

## POSTING THE POSITION, BUILDING THE POOL & RECRUITING

The Whitworth Office of Human Resources manages the budget to post job ads. It already has a list of standard places where it posts job openings at Whitworth, including those with a DEI emphasis. However, your department and or unit is best suited to identify relevant and excellent places to post the ad.

Have a detailed recruiting and advertising plan of where to post the opening and share that information with human resources by contacting August Weil ([aweil@whitworth.edu](mailto:aweil@whitworth.edu)). Your department or unit has specific knowledge of organizations and local resources that will allow for a broader pool of applicants. Make sure you are strategic in the posting of the position so that you may reach a variety of candidates. Once you have identified those places, let human resources know, and members of the search committee can follow up with those local organizations once the ad has been posted.

### Essential Questions:

- What groups do we tend to miss attracting to our applicant pool, and where might we find them?
- Who can we ask to recommend strong potential candidates from underrepresented backgrounds?
- Will each committee member contact their networks seeking recommendations, and then personally invite those potential candidates to apply?
- Will we reach colleagues and candidates from demographically diverse institutions this way? (Gillies, 2016)

### Best Practices:

1. Avoid a “post and pray” method for recruiting the candidates in your department/unit. When possible, take the time, even if it’s a lengthy meeting, to convene as a department/unit to discuss 3-5-year departmental/unit goals, assess current staffing needs, and determine how best to craft a position description.
2. Distribute the position description widely and post the job ads on platforms that are known to reach a diverse range of applicants. Human resources can post the ads, but you may also need to reach out to your own networks and resources to advertise the opening.
3. As a department, and with the equity advocate, discuss the common narratives used to justify unsuccessful recruitment or hiring of diverse staff. These narratives can hinder the design of your search and narrow, rather than broaden, the applicant pool. Myths about diversity and hiring often produce a negative mindset that turns into a self-fulfilling prophecy where committees believe they are operating in a neutral and unbiased way and women and minority candidates are often disproportionately affected with negative hiring outcomes (Turner, 2002). Using your awareness of implicit biases and commitment to equity, actively dispel myths about diversity staff recruitment such as the one below:

**Myth:** “Diversity considerations will distract the committee from the goal of finding an exceptional candidate (Columbia, 2016, p. 16).”

**Response:** As mentioned previously, diversity is integral to our mission. Diversifying the candidate pool, by inviting women and other underrepresented populations to apply, as well as actively guarding against bias in evaluations, creates access for all promising candidates to be considered and the top candidate to be selected (Columbia, 2016, p. 16).

**Myth:** “The number of faculty from underrepresented groups will grow as the number of people from these groups receiving advanced degrees move through the pipeline (Columbia, 2016, p. 16).

**Response:** In 2017 51.9% of Ph.D. recipients identified as white.<sup>i</sup> However, in 2017 60.7% of all full-time faculty hires identified as white. 62.6% of full-time faculty hires at private nonprofit four-year institutions identified as white in 2017.<sup>ii</sup>

4. For local and regional searches, advertise the opening using Whitworth’s network of relationships among local nonprofit organizations, churches and educational institutions. Utilize networks of local alumni to circulate the job description and request candidate recommendations. Reach out to organizations with diverse staff and varied backgrounds and build relationships with them.
  - a. Connect with our Dornsife Center for Community Engagement, Office for Church Engagement, and representatives from our School of Business, School of Continuing Studies, and the School of Education to assist in advertising. Utilize their relationships whenever possible.
5. For national searches, consider the following areas for advertising your job opening:
  - a. **Publications** that are specifically aimed at women and underrepresented groups.
  - b. **Professional associations and societies** that are organized around specific underrepresented identities and backgrounds. National associations and societies will also often have caucuses for women and other underrepresented groups.
  - c. **Colleges and universities that predominantly serve underrepresented groups.** Even if they don’t have doctorate programs, they will often have records of recent alumni who are in doctorate programs and may have alumni publications.
6. The job posting should clearly state the requirements to apply for the position. The committee is required to ask for the following documentation as part of the application process:
  - a. Letter of Interest
  - b. Faith Essay
  - c. Résumé/CV
  - d. Application form (online). This includes a list of references.
  - e. Supplemental materials/questions pertaining to diversity and inclusion\*:

- i. [For faculty] “Please explain how your research, teaching and/or advising practices will contribute to fostering a diverse, equitable and inclusive community at Whitworth. Explain how your past experiences (personal or professional) have prepared you to serve and mentor students from a variety of backgrounds and identities.”
- ii. [For staff] “Please explain how your skills, past experiences (personal or professional), and understanding of diverse communities prepare you to contribute to a diverse, equitable and inclusive community at Whitworth in your work and/or interactions with colleagues, students or the external community.”

(\* Supplemental materials at the application stage might not be applicable for all positions. A candidate’s commitment to equity, diversity and inclusion might be screened at a later stage in the selection process.)

7. Before reviewing applications, request a demographic report from human resources and discuss the following questions:
  - a. Does our applicant pool match either the nationally or regionally available pool of professional staff from underrepresented groups?
  - b. Does our applicant pool match the racial and ethnic diversity of our student body, region or nation? If not, where, or how can we broaden our reach?
  - c. Did we send a clear message of the value of DEI for our institution and department?
  - d. If we answered “no” to a-c, then should we extend our deadline?

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<sup>i</sup> <https://nces.nsf.gov/pubs/nsf23300/data-tables>.

<sup>ii</sup> <https://www.equityinhighered.org/indicators/postsecondary-faculty-and-staff/full-time-faculty-new-hires-by-race-and-ethnicity/>