get the attention of excellent potential candidates who are not actively looking for job openings. Affirmative efforts to specifically reach people of color, women, and other diverse potential applicants also provide important signals of Western’s desire to hire diverse talent and create a culture that is inclusive to all.

Methods of outreach to diverse potential applicants include the following. The most appropriate types of outreach will vary depending on the position. Beyond these ideas, building lasting relationships with individuals and organizations that can help you identify and share information with diverse potential applicants for particular positions can serve your department and Western well in ways that extend beyond recruitment.
Direct outreach by your dean, vice president, department chair or director to individual contacts who may be interested in the position themselves, and others who can help spread the word about the position opening, can be particularly effective in engaging potential applicants with the possibility of coming to Western. Ask your colleagues for the names of individuals they know, including women and people of color, who may be qualified for the position or who may know others with whom it would be appropriate to share the position announcement. Be sure not to suggest that anyone who learns about the position via such outreach will receive preferential treatment during the hiring process.

For faculty and senior administrative positions, reach out directly to the relevant leaders (deans, department chairs, etc.) at Historically Black Colleges and Universities and Hispanic-Serving Institutions that grant terminal degrees in your discipline and ask that they share the position announcement. Also reach out to other schools with significant numbers of graduate students who are people of color or women. Building relationships with these individuals and schools can provide ongoing benefits to your department and Western, allowing for future collaboration that extends beyond recruiting.

Contact associations specifically serving diverse people in your field (e.g. Association for Women in Computing, Minority Nurse, National Society of Black Engineers, Society for the Advancement of Chicanos & Native Americans in Science, Washington Women in Trades), or committees serving diverse communities within a broader organization (e.g., Disability History Association, Diversity Section of the American Accounting Association, Association of Fundraising Professionals African American Community, Diversity Committee of the Association for Student Conduct Administration). Although some of these groups do not have job boards, a search committee member or someone else in the hiring department may be able to publicize the job announcement via the group’s email list. If this is not possible, contact the group’s leadership and inquire as to how the job opening might be shared with their members.

Reach out to initiatives focused on the professional development of junior faculty and administrators who are women and people of color, such as AASCU’s Millennium Leadership Initiative. Build ongoing relationships with these associations and attend their conferences.

Advertise in publications and websites that specifically serve people of color, women, veterans, people with disabilities and LGBT people across disciplines within higher education, such as the Affirmative Action e-list on HigherEdJobs.com, Diverse Issues in Higher Education, Hispanic Outlook, Insight into Diversity, LatinosinHigherEd.com, LGBTinHigherEd.com, and Women in Higher Education. These publications and websites advertise both faculty and staff jobs.
Advertise via websites and list-serves that serve diverse people across professions and are not limited to higher education, such as Job Opportunities for disABLED Veterans, disABLEDperson.com, Northwest Indian College alumni list, Professional Women of Color Network, WA Department of Vocational Rehabilitation, and the Tribal Employment Newsletter.
VII. EVALUATING CANDIDATES

Applications may not be reviewed until the EO Office has briefed the search committee. No comparisons of candidates may be made until the closing date or date for review to begin published in the position announcement.

Unconscious Biases in Evaluation of Candidates

All search committee members should be aware of the possible impact of unconscious biases on the evaluation of candidates, and work vigilantly to assess candidates only on the required and preferred qualifications articulated in the position announcement and listed on the evaluation matrix. It is important to acknowledge that “even people who are strongly committed to egalitarian values and believe they are not biased can hold implicit or unconscious assumptions that influence their judgments.” To learn more about the ways each of us hold unconscious biases, search committee members are encouraged to independently take one or more of the Implicit Association Tests provided by Project Implicit.

To help ensure that all candidates are reviewed fairly, the search committee should discuss the precise meaning of the position qualifications and how they will be assessed before beginning to screen applications. Committees should be mindful that the best qualified candidates may not be those with the most years of experience, the greatest number of publications, or the largest number of other accomplishments. For example, an applicant who took time away from work or schooling to have a family may not generate as thick a CV, but the substance and quality of that applicant’s work may render him or her better qualified for the position. Placing too much value on the amount of external grant funding secured, the number of publications, and other such markers of success might also unintentionally result in adopting implicit biases that may have prevented people in underrepresented groups from obtaining that grant funding or publishing in prestigious journals.

Reviewing Applications

The search committee should review all complete and timely applications. Consistency goes a long way toward ensuring that a search is fair and equitable. From the outset and at every subsequent stage of a search, the committee should apply the rule that what you do for one candidate, you do for all. A consistent approach to evaluating and interacting with candidates

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4 Fine and Handleman, Searching for Excellence and Diversity, 44. For an excellent summary of relevant research about implicit biases and ways to limit the influence implicit biases in your search, see Eve Fine and Jo Handelman, Reviewing Applicants: Research on Bias and Assumptions (Madison: Women in Science & Engineering Leadership Institute, University of Wisconsin-Madison, 2012), http://wiseli.engr.wisc.edu/docs/BiasBrochure_3rdEd.pdf.
increases the committee’s ability to identify the best qualified individual for the position. It also helps prevent complaints that impermissible preference was given to one candidate over another.

**Use the evaluation matrix** to conduct the initial review of applications. The “comments” section of the evaluation matrix provides a place to note qualitative differences in the candidates’ skills and experiences. A candidate cannot move forward in the selection process if she or he does not meet all of the required qualifications. Do not eliminate a candidate for lacking a preferred qualification that a candidate you are moving forward with also does not have.

If you included job qualifications related to diversity competencies, remember to assess these qualifications as well. For example, it may be relevant to consider the value candidates can add by competently mentoring students of color and women students, particularly in fields where these students are underrepresented.

**Checking References**

Thorough reference checks are crucial to obtaining as informed an assessment of the candidate as possible. In professional staff and faculty searches, the EO Office recommends speaking with at least two professional references for each finalist.

**Timing of Reference Checks**

Think about when in the search you will conduct reference checks. Some search committees prefer to check references only after finalists are interviewed. However, in some searches, calling one reference for each of your semi-finalists may aid the committee in determining who the finalists should be. Other references can then be checked after finalists are interviewed.

**Preparing for Reference Checks**

Screening conversations with semi-finalists provide an opportunity to inform candidates that you will begin checking references, and to learn more about the references they identified. For example, you might ask candidates how long they have known their references and whether the references are current or former supervisors.

