



Institutional Review of Faculty Recruitment & Hiring Policies & Procedures
Implementation Plan

Recommendations	Action Steps	Responsible Party(ies)	Timeline	Monitoring Tool
Pre-Screening of Application Materials	<ul style="list-style-type: none"> • Ensure that applicants submit all required materials prior to forwarding applications to Search Committee 	HR	On-going	Preliminary Job Application Checklist
Formation of Faculty Search Committees	<ul style="list-style-type: none"> • Faculty search committees need to include individuals who are members of underrepresented groups on campus, and have relevant experience with diversity, equity, and inclusion • Educate search committees on the importance of diversity, and encourage members to take an Implicit Association Test to raise awareness about unconscious biases and their potential negative impacts on the recruiting, interviewing, and hiring process 	Dept. Chairs DEI Office	On-going	Composition of Search Committees DEI-Related Training Provided to Faculty Search Committee Members
Dissemination of Job Announcements	<ul style="list-style-type: none"> • Job ads need to include concrete statements about WJC’s commitment to diversity, multiculturalism, and inclusive excellence; and define scholarship broadly • Job postings should be advertised in diverse locations and through nontraditional networks (e.g., listservs, professional associations, etc.) 	Search Committee HR	On-going	Sample Job Announcements (Appendix A)

Recommendations	Action Steps	Responsible Party(ies)	Timeline	Monitoring Tool
Initial Review of Application Materials	<ul style="list-style-type: none"> • Use a standardized rubric to rate all applicants on several key domains, as informed by best practices • Provide training to committee members on how to properly administer the rubric • Gather demographic data (e.g., gender, ethnicity, race, etc.) on all applicants • Conduct periodic reviews of the applicant pool to identify potential biases in recruiting and hiring practices 	Faculty Search Committee Dept. Chairs HR	On-going	Application Review Form (Appendix B)
Preliminary Interviews	<ul style="list-style-type: none"> • Use a standardized interview tool that includes job-related questions and questions pertaining to the applicant’s experience with, and commitment to, diversity, equity, and inclusion • Use a rubric to independently evaluate each applicant after the initial interview 	Faculty Search Committee	On-going	Interview Questionnaires (Appendices C & D) Candidate Interview Evaluation Form (Appendix E)
Faculty Job Talks	<ul style="list-style-type: none"> • Ensure that faculty job talks are open to the WJC community (e.g., students, staff, faculty and alumni) • Use a standardized measure/survey for job talk attendees to rate applicants 	Faculty Search Committee	On-going	Faculty Job Talks – Candidates Evaluation Tool (Appendix F)
Final Evaluation of Candidates	<ul style="list-style-type: none"> • Generate a summary of the responses from the job talk surveys • Document the outcomes of the job recruitment and interview process 	Faculty Search Committee Dept. Chairs/HR	On-going	Summary Report
Data Collection, Analysis, and Dissemination	<ul style="list-style-type: none"> • Systematically gather key demographic data (e.g., age, education, ethnicity, gender, language, race, and military/veteran’s status) on all applicants and new employees 	HR, Associate Director of Contracts & Research Dept.	On-going	New Applicant & Employee Demographics Survey (Appendix G)