

Ms. Marti J. McCaleb

September 17, 2020

Dr. Sabah Randhawa
President
Western Washington University
516 High Street
Bellingham, WA 98225

Dear Dr. Randhawa:

I am writing to apply for the Executive Director of Civil Rights and Title IX Compliance at Western Washington University. My unique professional background and training have prepared me to take on this role with experience, sensitivity, fairness, and passion.

As the Civil Rights and Title IX Coordinator at Middlebury College, I have led my team through a complete departmental restructuring, shifting the work of civil rights protection at Middlebury from the Office of Risk Management into the Office of Institutional Diversity, Equity, and Inclusion. This was in recognition of the fact that all forms of discrimination and harassment are civil rights violations that fundamentally alter the educational experience and exclude people from fully engaging in campus life. As part of our work to bring our sexual harassment investigation policies into compliance with the new Title IX regulations, I conducted a complete review of all Middlebury policies and oversaw a multidisciplinary team of stakeholders to overhaul our policies and processes to comply with federal mandates, while continuing to be responsive to the needs of our community and assuring that our approach to civil rights enforcement remained true to our values. I have overseen the implementation of new case management software to streamline our handling of civil rights complaints, as well as the administration of disability accommodations through our Disability Resource Center. In collaboration with the dean of students' office, I have instituted a multi-year structure for sexual violence prevention and consent education that goes well beyond the minimum requirements of the Campus SAVE Act, and have implemented this programming across substantial segments of our campus, including residential life, athletics, student activities, and across our California-based graduate school and 16 schools abroad. In partnership with both campus and community partners, my office has built a new informal resolution model based in principles of restorative justice that offers people experiencing discrimination and harassment a fundamentally different experience and opportunity to seek justice, and offers respondents in these matters the opportunity to repair harm and learn to shift behavior.

I am proud of my work at Middlebury, and passionate about creating systems of civil rights enforcement that are both fair and unbiased in their application while still fundamentally committed to preventing and eliminating discrimination from our educational communities. Having achieved many of the goals I set to create such progress at Middlebury, I am deeply compelled by the opportunity to return home to do this important work. My family is in Western Washington, and I spent nearly ten years in private legal practice in Seattle before choosing to focus on higher education civil rights protection. I have worked with Legal Voice (formerly the Northwest Women's Law Center) and the ACLU on litigation, policy, and research on issues relating to gender-based violence, economic justice, immigration and criminal justice reform. I have drafted "know your rights" guides and surveys; investigated and advised colleges and universities across Washington, Oregon, Idaho, and Montana regarding Title IX compliance and reporting requirements, procedures, and best practices; and conducted extensive research on state and federal anti-discrimination laws, regulations, and guidance. Additionally, I have served as a founding member and director of several diversity task forces and

initiatives for community and professional organizations. These roles have included working with a variety of stakeholders to conduct institutional assessments, as well as developing training materials, and making short- and long-term work plans and recommendations.

While working extensively in civil rights and diversity education, I also maintained an active commercial litigation practice, specializing in labor and employment law, including employment discrimination and sexual harassment. I have served as an advisor, trainer, and independent investigator for clients facing such claims. As such, I am well-versed in the complexities of managing contentious investigations under highly-charged circumstances. I am also skilled at identifying the various interests that bring different stakeholders to the table to create holistic solutions to problems surrounding discrimination and gender-based violence.

I would be delighted to speak with you about how I can use my skills and experience to serve Western's commitment to providing an environment free from discrimination. You may reach me at . Thank you for your time and consideration.

Sincerely,

A handwritten signature in cursive script that reads "Marti McCaleb".

Marti McCaleb
Civil Rights and Title IX Coordinator