It is recommended that the same individual(s) conduct all reference checks. This allows for the utmost consistency, and for the most useful firsthand comparison of information obtained. If more than one committee member calls references, each person calling references should speak with a reference for each candidate. The committee member(s) who makes the calls should then share the information obtained with the entire committee.

To the extent possible, be consistent in the number and types (e.g., supervisor, colleague, student) of references checked for each candidate, and in the questions asked. Do not ask any questions of references that cannot be asked of candidates themselves. Calls to references should be structured to help the search committee assess how candidates fulfill the required and preferred qualifications.
**Making the Calls**

So that references can be most helpful to you, at the beginning of each call it can be useful to tell the reference about Western and the department conducting the search, and explain the position responsibilities and qualifications. Document all reference checks conducted.

**Going Off List**

You may contact individuals not identified as references by the candidates. However, inform candidates before doing so, and be respectful if candidates request, for example, that you not contact a current supervisor unless they are a finalist or the top candidate for the position.

**Conducting Screening Interviews of Semi-Finalists**

Depending on the size and strength of your applicant pool, you may decide to conduct initial screening interviews by telephone with those applicants the committee designates as semi-finalists. These calls may also be a good opportunity to explore whether applicants are still interested in the position and whether the salary range is acceptable to them. Conducting screening interviews does not require the routing of an e-form or approval from the EO Office.

If you conduct screening interviews, remember that the questions asked should help you assess how the candidates satisfy the job qualifications. If you screen someone by phone, screen all semi-finalists by phone, even if one or more of them are internal or local candidates who could easily talk with the search committee in person.

Allocate the same amount of time for each call. When possible, at least two search committee members should participate in the calls, and ideally these should be the same individuals for each call. The committee members who make the calls should then report information learned to the entire committee.

**Entering Applicant Dispositions into EASE**

Human Resources provides detailed instructions about how to enter applicant dispositions into EASE. For questions about using EASE, contact Human Resources at x3774.

Keep the status of applicants (e.g. considered, semi-finalist, alternate finalist, finalist) up to date in EASE. For all applicants other than finalists and alternate finalists, **specific reasons for non-selection must be entered into EASE before permission may be sought to interview finalists.** Ultimately, you will need to enter a reason for non-selection for every applicant except the person you hire. If an applicant inquires as to why she or he was not selected for the position, Human Resources will inform the applicant of the reason(s) for non-selection entered in EASE.

**The reasons for non-selection in EASE must be specific and directly related to the qualifications in the job announcement.** In EASE you will select from a dropdown list that an
applicant “Lacks Minimum Qualifications” or has “Less Experience/Skill” than the finalists. After selecting one of these options, you must specify in the “comments” field which required qualification(s) the applicant lacks or the required and/or preferred qualification(s) in which the applicant has less experience or skill.

Among other things, the information entered in EASE is used to conduct statistical analyses, reviewing applicant selection for any disparities by race or gender.

**Seeking Approval to Interview Finalists**

After conducting any phone screening interviews, identify finalists for in-person interviews, as well as alternate finalists. Typically, at least three finalists should be interviewed. **Make sure reasons for non-selection have been entered in EASE for all applicants other than finalists and alternate finalists.** Then complete and route the Request to Interview e-form. When Human Resources receives this form, they will attach the finalists’ and alternate finalists’ application materials and the applicant record report, which lists all of the applicant dispositions (including reasons for non-selection).

When the EO Office receives the Request to Interview e-form, they will:

1. Review the attached application materials to make sure the finalists and alternates meet the required qualifications listed in the position announcement;

2. Review the applicant record report to make sure reasons for non-selection are entered for all other applicants and that these reasons correspond with the required and preferred qualifications for the position; and

3. Make sure that the reasons for non-selection would not also disqualify the designated finalists and alternates. For example, an applicant cannot be eliminated from consideration because she or he lacks a preferred qualification that a finalist also lacks.

Once the Request to Interview e-form is approved by all necessary parties and locked by Human Resources, the search committee may contact the finalists to arrange in-person interviews.

**Interviewing Finalists**

Create thorough agendas for candidates coming to campus, providing both the finalists and individuals from Western involved in the interview with a clear outline of the visit. Identify a primary contact person responsible for welcoming the finalists and ensuring that their visits run smoothly. In advance of the candidate’s visit, provide a copy of his or her CV or resume to everyone with whom the candidate will meet. Ask whether the candidates require any reasonable accommodations for the interview and, when relevant, if they have any dietary restrictions.
**Conducting interviews**

Develop an interview protocol to ensure consistency in the questions asked, length of time allocated for, venue of, and people participating in each interview. To the greatest extent possible, if a search committee member is present for and evaluates some finalists’ interviews, she or he should be present for and rate all finalists’ interviews.

Give the same opportunities to all finalists. If the committee takes one finalist to lunch, it should take all finalists to lunch; if one finalist meets with the dean or vice president, all candidates should have this or a substantially similar opportunity; if one finalist receives a tour of campus or Bellingham, invite all finalists to do so.

**Interview questions**

All interview questions should help assess how finalists satisfy the required and preferred qualifications.

It is against the law to ask questions regarding protected characteristics such as an applicant’s national origin, race, marital or familial status, sexual orientation, age or disability.

**Do not ask candidates’ about their citizenship or immigration status.** All position announcements on Western’s website state that new employees must verify their eligibility to work in the United States prior to beginning work at Western, and Human Resources obtains this verification. Offers of employment should be contingent on obtaining this verification. Hiring departments interested in assisting the candidate of choice in working to obtain work authorization should contact Human Resources as early as possible in the hiring process.

Illegal interview questions may be most likely to arise in the less formal portions of an interview, such as during a campus tour, open forum with faculty and students in the department, or in informal individual meetings with faculty and staff. It is advisable to apprise all participants in the interview, including those involved only in the informal portions, about the importance of avoiding questions about protected aspects of candidates’ identities. The EO Office and Human Resources maintain a [Pre-Employment Inquiry Guide](#), which is attached at Appendix H.

**What if our department cannot pay to bring candidates to campus?**

Talk with your director or Vice President about finding funding to bring finalists to campus for in-person interviews. Finding the best candidates for positions at Western often requires conducting regional or national searches. The racial diversity of highly qualified applicants is also more limited in the Bellingham area than in some other areas of the country, and funding national searches is important to increase the diversity of staff as well as faculty at Western.
All candidates should be interviewed in as consistent a manner as possible. If you have questions about this, please contact the EO Office.

