



Appendix A

Woodring College of Education Faculty Recruitment and Retention Plan

Woodring College of Education is committed to transformational change that supports increased understanding and respect for all people and cultures. Woodring seeks to promote justice through intentional action on multiple levels; through individual, professional, and institutional change. Recruiting and retaining faculty members who represent the diversity of the families and communities we serve is seen as an essential element of this work.

Woodring College of Education strives to promote equity among all people with attention to those who have experienced systemic social injustice based on their ethnicity, race, gender, age, disAbility, sexual orientation, language, socio-economic status, or religion. For the purposes of this document, the term *diverse* implies an equity focus with recruitment and retention efforts designed to eliminate barriers to access for individuals who represent historically marginalized groups.

Consistent with recommendations from the Woodring Recruitment and Retention Plan of 2009, we have implemented a comprehensive long-range plan for the recruitment and retention of a diverse faculty. This plan incorporates best practices from *Diversifying the Faculty: A Guidebook for Search Committees* (Sotello Viernes Turner, 2002). In addition, this document is a response to the varied challenges in recruiting and retaining diverse faculty described in the articles that follow:

http://www.diversityweb.org/diversity_innovations/faculty_staff_development/recruitment_tenure_promotion/faculty_recruitment.cfm

Adam, M. (January 9, 2012). Minorities and tenure in the academy. *Hispanic Outlook*, 25-27.

**Please note that many of the components and action steps are ongoing work rather than work associated only with the search process. Those items labeled with (*) constitute ongoing work for the recruitment and retention of faculty from underrepresented groups.*

Before the Search

| Component | Action Step |
|--|---|
| <p>(*)Clearly articulate campus rationale for support of faculty from underrepresented backgrounds. Develop and distribute a presidential statement outlining meaningful steps to be taken to achieve greater diversity among the student body and faculty.</p> <p>Incorporate the university's commitment to diversity and inclusiveness into campus and community addresses and publications.</p> <p>Include and align commitment to diversity efforts in the institutional and departmental strategic plans as well as the mission statement.</p> | <p>(*)Review the websites at the University, College and Department level to ensure inclusion of: University Diversity Plan, Mission Statement and strategic goals of quality, diversity, community posted on WWU website.</p> <p>Woodring College of Education Mission and Vision Statement and Conceptual Framework posted on the College website.</p> <p>Make documents related to ongoing Equity and Diversity Initiatives publicly available on the website at the college and department levels (ie: Recruitment and Retention Task Force Report & Updated Framework after Summer 2012 Equity & Diversity Committee Retreat).</p> |
| <p>(*)Make sure that the search process is also viewed as a critical retention tool.</p> | <p>Provide Woodring College of Education Faculty Recruitment and Retention Plan to search committees. (*) In addition, continuously evaluate outcomes to ascertain the effectiveness of the plan and to determine needed adjustments to the plan.</p> |
| <p>(*)Require professional development related to recruitment and retention for all administrators, chairpersons, staff supervisors, and committee members.</p> | <p>Professional Development related to diversity and social justice from University Equal Opportunity Office is required for each search committee.</p> <p>The Equity & Diversity Committee will serve in a consulting role in development of the job description, recommendations for distribution of the posting, as well as schedule and questions posed during the candidates visit.</p> <p>(*)Ongoing assessment of the influence of these efforts at individual, departmental and cultural/climate levels.</p> |
| <p>(*)Convene information forums, roundtables, retreats, presenting emerging research and successful practices.</p> | <p>(*)Equity & Diversity Committee professional development events include a focus on research related to recruitment and retention of faculty from underrepresented backgrounds.</p> <p>(*)Center for Educational Equity and Diversity activities and events.</p> |

| | |
|---|--|
| <p>(*)Establish and cultivate ongoing and routine relationships with local and national organizations and special interest groups committed to social justice and diversity as well as with students and faculty at other universities that educate graduate students of underrepresented groups.</p> | <p>(*)Encourage faculty to participate in conferences and professional development activities related to social justice, and build their professional networks to extend to diverse communities of scholars. (*)Faculty Exchange Partnerships. (*)Explore funding to invite post-doctoral scholars or visiting professors whose work is related to social justice.</p> |
|---|--|

During the Search

| Component | Action Step |
|---|---|
| BEFORE THE CANDIDATES' VISITS | |
| <p>Create a diverse search committee that is enthusiastic and genuinely committed to faculty diversity and representation.</p> | <p>All Woodring College of Education search committees must include a member of the College Equity & Diversity Committee. Ideally, this person would be a member of a department/program outside the one conducting the search. In addition, departments conducting searches are encouraged to consider broad representation of committee members from the college as well as the community-at-large.</p> |
| <p>Ensure that all members of the search committee are educated about the College's commitment to racial and ethnic diversity of faculty.</p> | <p>Ensure each search committee is given the Woodring College of Education Faculty Recruitment and Retention Plan The Equity & Diversity Committee works in a consultative role to review position descriptions and makes available to search committee a list of sample interview questions that allow the candidate to share perspectives on diversity.</p> |
| <p>Educate the search committee and provide opportunities for discussion on diversity and equity issues, including affirmative action rules and regulations, hiring myths, stereotypes, and biases.</p> | <p>(*)Professional Development related to diversity from University Equal Opportunity Office. (*)Equity & Diversity Committee professional development events. (*)Center for Educational Equity & Diversity activities and events. Woodring College of Education Faculty Recruitment and Retention Plan Consultation. (*)Ongoing climate assessment within WCE.</p> |

