

UNIVERSITY OF COLORADO BOULDER

Board of Regents Roundtable on Addressing Faculty/Staff Turnover // Feb. 10, 2023

Challenges and Concerns (Staff)

- Frontline Service Employees: Translation needs for colleagues for whom English is not their primary/native language, digital literacy and access to technology were heightened due to high volume of technical messaging during the pandemic.
- Pandemic implications led to staff retention issues, especially for frontline service employees, caregivers and single parents whose care giving demands were exacerbated during the pandemic.
- The “Great Resignation” further highlighted existing public sector pay practice gaps that led to a lack of competitive retention strategies for staff roles. Attracting and retaining talent became a matter of urgency.
- Professional development and career advancement needs, mentoring needs, work-life balance, lack of recognition.
- Labor market shortages highlighted the need for deeper talent pipelines and more robust support for career progression within the organization.
- Overall needs: Provide better support and recognition, facilitate community-building opportunities, create greater belonging and affinity for the university.

CU Boulder Solutions (Staff)

- Funded and procured translation services, including but not limited to:
 - Verbal and written communications
 - Adaptive language training for supervisors; “how to” guidance to increase English as a second language (ESL) comprehension
 - Standard operating procedures and safety practices
- Utilization of inclusive technology solutions (Textio) in job advertisements
- Enhanced and expanded implicit bias training and inclusive hiring practices for staff searches; Summer 2022 HR Recruitment Team awarded [CUPA-HR’s Inclusion Cultivates Excellence Award](#)
- Established partnership with the College of Education to provide tutoring services for our employees’ children
- Offered English courses to our ESL workforce
- Procured care provider (Bright Horizons) to support backup child/adult/elder care and tuition discounts to ensure employees have options during a time of care shortages and to reduce stress when employees had to make difficult choices about caring for their loved ones OR attending work
- Introduced compensation strategies tailored to unit needs to attract and retain talent for critical roles
 - Signing and retention bonus programs
 - Skill recognition
- Implemented exit and stay interviews to further understand decisions to leave the university
- Continued work study student pipeline pilot to develop and cultivate interest among students of color for university staff employment

Challenges and Concerns (Faculty)

- Early career faculty: Acclimating to new environment/culture, mentoring needs, isolation
- Mid-career faculty: Professional development and career advancement needs, mentoring needs, work-life balance, lack of recognition
- Advanced career faculty: Leadership development needs, work-life balance, isolation at the “top”
- Overall: Provide better support and recognition, facilitate community-building opportunities, create greater belonging and affinity for the university

CU Boulder Solutions (Faculty)

- Created campus faculty retention guidelines to help guide schools/colleges in keeping their best faculty
- Developed campus “Faculty Diversity Action Plan” to focus on recruitment and retention of underrepresented faculty
- Formed the campus [Faculty Salary Procedures Working Group \(FSPWG\)](#) to study existing faculty salary procedures and discern best practices
- Created the new [Faculty Development and Support](#) domain within the [Office of Faculty Affairs](#), to focus on faculty support in multiple ways:
 - Building faculty community
 - Orienting, onboarding, educating and training faculty
 - Resolving conflicts and disputes
 - Bolstering faculty governance
 - Recognizing faculty accomplishments
 - Preparing and developing academic leaders

The following outlines the ongoing Faculty Development and Support programs (these are promoted via [monthly newsletters](#) to all faculty and academic leaders):

Faculty Support	Leadership Development	Faculty Relations
<ul style="list-style-type: none"> • New Faculty Orientation and Thriving at CU Series offers workshops on topics to help faculty thrive in their first three years at CU Boulder • ACUMent (Across CU Mentoring) Center offers peer mentoring circles, mentor matches, and peer coaching • Institutional membership with the National Center for Faculty Development and Diversity (NCFDD), which offers extensive training and mentorship with faculty peers across the country • Professional development trainings on issues such as holding difficult conversations, managing time, and building trust • Networking and community-building opportunities for women faculty, international faculty, faculty of color, teaching and clinical faculty, retired faculty, and all faculty across various campus spaces • Grant opportunities to assist in advancing careers of associate professors and to fund participation in NCFDD programs • Acknowledging and celebrating faculty accomplishments 	<ul style="list-style-type: none"> • Leadership Education for Advancement and Promotion (LEAP), aimed at early-career faculty • Faculty Leadership Institute (FLI), aimed at associate professors and teaching associate professors • Academic Leaders Institute (ALI), aimed at new appointed faculty leaders and current academic leaders • Excellence in Leadership Program (ELP), aimed at current leaders to manage key challenges of a dynamic university system more effectively 	<ul style="list-style-type: none"> • Individual consultations with faculty serve as a sounding board for professional relationships and aims to identify multiple ways to respond to difficult situations • Group coaching sessions for faculty include mediation and facilitating dialogue circles to find ways to work together successfully • Making referrals to other on-campus resources