Providing Diversity-Related Information to Candidates

Many people who apply for tenure track faculty and professional staff positions at Western are relatively unfamiliar with Western and Bellingham. Providing candidates with information about the area is a valuable recruitment tool, and can be particularly important to engaging members of minority groups with the possibility of relocating here.

The EO Office suggests informing all semi-finalists or finalists about various resources for employees on campus, including the Minority Employee Council, LGBT Advocacy Council, Child Development Center, and the Diversity Handbook published by the EO Office. Consider providing all semi-finalists or finalists with the list of Selected Resources for Western Washington University Employees attached at Appendix I. If the committee proactively shares this information with candidates, it should do so for all candidates being considered at that stage of the search rather than sharing the information based on assumptions about a particular candidate’s interests.

Encourage candidates to ask any questions they may have about Western and Bellingham, and be responsive to such questions. If a candidate raises an issue related to a protected characteristic, answer the question but do not consider the question when evaluating the candidate. If you do not know the answer to the question, consult with the EO Office, Employment Inclusion Manager in Human Resources, Minority Employee Council or LGBT Advocacy Council so that Western can be responsive to the candidate. A candidate’s raising of a question regarding a protected characteristic should not be considered an invitation to ask him or her other questions about that or other protected characteristics.
VIII. MAKING AN OFFER

After the search committee completes interviews and the hiring authority determines who will be offered the position, reasons for non-selection should be entered in EASE for the remaining finalists and any alternate finalists, and the top candidate should be tagged as “offered position.” Where a search is advertised as “open until filled,” the committee must review all complete applications received before someone is hired. Dispositions should be entered in EASE for any applicants who applied between the date the Request to Interview was generated and the date of the Request to Make Offer.

The Request to Make Offer e-form should be completed and a draft offer letter attached. Coordinate with the hiring authority regarding who will complete this form – in some departments the hiring authority does this while in others the task remains with the search committee.

The letter of offer may be sent after the Request to Make Offer is approved by all necessary parties and locked by Human Resources. For tenure track faculty hires, before the Request to Make Offer is locked the hiring authority may indicate verbally to the top candidate that a formal written offer will be extended assuming all approvals are received.

Notifying Applicants that the Position is Filled

As a courtesy, once the candidate of choice accepts the offer, the EO Office recommends sending a brief email or letter to applicants informing them that the position is filled and thanking them for applying. Phone calls or more personalized letters are recommended for finalists. It is appropriate to notify any unsuccessful internal candidates in person, and to do so prior to release of any announcement that someone has been hired.
IX. APPENDICES
STANDARD RECRUITMENT AND HIRING PROCEDURES

1. Exempt Professional and Tenure-Track Faculty Procedures

   a. Establishing the Search Committee. The hiring authority shall select a search committee chair who is capable of providing leadership and ensuring a legally defensible search process, and search committee members who understand the position to be filled, are committed to equal employment opportunity, and who have the capacity for balanced judgment and discretion. Whenever possible, committees should represent diverse backgrounds and perspectives.

   b. Recruitment Approval. The hiring authority and its search committee shall, in consultation with the Equal Opportunity Office, finalize the position announcement and advertisement and develop a recruitment plan. Upon receipt of the materials, the EOO shall review utilization statistics for the specific job group to which the position belongs and to determine whether the recruitment plan reflects hiring unit and University affirmative action goals. Where women and/or minorities are underutilized for the relevant job group, the EOO shall work with the search committee in an effort to ensure that additional targeted outreach is conducted for the position. Approval to proceed with the proposed recruitment plan will be indicated on the Request to Recruit Form.

   c. Initiating the Search.

      The search committee shall:

      (i) At an initial meeting, before the recruitment documents finalization, receive orientation from the Equal Opportunity Office regarding the development and use of standard selection procedures (including criteria and rating guides), guidelines for conducting compliant reviews of applications and interviews, the University's hiring procedures, and principles of non-discrimination.

      (ii) Receive a charge from the unit administrator.

      (iii) Set its meeting schedule, establish the applicant review process, and determine record-keeping procedures.

      (iv) Conduct the search maintain copies of search-related records, and maintain professional and timely communication with applicants.

      Human Resources shall:

      (i) Ensure that applicants are given an opportunity to provide AA data when completing their online application in EASE.

      (ii) Maintain a list of applicants in the EASE system.

   d. Reviewing Applications. The committee shall review application materials using the selection procedures they devised. Comparative evaluation of applicants should not occur until after the advertised closing or review date. If the committee chair has concerns about the size or composition of the applicant pool at this stage of the process, s/he is encouraged to consult with EOO and the Dean or Vice President to determine if additional recruitment strategies are needed.

   e. Selecting Finalists. When the committee has a list of finalists to recommend to the hiring authority, it shall note the disposition of all applicants and one or more specific reasons for each
applicant who is not a finalist or alternate finalist in the applicant's record in EASE, and complete and route the Request to Interview Form. Human Resources shall upload to the Request to Interview a report showing the dispositions for all applicants. The Request to Interview shall be routed to the following individuals for approval before finalist interviews are scheduled:

(i) Faculty Positions: to the department chair, Human Resources, EOO, appropriate Dean, and Provost

(ii) Professional Exempt Positions: to Human Resources, the appropriate supervisor or program director, EOO, and vice president

The EOO and the hiring authority shall review the search committee's recommendations. Based on this review, the EOO and the hiring authority may request permission from the President or the Provost to interview additional candidates, extend the search process, close the search or approve the committee's recommendations. This review of interviewees is documented in the Request to Interview Form.

f. **Conducting the Finalist Interviews.** Upon approval, the search committee chair shall schedule and with the committee shall conduct interviews, ensuring that the interview process conforms to nondiscrimination principles and is consistent for all finalists.

g. **Extending the Offer for Employment.** The search chair shall complete and route the Request to Make Offer form, which shall be approved by all required persons as noted on the Request to Make Offer form before a formal offer is extended. As necessary, the hiring authority shall meet with the appropriate vice president to discuss terms for extending the offer to employ.

h. **Documentation of the Recruitment and Selection Process.** Documents related to the search are to be retained by the department for three years after the conclusion of the search.

