

FACULTY AND STAFF

RECRUITMENT AND RETENTION

Recruiting and Retaining Diverse Faculty and Staff

Ensuring that we recruit and retain a diverse faculty and staff that better reflects the diversity of our student body is a priority for the CU Denver community.

- ▶ **Joining the National Center for Faculty Development and Advancement:** We have invested resources to fund the participation of early-career, URM faculty from each of CU Denver's schools and colleges in a Faculty Success Program led by the leading national organization focusing on the mentoring and success of diverse faculty. The highly-acclaimed program is an intensive, 12-week virtual boot camp combining empirically-tested methods, coaching, peer discussions, and accountability tools to help academics thrive in their careers and achieve healthy work-life balance. In the first two years of our involvement, 13 faculty members have participated in the program. Our support began as a faculty retention strategy to ensure early career URM faculty received professional development to support their success. We will provide additional in-house support for the program participants and monitor their retention and promotion.
- ▶ **Expansion of Search Advocate program; development of a community of practice:** We are expanding the number and utilization of search advocates, who work alongside search committees as a consultant to promote equity and fairness in faculty and staff recruitment. We are also creating a community of practice to provide support and on-going professional learning opportunities for our advocates. Advocates' deployment has been targeted to date, but as their numbers increase, we are identifying ways to engage them in more searches across campus. We are also bringing the training of search advocates in house in Fall 2024.
- ▶ **Additional training opportunities to foster a culture of inclusive excellence in hiring processes:** We are conducting new training for search chairs and search committee members to teach them to use high impact practices and tools for inclusive excellence in recruitment. Human Resources, in collaboration with the Office of Diversity, Equity, and Inclusion and Office of Faculty Affairs, is also coordinating a one-day workshop on recruitment and search practices led by the University of Wisconsin-Madison Inclusion in Science & Engineering Leadership Institute).

Instructional, Research, and Clinical Faculty Initiatives

We are committed to fostering a sense of belonging for all faculty—including lecturers and instructional, research, and clinical (IRC) faculty, who play a critical role in educating and supporting our students—and to charting a supportive and inclusive path forward for their careers at CU Denver.

- ▶ **Revised promotion compensation policies to increase and standardize IRC faculty compensation:** CU Denver has taken significant action to better demonstrate the value of IRC faculty to our community. Previously, compensation increases associated with IRC faculty promotions were inconsistent across campus. Changes to CAP 1007 in Fall 2023 increased the amount these faculty members received with promotions in rank and standardized the rates for all schools and colleges, ranging from instructor-to-senior instructor promotions (\$4,000) and associate-CTT-to-full-CTT (\$5,000); previous increases were as low as \$500 some units. In addition to implementing increases for future promotions, we applied these new rates to all IRC faculty promoted within the past 10 years, reflecting an ongoing institutional budget investment of \$160,000. Our work on standardizing promotion compensation impacted the salaries of about 100 non-tenure, full-time faculty members
- ▶ **Expansion of the use of multi-year contracts:** CU Denver has increased the number of IRC faculty on multi-year contracts (of up to three years) to signal our community's commitment to them and enhance job security, quadrupling the numbers this academic year. In the prior academic year, only 25 IRC faculty had multi-year contracts and only in one college. In the current year, we have increased the number to nearly 100, with about 40% of all non-tenure, full-time faculty now benefitting from these additional protections.



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Additional Human Resources Initiatives

Enhancing insights and data on employee satisfaction. CU has begun launching programs that will help us to gain better insights about why employees leave or remain in their job in order to ensure that we identify areas of success and opportunities for improvement in our pursuit of being a best place to work.

- ▶ **Exit and transfer interview program launch:** We are preparing to formally launch our exit and transfer interview program on March 1, 2024 and have recruited 40 faculty and staff to serve as interviewers in the inaugural cohort. Training for interviewers began in January. Exit interviews will be conducted with employees who leave their jobs for opportunities outside the system and transfer interviews will be conducted for CU Denver employees who leave to take jobs on another campus. Aggregated and deidentified thematic information will be shared with unit leadership twice a year to provide insights to decision makers.
- ▶ **Retention and stay insights:** Stay interview questions have been included in an update to CU Denver's performance management and evaluation tool for staff in Fall 2023. Additionally, stand-alone stay interviews will begin April 1 for units that wish to gain additional insights about employee retention from interviews or focus groups with current employees.

Providing greater opportunities for leadership development. We are focusing on new ways to grow the leadership talent and potential of faculty and staff in supervisory roles on campus to foster a best place to work for all.

- ▶ **New initiatives for chairs and directors:** CU Denver launched a new Council of Chairs and Directors in Fall 2023 comprising more than 70 faculty members in order to better support these leaders, amplify their collective voice, foster peer learning, and enhance communication with the administration. We simultaneously launched a new cohort-based development program for new department chairs and directors, providing opportunities to learn through 90-minute lunchtime meetings with guest speakers focusing on operational challenges faced in their roles.
- ▶ **Staff supervisor academies:** Currently in its second year, the academies provide supervisors with a competency-based cohort professional learning opportunity for management and leadership development. In year two, they are provided a deep dive into exploring their leadership profile, coaching opportunities, and a capstone project.

Streamlining recruitment and hiring. As we continue to develop and build our CU Denver Human Resources unit, we are implementing a wide-range of improvements that streamline the ways we recruit talent to our campus community.

- ▶ **Reducing time to post positions:** We have reduced the complexity and time required to post positions for recruitment from weeks to just a few days, creating greater efficiencies in approval processes and support available to search committees.
- ▶ **Redesign of job description templates and candidate communications:** Human Resources has supported the development of new templates to ensure greater consistency and a higher quality experience for individuals who are interested in working at CU Denver.