| | |
|--|--|
| <p>Write a position description that attracts a diverse group of applicants.</p> | <p>All position descriptions in Woodring College of Education include the required qualification of “Demonstrated commitment to social justice and experience in working with diverse students, staff, and constituents.”</p> <p>All position descriptions include University Affirmative Action Statement.</p> <p>All position descriptions integrate language from the WCE vision into the opening description of the position (e.g. “Invites dynamic and innovative individuals with cross cultural experience to apply for the position.”)</p> <p>All position descriptions integrate specific language from the WCE vision into additional required and preferred qualifications (e.g. “Strong ability to foster community relationships and engage in learning collaboratively with students, community partners, staff, and colleagues.”)</p> |
| <p>Distribute position announcements to groups, organizations and networks with a high percentage of individuals from underrepresented groups and with diverse perspectives. Make personal contact and connection with individuals from underrepresented groups who might be interested in position.</p> | <p>All job searches must include announcements in at least three publications targeted towards individuals or organizations of color.</p> <p>Position announcements are tailored to intended audiences.</p> <p>Faculty are encouraged to recruit directly at conferences and through their professional networks to ensure a diverse pool of candidates.</p> |
| <p>DURING THE CANDIDATES' VISITS</p> | |
| <p>Cover candidate’s expenses related to the interview.</p> <p>Cover the cost of additional campus/area visitation to explore housing.</p> | <p>Woodring College of Education pays all costs for campus visit of candidate</p> <p>Campus visit includes time for tour of community and meeting with realtor.</p> |

| | |
|---|---|
| <p>Ensure supportive interactions during the campus visit.</p> <p>Offer to connect candidates with available people of similar background, interests, ethnicity, or gender to give their perspectives on the campus and local community climate.</p> <p>Incorporate opportunities, including presentations and teaching samples, for candidates to share their expertise and commitment to diversity.</p> | <p>Campus visit includes dinners with search committee members.</p> <p>Campus visit includes time with faculty, staff, students, and members of the community. Interactions may include dinners, classroom visits, and walking tours of campus.</p> <p>Candidates are asked if they have a particular group of people they would like to meet with and this is integrated into their schedule for the on-campus interview.</p> <p>Offer the candidate a confidential referral for a particular need or interest within the community. Designate an administrative contact who may be able to connect the candidate to this constituency (ie; specific religious affiliation, special needs services, etc). This request will remain confidential beyond the designated contact person.</p> <p>Opportunities are provided for the candidate to teach or present on topics that enable evaluation of the candidate's responsiveness to varied cultural perspectives.</p> <p>The Equity & Diversity Committee makes available to search committee a list of sample interview questions that allow the candidate to share perspectives on diversity.</p> <p>The Equity & Diversity Committee is available to assist search committees in evaluating their search processes.</p> |
| <p>Make incentives available to candidates as part of the salary package.</p> | <p>Woodring College of Education incentives to new hires include</p> <ul style="list-style-type: none"> \$5000 relocation expenses (or more if the candidate's expenses are higher due to distance) \$5000 summer research grant for first summer of employment. Reduced teaching load for first academic year. No advising responsibilities for first year. |

After the Search

| Component | Action Step |
|--|---|
| <p>Honor all start-up conditions mentioned in the Dean's oral offer and the final letter of agreement.</p> | <p>Letters of offer from the Dean and the Provost reflect oral commitments made and include start-up conditions including relocation monies (up to \$5000, reduced load during first year, technology, and \$5000 summer research grant).</p> |

| | |
|---|---|
| <p>(*)Respect that it takes time for new hires to transition into and create a niche for themselves and their work within the college culture and community.</p> | <p>Policy in Woodring College of Education – all new faculty have reduced teaching loads during the first year and no advising responsibilities. Recognize that new hires shouldn't be expected to take on excessive service demands – committee memberships, etc. New hires should be given the opportunity to select service commitments based on their interests and commitments as a means of furthering their teaching and scholarship. Professional review during the first year should be a reflective assessment and professional plan for development, rather than the full annual review required of other non-tenured faculty.</p> |
| <p>(*)Provide networked and ongoing mentoring opportunities to help new hires understand campus and community culture, make connections with those who can best support them in their work, and to further their teaching, scholarship and service.</p> | <p>Western Washington University New Faculty Orientation. Woodring College of Education New Faculty Orientation. (*)Revise Woodring Faculty Mentoring Policy to include a person centered network of support for new faculty addressing professional development (across teaching, research and service) as well as supporting their successful transition to a new community outside the university. The assigned mentoring "team" will meet regularly with the cohort of new faculty to address concerns of new faculty members as well as making expectations of the college transparent for new community members.</p> |
| <p>(*)Continue efforts to diversify the faculty and other campus diversity initiatives.</p> | <p>Ongoing implementation of University and College Faculty Recruitment and Retention Plans. (*)Ongoing climate assessment within WCE.</p> |
| <p>(*)Evaluate the effectiveness of the search process in order to avoid future missteps. Acknowledge the successes and failures and share that information with other search committees.</p> | <p>Ongoing review by Woodring Equity & Diversity Committee to refine efforts at recruitment and retention of faculty from underrepresented backgrounds. Refine Woodring College of Education Faculty Recruitment and Retention Plan as indicated in ongoing reviews.</p> |
| <p>(*)Sponsor campus and community-wide gatherings to highlight the research, teaching, and service contributions of hired faculty from underrepresented groups or those whose work relates to social justice.</p> | <p>(*)Equity & Diversity Committee professional development events and at college wide meetings. (*)Center for Educational Equity and Diversity activities and events.</p> |