2. **Classified Staff Procedures**

   a. **Position Description.** Classified staff position descriptions shall be developed by the hiring department in consultation with the Human Resources Department.

   b. **Approval to Recruit.** The hiring department or office shall request approval to recruit for a classified position from the appropriate hiring official (Dean, Vice President or President). Upon approval to recruit for a position, the employing official shall submit a Request to Recruit Form to the Human Resources Department.

   c. **Collective Bargaining Agreement Processes Followed.** Upon receipt of the Request to Recruit Form the Human Resources Department will follow the terms of the applicable collective bargaining agreement, identifying candidates from the layoff list or transfer list, or posting the position internally, when required prior to posting the position externally. The search committee shall review utilization statistics for the specific job group to which the position belongs and ensure that the Recruitment Plan includes any necessary targeted outreach if women and/or minorities are underutilized for the relevant job group.

   d. **Data Collected.** Human Resources shall ensure that applicants are given an opportunity to provide AA data when completing their online application and shall maintain a list of applicants in the online application system.

   e. **Reviewing Applications.** The selection process for classified staff is designed to evaluate candidates in a fair and consistent manner using standard selection criteria for the job classification. After the closing date, the search committee shall review application materials
using the appropriate selection criteria. When the search committee has a list of finalists, it shall note the disposition of all applicants and one or more specific reasons for each applicant who is not a finalist or alternate finalist in the applicant’s record in EASE, and complete and route the Request to Interview Form.

f. **Conducting the Finalist Interviews.** Upon approval of the Request to Interview Form, the search committee chair shall schedule and with the search committee conduct interviews, ensuring that the interview process conforms to nondiscrimination principles and is consistent for all finalists.

g. **Offer Made and Accepted.** The employing official will issue an offer to the candidate selected after completing and receiving all necessary approvals on the Request to Make Offer Form.

h. **Closure of Recruitment.** Upon acceptance of an offer by a finalist, the employing official will indicate the specific reasons for non-selection of the other finalists and alternate finalists in EASE.

**GUIDELINES FOR DEVELOPING STANDARD SELECTION PROCEDURES**

Employment decisions include such actions as hiring, promotion, transfer, demotion and lay-off. In making such decisions, employing officials and search committees are obligated by University policy to use standard selection procedures to weigh the relative qualifications of the applicants. The procedures developed in each instance shall be.

1. **VALID:** Valid selection procedures are predictable (i.e., they would probably result in the same outcome if conducted by another group), measure what they intend to measure, and are relevant to successful performance of the job.

2. **RELIABLE.** A selection procedure is reliable if it is applied consistently to each applicant for a given job, and to each employee for every promotion, transfer, demotion or lay-off. One of the best ways to ensure the reliability of a selection procedure is to maintain written documentation. For example, a reliable selection procedure for a new hire uses written rating guides which identify selection criteria that are consistently applied to all applicants for a given position.

3. **DEFENSIBLE.** A selection procedure is defensible if it conforms to sound principles of public personnel administration. For example, defensible criteria for selecting a faculty member include academic credentials which would enable the individual to teach in a given area; a defensible procedure for selecting classified staff employees for lay-off would arise from the written rules and regulations of a bona-fide seniority system or other rules as adopted by the Washington State Personnel Resources Board.

4. **CONSISTENT WITH THE UNIVERSITY’S GOALS AND PHILOSOPHY.** A selection procedure is consistent with University goals and philosophy to the extent it complies with the written policies and procedures of the institution, and reflects the values inherent in the University’s strategic plan. For example, a consistent selection procedure for hiring a probationary faculty member would be to review all candidates’ experiences in creating undergraduate research projects as a component of their own scholarship.

Employing officials who have questions about applying standard selection procedures to such decisions as transfer, demotion and lay-off should contact the Equal Opportunity Office. Standard selection procedures vary according to employee category.
**Staff Job Announcement Template**

Below are the categories that will be posted on the Employment website for job seekers to view. To make your job announcement as marketable as possible, you are encouraged to contact the Employment Unit at 360.650.3774 for assistance with marketing strategies and language.

**About the Position:**  
General summary and may include work hours, position it reports to, its role in the department, etc. Choose commonly used keywords that jobseekers may “Google/search” and emphasize why a person would want this position over similar ones at other organizations (i.e. “Exciting opportunity to…”).

**About the Department and University:**  
Provide information about your department. If it is an academic department, also provide information about the College. Contact the Employment Unit at 650-3774 to see if a template has already been created for your department or to get assistance in creating one. A URL link to your department website can be provided in this section. You are also encouraged to include a statement such as the following: The _________ Department supports Western’s mission to bring together individuals of diverse backgrounds and perspectives in an inclusive, student-centered university that develops the potential of learners and the well-being of communities, and encourages applications from diverse candidates.

Western Washington University is a comprehensive state university, highly ranked nationally, with over 15,000 students in seven colleges and the graduate school. The campus, overlooking the San Juan Islands, is located in Bellingham, a coastal community of 83,000, 90 miles north of Seattle and 60 miles south of Vancouver, B.C.

**Position Responsibilities:**  
- List the essential and marginal functions of the position. You do not need to include as much detail as is included in the job description.

**Required Qualifications:**  
- When considering “required” qualifications, it is important to remember that a finalist must demonstrate through the selection process that he/she meets the required qualifications. Any candidate that is unable to do this will be eliminated from further consideration.
- You are encouraged to include qualifications assessing candidates’ multicultural competencies, as by tailoring one or more of the following to the particular position: Ability to work effectively with diverse students and colleagues. Demonstrated leadership in promoting equity and diversity. Experience developing courses or programs that serve a diverse student population.

**Preferred Qualifications:**  
- Candidates that do not possess “preferred” qualifications are not automatically eliminated from consideration.
- All criteria on which you will evaluate candidates should be listed as either required or preferred qualifications.
Job Location:
This would be Western Washington University main campus, Bellingham, WA. –Or- please state location if other than the main campus (e.g. Shannon Point Marine Center, Anacortes, WA)

Bargaining Union:
Human Resources will provide this information when applicable.

Salary:
A representative from the Employment Unit can assist you with ways to advertise the salary.

Application Instructions and Requested Documents:
Standard application instructions are below. Please modify as appropriate and indicate any additional materials candidates must include.

