

UNIVERSITY OF COLORADO BOULDER

Board of Regents Roundtable on Addressing Faculty/Staff Recruitment & Retention // February 9, 2024

Challenges and Concerns

- Data definitions
- Our hiring and retention goals should not include research faculty along with instructional faculty (i.e., tenured, tenure-track, clinical, and teacher professor series) because of the nature of research faculty appointments. There are three categories of research faculty (i.e., research professor series, research associate series, and professional research assistants) with wide-ranging responsibilities. They are an inappropriate population to include because of the imprecision of the category and the complexities of what “retention” means for a “soft” money population over whose hiring and leaving we don’t have much control.
- The Boulder campus follows the Association of American Universities, so we provided our % faculty hiring goal based on instructional faculty only. We define faculty of color/BIPOC/UR more inclusively.

CU Boulder Solutions

- The Boulder campus was selected to be a part of the 2023-2024 cohort of the [APLU iChange Network](#). This includes a self-assessment, data and policy audits, and action planning. Our foci are on educating, training, and evaluating department chairs on how to retain faculty and generating better data on why faculty leave.
- Boulder has renewed its focus on recruiting and hiring underrepresented faculty members who meet critical research and teaching needs, led by the provost and the academic deans.
- The Office of Faculty Affairs (OFA) will be focusing its annual Academic Leaders Institute Mini Conference for 2024 on the topic of faculty retention.
- A collaboration between the Office of Faculty Affairs, Campus Human Resources, and Health & Wellness Services is focusing on employee engagement and wellness, using the faculty and staff engagement survey data to inform retention efforts, such as reinvigorating campus efforts at employee recognition.
- The [Office of Faculty Affairs’ Faculty Development and Support](#) area is continuing and improving its support of faculty by offering programming, one-on-one consultations, training, and recognition, in particular related to Building faculty community; Orienting, onboarding, educating, and training faculty and academic leaders; Helping faculty and academic leaders to resolve conflicts and uphold professional behavior standards; Recognizing outstanding faculty mentors through the new [ACUMent Awards](#); and sponsoring the new campus [Faculty of Color & Friends Affinity Group](#).

The following outlines the ongoing OFA’s programs (promoted via [monthly newsletters](#) to all faculty):

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 • 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) offers development and mentorship with 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 	<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

Challenges and Concerns

Compensation and cost of living near Boulder continue to be challenges for staff overall, including FSL who are the lowest compensated.

- Employees have mentioned struggles to find community on the Boulder campus, either based on identity or shared interests.
- Labor market shortages continue to highlight the need for talent pipelines, expanding applicant pools, broadening qualifications, and otherwise attracting and retaining talent for the campus.

CU Boulder Solutions

- Conducted third campus faculty and staff engagement survey which illuminated several aspects of belonging, affinity, and the campus experience for historically underserved/underrepresented faculty and staff. Addressing action planning through an engagement champions
- CU Boulder has created a webpage for applicants titled "[Living Here](#)" that provides information about Boulder and the surrounding areas where employees are likely to live. The page describes the benefits and perks of working at CU Boulder; provides resources for buying a house in Boulder and the surrounding area, affordable housing, rentals, childcare, and schools.
- When possible, encourage alternative work solutions, such as fully remote or hybrid work schedules. This allows not only employee schedule flexibility, decreases road congestion and financial/time expense related to commuting to Boulder, and allows for recruiting new hires from geographic areas more diverse than Boulder and the immediate surrounding area.
- Campus [affinity groups](#) that are typically formed around a shared identity, common bond, and a commitment to historically minoritized or underserved people at CU Boulder.
- Campus units created [action plans](#) to address challenges hindering the campus's ability to create and sustain a more inclusive community, with a core aim I increase retention
- Inclusive technology solutions in job advertisements (Textio) to increase the diversity of applicant pools and make job postings as widely appealing as possible. Campus HR utilizes an applicant tracking system (Avature) that allows for deep and accurate reporting to ensure compliance with federal Affirmative Action requirements and allows the campus to measure success and outcomes continuously related to applicant demographics.
- Encourage the use of degree substitution and experience-based qualification, such as for those who served in the military and may have different career paths and experiences
- Enhance and expand implicit bias and inclusive hiring practices for staff searches, including department wide trainings for all staff and providing training/guidance for internal searches.
- Partnership with the State of Colorado Division of Vocational Rehabilitation (DVR) and Workforce Boulder County (WfBC) to create a paid internship opportunity for individuals with disabilities and veterans; providing individuals with disabilities and veterans the opportunity gain professional employment experience to enhance those individuals' future employment potential. Engagement with area organizations serving prospective applicants with disabilities and veterans. Includes engagement with organizations such as: Hiring Our Heroes, The Center for People with Disabilities, Boulder Vet Center, Imagine!, and Expertise at Work.
- Continued CU Student to CU Career (CU2CU) Program collaboration between Human Resources and the Pre College Outreach and Engagement Program to offer career development and networking opportunities for first generation college students to learn about and cultivate interest and engagement with prospective careers on campus.
- Compiling informal campus community input to develop a cultural resources guide to help offer information to candidates/incoming employees regarding campus and area affinity groups/organizations, local organizations, area events, places to address hair needs, food/diet needs, etc. with the focus on helping new campus community members begin to develop a sense of belonging and connect to campus and the surrounding communities.

The following outlines the ongoing professional development opportunities and support **staff** through the Department of Human Resources.

Onboarding Programs for New Employees	Open Enrollment and In-tact Teams Learning Programs	Diversity, Equity and Inclusion Learning Programs	Leadership Development	Staff Career Development	Organization Development	Employee Relations
<ul style="list-style-type: none"> • Quickstart -first day orientation to the employee portal, perks, etc. • New At CU -offers a series of lunch and learns for new employees • New Employee Welcome -day-long tour that includes campus history, values, etc. • Starting Off Achieving Results (SOAR) -Executive Onboarding Program 	<p>Continuous offerings of courses open to all staff on topics related to holding difficult conversations, maximizing the hybrid work environment, improving personal productivity, and leading self</p>	<p>Learning programs on implicit bias, allyship, inclusive leadership, and making the virtual work environment inclusive.</p>	<ul style="list-style-type: none"> • A three-tiered learning journey for supervisors, each with multiple course offerings • The University Perspective Program – a year-long leadership program • Excellence in Leadership Program (ELP)- Program offered by the CU System Office 	<p>Career counseling, resources, and services to support career exploration to job search strategies</p>	<p>Interventions for teams and departments ranging from team development, to strategic planning and change management</p>	<p>Support for staff and supervisors dealing with difficult employee issues</p>