

Inclusive Staff Searches

Consistent with Illinois Wesleyan University's mission and the rationales elaborated in the University Council for Diversity statements and practices for building an inclusive and diverse community, Illinois Wesleyan has adopted the following search procedures for all approved full-time and part-time staff positions:

1. When recruiting from the outside for full-time or part-time positions, all hiring managers must work with a **Search Advocate (SA)** who has undertaken training to serve in this role. Working with a Search Advocate is required whether there is a search committee or not. The SA must participate in all aspects of the hiring process. However, it is not expected that SAs have voting rights, as SAs are there to provide oversight to the search process to ensure that we are doing everything possible to use search opportunities to diversify our staff.
2. Searches must be **active** processes. Rather than simply placing a position announcement and hoping for a qualified and diverse candidate pool, offices or search committees must formulate an active search plan that includes the following:
 - Ideally, the office maintains an ongoing cultivation process in which members of the office work to make professional connections with other organizations who can bring an IWU career opportunity to the attention of strong candidates. It may also involve scouting for prospective candidates ahead of an anticipated hire keeping in mind to avoid creating expectations that may not materialize in the end. As an example, this cultivating and scouting can take place during professional meetings and might involve attendance at sessions that go beyond normal disciplinary/departmental interests in order to cast a wide net.
 - For each search, the office must engage in *active* recruiting by reaching out to colleagues (across the country, when applicable) to bring the job ad to the attention of a wide audience. This can be accomplished through email, regular mail, telephone conversations, and direct personal contact (when visiting other institutions or attending conferences). In addition, if the appropriate professional society has a committee or group with a focus on the issues of people from diverse backgrounds, efforts can be made to enlist support of such a group.
 - The position announcement (job ad) must contain inclusive language that strongly encourages applications from diverse candidates. (See Appendix A). Beyond simply stating an interest in applications from diverse candidates, job ads should, when applicable, indicate that application materials must address the applicant's experience and efforts with inclusive practices. Whenever possible, the job ad should be written to be as broad as possible with regard to departmental needs. Doing so increases the number of potential applicants and increases the opportunity to build a diverse applicant pool.
 - The job ad should be posted as widely as possible. In addition to "typical" advertising approaches, offices should seek to post the ad in venues that will increase the likelihood of reaching diverse candidates. Internet searches can identify such venues. The Human Resource Office can assist you in placing the job ad with the local diversity venues as well as those that are more far reaching, depending on the position. Some helpful sources can be found in the Staff Recruiting Resources Appendix B .

3. The hiring manager, and search committee if applicable, must consult with the Search Advocate to produce a rubric for assessing candidates' application materials. The rubric must match closely the clearly defined qualifications listed in the job ad. The rubric will be the basis for recommendations of candidates to "short list," to invite to campus for on-site interviews, and for the final selection of the hire. While the recommendations of the manager and committee are important, the use of the approved rubrics will be critical to the rationale for those recommendations. The candidate assessment rubric must be approved by the hiring managers' Cabinet member before the search process may begin.
4. Depending on the position, the search plan may include a "short-list" phase that includes contact by video conferencing or telephone. During these conversations it is important to probe the candidates on their experience and efforts with inclusive practices.
5. The itinerary for on-campus interviews must include:
 - Opportunities for the candidates to meet and interact with others from diverse backgrounds. Feedback from those interactions should be assessed in the rubric.
 - Dinners, lunches, and other such interview events should be scheduled to be as consistent as possible among the candidates. For example, the hiring manager taking candidates to lunch should ideally be the same, and the type of restaurant should be as similar as possible (if not identical). Feedback from the informal interactions over meals should be assessed in the rubric.
 - Opportunities for the candidates to see areas of interest both on-campus and off-campus for which they have expressed an interest.