Applicants must apply online via Western’s Electronic Application System for Employment (EASE) at wwu.edu/jobs. A cover letter addressing the required and preferred qualifications, a resume, and the names and contact information for three professional references are required.

Other Information:

Closing/Review Date: For faculty and professional staff positions, the recruitment must typically be open for at least 30 days. Provide either a hard closing date for applications, or state: Review of applications begins _______; position is open until filled.

Western Washington University (WWU) is an equal opportunity and affirmative action employer committed to assembling a diverse, broadly trained faculty and staff. Women, minorities, people with disabilities and veterans are strongly encouraged to apply. In compliance with applicable laws and in furtherance of its commitment to fostering an environment that welcomes and embraces diversity, WWU does not discriminate on the basis of race, color, creed, religion, national origin, sex, disability, age, veteran status, sexual orientation, gender identity or expression, marital status or genetic information in its programs or activities, including employment, admissions, and educational programs. Inquiries may be directed to the Vice Provost for Equal Opportunity & Employment Diversity, Title IX & ADA Coordinator, Equal Opportunity Office, Western Washington University, Old Main 345 (MS 9021), 516 High Street, Bellingham, WA 98225; 360.650.3307 (voice) or 711 (Washington Relay); eoo@wwu.edu.

WWU is committed to providing reasonable accommodations to qualified individuals with disabilities upon request. To request this document in an alternate format or to request an accommodation, please contact Human Resources Disability Services, 360.650.3774 or 711 (Washington Relay).
Faculty Job Announcement Template

Below are the categories that will be posted on the Employment website for job seekers to view. To make your job announcement as marketable as possible, you are encouraged to contact the Employment Unit at 360.650.3774 for assistance with marketing strategies and language.

About the Position:
Provide a general summary of the position, including information about why a potential applicant might want this position over similar ones at other institutions.

About the Department and University:
Provide information about your department and college. Contact the Employment Unit at 650-3774 to see if a template has already been created for your department or to get assistance in creating one. A URL link to your department website can be provided in this section. You are also encouraged to include a statement such as the following: The _________ Department supports Western’s mission to bring together individuals of diverse backgrounds and perspectives in an inclusive, student-centered university that develops the potential of learners and the well-being of communities, and encourages applications from diverse candidates.

Western Washington University is a comprehensive state university, highly ranked nationally, with over 15,000 students in seven colleges and the graduate school. Western is located in beautiful Bellingham, a scenic coastal city of approximately 83,000 situated between Seattle, Washington and Vancouver, British Columbia. With easy access to both the Cascade mountain range and the Pacific coast, the region is rich in cultural events and attractions as well as many recreational activities. Western is known nationally for its successes, including being named the top public master’s granting university in the Pacific Northwest by U. S. News and World Report and one of the best colleges in the nation to work for by the Chronicle of Higher Education.

Position Responsibilities:
- List or describe responsibilities related to teaching, scholarship/creative activity and service.

Required Qualifications:
- List degree requirement and all other minimum qualifications that candidates must meet to be considered further.
- You are encouraged to include one or more qualifications assessing candidates’ multicultural competencies, such as:
  - Ability to work effectively with diverse students and colleagues.
  - Commitment to contribute to the department’s mission to support underrepresented students.
  - Experience developing courses or programs that serve a diverse student population.

Preferred Qualifications:
- All criteria on which you will evaluate candidates should be listed as either required or preferred qualifications.

Academic Emphasis:
Job Location:
This would be Western Washington University main campus, Bellingham, WA. –Or- please state location if other than the main campus (e.g. Shannon Point Marine Center, Anacortes, WA)

Bargaining Union:
United Faculty of Western Washington.

Salary:
A representative from the Employment Unit can assist you with ways to advertise the salary.

Application Instructions and Requested Documents:
Basic application instructions are below. Please modify to indicate any additional materials candidates must include (e.g. statement of teaching philosophy and evidence of skills as a teacher and mentor, statement of research plans). If letters of reference are required in lieu of reference names, indicate the email address to which letters should be sent.

Applicants must apply online via Western’s Electronic Application System for Employment (EASE) at www.edu/jobs. A cover letter addressing the required and preferred qualifications, a curriculum vitae, and the names and contact information for three professional references are required.

Other Information:

Closing/Review Date: The recruitment must typically be open for at least 30 days. Faculty searches usually state: Review of applications begins _______; position is open until filled.

Western Washington University (WWU) is an equal opportunity and affirmative action employer committed to assembling a diverse, broadly trained faculty and staff. Women, minorities, people with disabilities and veterans are strongly encouraged to apply. In compliance with applicable laws and in furtherance of its commitment to fostering an environment that welcomes and embraces diversity, WWU does not discriminate on the basis of race, color, creed, religion, national origin, sex, disability, age, veteran status, sexual orientation, gender identity or expression, marital status or genetic information in its programs or activities, including employment, admissions, and educational programs. Inquiries may be directed to the Vice Provost for Equal Opportunity & Employment Diversity, Title IX & ADA Coordinator, Equal Opportunity Office, Western Washington University, Old Main 345 (MS 9021), 516 High Street, Bellingham, WA 98225; 360.650.3307 (voice) or 711 (Washington Relay); eoo@wwu.edu.

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Coordinator of Marketing, College of Fine and Performing Arts

About the Position
The Coordinator of Marketing has substantial responsibility for overseeing, implementing and assessing the marketing and publicity efforts of the College of Fine and Performing Arts, including marketing for the College's numerous productions and installations.

About the Department
Western's College of Fine and Performing Arts is home to five performance spaces, the Western Gallery, two student operated galleries, and an internationally acclaimed outdoor sculpture collection. The College supports Western's mission to bring together individuals of diverse backgrounds and perspectives in an inclusive, student-centered university that develops the potential of learners and the well-being of communities, and encourages applications from diverse candidates. Western Washington University is a comprehensive state university, highly ranked nationally, with approximately 15,000 students in seven colleges and the graduate school. The campus, overlooking the San Juan Islands, is located in Bellingham, a coastal community of 80,000, 90 miles north of Seattle and 60 miles south of Vancouver, B.C.

Position Responsibilities

- Create, implement and assess marketing plans for the College and its artistic productions using print, web, social media, radio and direct marketing
  - Write and edit promotional copy and press releases
  - Cultivate relationships with regional media outlets
  - Work with staff to execute marketing efforts and resolve production issues
  - Ensure that marketing materials reflect the diversity of the College's community and artistic programming, and are welcoming and accessible to people of diverse cultures and abilities
- Oversee marketing material production and distribution
- Evaluate marketing campaigns to determine effectiveness and make recommendations for change
- Participate in strategy sessions

Required Qualifications

- Bachelor's degree in Marketing, Communications, Public Relations, Journalism, or Business
- Two years of professional marketing experience
- Demonstrated ability to successfully use social media in publicity efforts
- Excellent project management and leadership skills
- Excellent interpersonal, written and oral communication skills
- Demonstrated ability to work effectively with and conduct marketing efforts targeting diverse groups of people
Proficiency with Microsoft Office and publishing software

Preferred Qualifications

- Marketing experience in the arts or higher education
- Proficiency with graphic and web design software

Job Location: Western Washington University main campus, Bellingham, WA.

Salary: Commensurate with qualifications and experience. Includes a full benefits package.

Application Instructions and Requested Documents:
Applicants must apply online via Western’s Electronic Application System for Employment (EASE) at www.edu/jobs. A cover letter addressing the required and preferred qualifications, a resume, and the names and contact information for three professional references are required.

Closing/Review Date:
Review of applications begins December 2, 2016; position is open until filled.

Western Washington University (WWU) is an equal opportunity and affirmative action employer committed to assembling a diverse, broadly trained faculty and staff. Women, minorities, people with disabilities and veterans are strongly encouraged to apply. In compliance with applicable laws and in furtherance of its commitment to fostering an environment that welcomes and embraces diversity, WWU does not discriminate on the basis of race, color, creed, religion, national origin, sex, disability, age, veteran status, sexual orientation, gender identity or expression, marital status or genetic information in its programs or activities, including employment, admissions, and educational programs. Inquiries may be directed to the Vice Provost for Equal Opportunity & Employment Diversity, Title IX & ADA Coordinator, Equal Opportunity Office, Western Washington University, Old Main 345 (MS 9021), 516 High Street, Bellingham, WA 98225; 360.650.3307 (voice) or 711 (Washington Relay); eoo@wwu.edu.

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Coordinator of Marketing
Substantial responsibility for overseeing, implementing and assessing the marketing and publicity efforts of the College of Fine and Performing Arts, including marketing for productions and installations. View announcement and apply at www.wwu.edu/jobs. AA/EO

Coordinator of Marketing, Western Washington University
The Coordinator of Marketing has substantial responsibility for overseeing, implementing and assessing the marketing and publicity efforts of the College of Fine and Performing Arts, including marketing for the College’s numerous productions and installations. The College of Fine and Performing Arts is home to five performance spaces, the Western Gallery, two student operated galleries, and an internationally acclaimed outdoor sculpture collection. Required qualifications include a bachelor’s degree in Marketing, Communications, Public Relations, Journalism or Business, two years of professional marketing experience, and a demonstrated ability to work effectively with and conduct marketing efforts targeting diverse groups of people. For full position announcement, including all required and preferred qualifications and application instructions, see www.wwu.edu/jobs. WWU is an equal opportunity and affirmative action employer committed to assembling a diverse, broadly trained faculty and staff. Women, minorities, people with disabilities and veterans are strongly encouraged to apply.
About Western: Western Washington University is a comprehensive state university, with over 15,000 students in seven colleges and the graduate school. Western is located in beautiful Bellingham, a scenic coastal city of approximately 83,000 situated between Seattle, Washington and Vancouver, British Columbia. With easy access to both the Cascade mountain range and the Pacific coast, the region is rich in cultural events and attractions as well as many recreational activities. Western is known nationally for its successes, including being named the top public master’s granting university in the Pacific Northwest by *U. S. News and World Report* and one of the best colleges in the nation to work for by the *Chronicle of Higher Education*.

About the Department: Add a sentence or two about the department. The _____ Department strives to further Western’s identity as an institution that welcomes and embraces diversity, and encourages applications from diverse candidates.

About the Position: Add a few sentences describing the position and highlighting required and preferred qualifications.

For full position announcement, including all required and preferred qualifications, and to apply, see [www.wwu.edu/jobs](http://www.wwu.edu/jobs). Review of applications begins ____, 2016; position is open until filled.

Western Washington University (WWU) is an equal opportunity and affirmative action employer committed to assembling a diverse, broadly trained faculty and staff. Women, minorities, people with disabilities and veterans are strongly encouraged to apply. In compliance with applicable laws and in furtherance of its commitment to fostering an environment that welcomes and embraces diversity, WWU does not discriminate on the basis of race, color, creed, religion, national origin, sex, disability, age, veteran status, sexual orientation, gender identity or expression, marital status or genetic information in its programs or activities, including employment, admissions, and educational programs. Inquiries may be directed to the Vice Provost for Equal Opportunity & Employment Diversity, Equal Opportunity Office, Western Washington University, Old Main 345 (MS 9021), 516 High Street, Bellingham, WA 98225; 360.650.3307 (voice) or 711 (Washington Relay); coo@wwu.edu.

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Active Minds Changing Lives
# Candidate Evaluation Matrix Tool

**Coordinator of Marketing**

**CFPA**

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<tr>
<th>REQUIRED QUALIFICATIONS</th>
<th>Score</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Bachelor’s degree in Marketing, Communications, Public Relations, Journalism, or Business</td>
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<tr>
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<tr>
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### Excellent Interpersonal, Written and Oral Communication Skills

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### Demonstrated Ability to Work Effectively with and Conduct Marketing Efforts Targeting Diverse Groups of People

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### Proficiency with Microsoft Office and Publishing Software

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**Scoring Key:**  
0 = no evidence of skills/knowledge  
1 = adequate skills/knowledge  
2 = good skills/knowledge  
3 = strong skills/knowledge

**DO NOT CONTINUE WITH RATING IF CANDIDATE DID NOT MEET ALL REQUIRED QUALIFICATIONS (i.e. scored 0 on any required qualification)!**

### Preferred Qualifications

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<th>Score</th>
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0 = no evidence of skills/knowledge  
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Equal Opportunity Office

SEARCH COMMITTEE INFORMATION AND RECRUITMENT PLAN

<table>
<thead>
<tr>
<th>Position Title:</th>
<th>Coordinator of Marketing</th>
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<tbody>
<tr>
<td>Department/Office:</td>
<td>College of Fine &amp; Performing Arts</td>
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SEARCH COMMITTEE INFORMATION: List all committee members by name. Include contact information for Committee Chair and Coordinator. Note: If members are added or removed from the committee during the search, please inform Human Resources and the Equal Opportunity Office of changes.

Chair: Asha Diaz
Phone: 1234 MS

Coordinator: Max McGinny
Phone: 1235 MS

Committee Members:

<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
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<tbody>
<tr>
<td>Colby Johnson</td>
<td>Daniel Steinberg</td>
</tr>
<tr>
<td>Tamara Lewis</td>
<td>Sophia Yang</td>
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II. RECRUITMENT PLAN:

At minimum, local outreach through the Bellingham Herald (or Skagit Valley Herald) will be necessary to demonstrate an acceptable level of equal opportunity outreach for all classified positions. At minimum, a statewide recruitment is designated for professional-level positions like Managers, etc. A national recruitment is designated for faculty positions and other higher-level positions, e.g. Directors, Vice Presidents, Deans, senior administrative officers, etc. Vice Presidents approve exceptions to the minimum recruitment area. Diversity outreach is also encouraged for all classifications of positions.

☐ Local (Whatcom, Skagit, Island, and Snohomish Counties)
☐ State (Washington)
☑ Regional (WA, OR, ID, AK, & CA)
☐ National

III. RECRUITMENT EFFORTS: The Human Resources Employment Unit will post the job announcements to Western’s employment web page and can coordinate efforts with Bellingham Herald, Craigslist and the Seattle Times. Contact Employment (x3306) for assistance on all additional sites and publications. Please specify the newspapers, professional publications, individual contacts, organizations, etc. you will use to advertise and conduct proactive outreach efforts.

1) Call & email to leader of American Marketing Assoc.’s Diversity & Marketing special interest group


3) Call & email to chair of PRSA Puget Sound Chapt’s Diversity Committee

4) North Sound Veterans Facebook group

5) [www.disabledperson.com](http://www.disabledperson.com)

6) Calls to professional networks
PRE-EMPLOYMENT INQUIRY GUIDE

Washington State law (RCW 49.60 and WAC 162-12) prohibits pre-employment inquiries that unnecessarily reveal protected status. Below are examples, many directly from WAC 162-12-140, of inquiries that may and may not be made to job applicants. This information applies to any type of employment inquiry made about applicants, including via interviews and reference checks.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Inquiries &amp; What WWU does:</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGE</td>
<td><strong>Not allowed:</strong> Any inquiry that implies a preference for persons under 40 years of age.</td>
</tr>
<tr>
<td>ARRESTS/CONVICTIONS</td>
<td><strong>Not allowed:</strong> Inquiries about arrests or convictions.</td>
</tr>
<tr>
<td></td>
<td><strong>What WWU does:</strong> Human Resources conducts background checks for all staff and faculty positions and will inform hiring authorities if there is a justified concern.</td>
</tr>
<tr>
<td>CITIZENSHIP</td>
<td><strong>Not allowed:</strong> Inquiries about citizenship.</td>
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<tr>
<td></td>
<td><strong>What WWU does:</strong> HR will require the selected candidate to verify identity and eligibility to work in the U.S. via Form I-9. Offers should be contingent on obtaining this verification. Position announcements inform potential applicants that they must be eligible to work in the U.S. before beginning work at WWU.</td>
</tr>
<tr>
<td>DISABILITY</td>
<td><strong>Not allowed:</strong> Inquiries about the nature, severity or extent of a disability or whether the applicant requires reasonable accommodation. Whether applicant has applied for or received worker’s compensation. Also any inquiry that is not job related or consistent with business necessity.</td>
</tr>
<tr>
<td></td>
<td><strong>Allowed:</strong> Inquiries about whether an interviewee is able to perform the essential functions of the job with or without reasonable accommodation. If an accommodation for an interview or the job is requested, please contact HR Disability Services.</td>
</tr>
<tr>
<td>FAMILY</td>
<td><strong>Not allowed:</strong> Specific inquiries about spouse or partner, including their gender and employment status or salary, children, child care arrangements, or dependents.</td>
</tr>
<tr>
<td></td>
<td><strong>Allowed:</strong> Inquiries about whether applicant can meet a specific work schedule. Search chair may inform faculty and professional staff candidates of WWU partner accommodation policy.</td>
</tr>
<tr>
<td>HEIGHT/WEIGHT</td>
<td><strong>Not allowed:</strong> Any inquiry about interviewees’ height or weight characteristics.</td>
</tr>
<tr>
<td>MARITAL STATUS</td>
<td><strong>Not allowed:</strong> Any inquiry that would reveal whether an applicant is single, married, partnered, engaged, divorced, widowed, etc.</td>
</tr>
</tbody>
</table>
Subject: Inquiries & What WWU does:

MILITARY
Not allowed: Inquiries about type or condition of military discharge.

Allowed: Inquiries concerning education, training, or work experience in the U.S. armed forces if noted in application materials and relevant to job qualifications.

NAME
Not allowed: Inquiries into original name that has been changed by court order or marriage. Inquiries about a name that would divulge marital status, gender identity or expression, transgender status or sex assigned at birth, lineage, ancestry, national origin or descent.

Allowed: Inquiries about whether applicant has worked under a different name and if yes, what name. Name by which applicant is known to references if different from current name.

NATIONAL ORIGIN
Not allowed: Inquiries into applicant's or applicant’s family’s lineage, ancestry, national origin, descent, birthplace, or mother tongue.

Allowed: Inquiries into the applicant’s ability to read, write and speak foreign languages only if those are qualifications for the position.

ORGANIZATIONS
Not allowed: Requiring applicants to list all organizations, clubs, societies, and lodges to which they belong.

Allowed: Inquiring about membership in job related organizations.

PREGNANCY
Not allowed: All questions as to pregnancy and medical history concerning pregnancy and related matters.

Allowed: Inquiries related to the duration of stay on the job or anticipated absences which are made to ALL interviewees.

RACE/COLOR
Not allowed: Any inquiry concerning race or color of skin, hair, eyes, etc.

What WWU does: For affirmative action purposes, applicants are voluntarily asked to self-identify their race in EASE. This information is kept separate from the remainder of the application.

RELATIVES
Not allowed: Any inquiry regarding marital status, identity of one’s spouse or partner or their occupation.

Allowed: Administrators may ask names of a finalist’s relatives already employed by WWU for administrative purposes.

Provided by Equal Opportunity Office and Human Resources
(Rev. 7/2016)
Subject: Inquiries & What WWU does:

RELIGION AND/OR CREED

Not allowed: Inquiries about an applicant's religious preference, denomination or affiliations, including church, synagogue, parish, pastor, rabbi, or religious holidays observed.

RESIDENCE

Not allowed: Names or relationship of persons with whom applicant resides or whether applicant owns or rents a home.

What WWU does: WWU is allowed to obtain contact information.

SEX, GENDER IDENTITY OR EXPRESSION

Not allowed: Any inquiry regarding an applicant’s sex, gender identity or expression, transgender status, or sex assigned at birth.

Allowed: After approval from the Equal Opportunity Office, inquiring as to applicants’ gender in rare instances where gender is a “bona fide occupational qualification.”

SEXUAL ORIENTATION

Not allowed: Any inquiry concerning an applicant’s sexual orientation.

VOLUNTEERED INFORMATION

If an applicant volunteers any protected characteristic information, or if the search committee receives such information about the applicant from a reference or other third party, that information must not be considered by the search committee in evaluating the applicant. Even if an applicant volunteers protected characteristic information, search committee members should not ask the applicant questions about the topic. Instead, search committee members are encouraged to answer applicants’ questions, and to connect applicants with groups not involved in the evaluation (e.g. Disability Services in Human Resources, the Equal Opportunity Office, the Minority Employee Council or the LGBT Advocacy Council) for additional information.

REMINDER REGARDING NOTE TAKING

If taking notes about applicants during the screening process, avoid including words or comments that cover any of the above listed subjects. Notes should only include job related information.
SELECTED RESOURCES FOR WESTERN WASHINGTON UNIVERSITY EMPLOYEES

Western offers multiple resources for our diverse faculty and staff. A few of these resources are highlighted below. You are also encouraged to review the Diversity Handbook published by Western’s Equal Opportunity Office and available online at www.wwu.edu/eoo/diversity-handbook.shtml. The Diversity Handbook describes many of the programs and courses contributing to Western’s mission to serve the people of the State of Washington, the nation, and the world by bringing together individuals of diverse backgrounds and perspectives in an inclusive, student-centered university that develops the potential of learners and the well-being of communities.

Child Development Center

The Child Development Center (CDC) is made up of teachers, students and parents working together to provide high-quality, affordable childcare to the student parents and working professionals of Western. The CDC offers 56 spaces for children ages 2-5. Based on their ability and interest, children are subdivided for activities designed to stimulate their development at their level of readiness and need. Each group has its own area and staff experienced in early childhood education and development. The staff plans a variety of classroom activities including art projects, field trips, story time, cooking experiences and more. http://as.wwu.edu/cdc/.

Minority Employee Council

The Minority Employee Council (MEC) is an advisory board that makes recommendations to the President via the Special Assistant to the President on Diversity on all matters pertaining to diversity, or issues that affect faculty/staff of color. The Council also serves as a catalyst for social engagement and community for faculty and staff of color. All MEC activities advance the educational and cultural philosophical principles of inclusiveness and advocacy, and engender mutual respect for all groups. www.wwu.edu/mec.
**LGBT Advocacy Council**

The Lesbian, Gay, Bisexual and Transgender Advocacy Council (LGBTAC) is a university committee composed of faculty and staff, with student representation. The LGBTAC fosters a safe, supportive, and inclusive educational environment by promoting awareness and understanding of LGBT issues and by advocating for the distinctive needs and concerns of LGBT students, faculty, and staff. www.wwu.edu/lgbtac.

**Disability Services**

Western is committed to supporting employees and job applicants with disabilities. Disability Services in Human Resources works with applicants and employees who require reasonable accommodations to participate in recruitment, selection or employment at the university. https://wp.wwu.edu/hr/2015/09/02/i-need-a-workplace-accommodation/.

**Equal Opportunity Office**

The Equal Opportunity (EO) Office serves faculty, staff and students in ensuring that the campus climate is free from discrimination and sexual harassment. Among other things, the EO Office provides leadership to facilitate institutionalizing equal opportunity and affirmative action concepts into Western’s everyday operations, assists with proactive efforts to create a diverse workforce, and provides trainings regarding a variety of equal opportunity and diversity matters. The Vice Provost for Equal Opportunity and Employment Diversity serves as Western’s Title IX and ADA Coordinator. www.wwu.edu/eoo.

Western Washington University (WWU), in compliance with applicable laws and in furtherance of its commitment to fostering an environment that welcomes and embraces diversity, does not discriminate on the basis of race, color, creed, religion, national origin, sex, disability, age, veteran status, sexual orientation, gender identity or expression, marital status or genetic information in its programs or activities, including employment, admissions, and educational programs. Inquiries may be directed to the Vice Provost for Equal Opportunity & Employment Diversity, Title IX & ADA Coordinator, Equal Opportunity Office, Western Washington University, Old Main 345, MS 9021, 516 High Street, Bellingham, WA 98225; 360.650.3307 (voice) or 711 (WA Relay); eoo@wwu.edu.

WWU is committed to providing reasonable accommodations to qualified individuals with disabilities upon request. To request an accommodation, please contact the Human Resources Office, HU Floor 2, 360.650.3774 or 711 (WA Relay). To request this document in an alternate format, please contact the Equal Opportunity Office.
Western Washington University (WWU), in compliance with applicable laws and in furtherance of its commitment to fostering an environment that welcomes and embraces diversity, does not discriminate on the basis of race, color, creed, religion, national origin, sex (including pregnancy and parenting status), disability, age, veteran status, sexual orientation, gender identity or expression, marital status or genetic information in its programs or activities, including employment, admissions, and educational programs. Inquiries may be directed to the Vice Provost for Equal Opportunity & Employment Diversity, Title IX & ADA Coordinator, Equal Opportunity Office, Western Washington University, Old Main 345, MS 9021, 516 High Street, Bellingham, WA 98225; 360.650.3307 (voice) or 711 (Washington Relay); eoo@wwu.edu. To request this document in an alternate format, please contact the Equal Opportunity Office via the contact information above.