

Subject: Obtaining the Best Outcome by Conducting an Equitable Faculty Search Process

This year marks the fourth year that faculty will receive inclusive search committee consultation, training and support on how to hire highly qualified and diverse faculty members. The training is intended to do two things: 1) provide faculty with the inclusive and research-based recruitment tools available to complete the search efficiently, and 2) ensure that faculty search committee members and their colleagues have awareness of the role that bias plays in our evaluation and selection of candidates and in our ability to mitigate bias.

There are two training formats: live consultation and [online training](#).

- Live Consultation. The live consultation provides resources and tools on affirmative action goals; strategies for attracting diverse applicants; recruitment strategies; and strategies related to mitigating bias from your recruiting process. This training allows for questions and collaborative interaction between search committee members and campus experts on inclusive search practices. Search committee members who have already received this training may still benefit from participating to dive deeper into specific aspects of inclusive searches and reflect on prior search experiences.
 - Training on Avature, the campus applicant tracking system, can also be provided upon request. Avature is the system committee members will use to provide feedback on applications and advance them through the process. The Avature portion of the training is useful for search committee members who have not used the system before or need a refresher. Avature training includes highlighting new features of the system to improve the search experience for applicants and the search committee, including a simplified process for collecting references.
- Online Training. The online training is a self-paced introduction or refresher on conducting inclusive search processes. The online training is appropriate as a supplement to attending the live training for search committee members who have attended the live training in the past two years, or for non-search committee members voting on tenured or tenure-track faculty hires.

We are confident, based upon feedback from faculty who have experienced the consultation session that, you will find the live consultation very useful. The goal of the consultation session is to help you increase the quality and diversity of your faculty by applying inclusive, efficient, and legally compliant methodologies.

Your meeting will include:

- Introduction to campus experts available to advise on inclusive search strategies and legal considerations throughout your faculty search process
- Introduction to your Hiring Coordinator, who will help run the tactical aspects of your search

- Discussion of strategies for reducing unconscious bias in every phase of the search process and creating an environment that appeals to a diverse faculty body
- Discussion of affirmative action data regarding the current representation of women, people of color, veterans, and individuals with disabilities among faculty on campus and within your department
- A discussion about applicant demographic data as compared to availability in the market
- Training on Avature as needed

Training Requirements

- Search committee members serving on a tenured or tenure-track search must complete the in-person/live virtual consultation **if new to this campus' search process or if it has been two years or more since you last participated in this process.**
- Completion of live or [online training](#) is required for **anyone** voting on tenured and tenure-track faculty hires. **Again, this must be completed if new to the faculty search process and/or if the training has not been completed within the last two years.**
- Faculty members not serving on a search committee but who vote or participate in tenured or tenure-track searches may either take the live consultation with the search committee or complete the online training.
- Anyone participating in a non-tenure-track search is required to take the [online training](#). The in-person live training is also available for these search committees upon request.

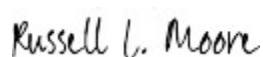
Additionally, we encourage anyone involved in a faculty search to visit the [Diversity Search & Hiring page](#). There you will find information on running an effective search including the Faculty Diversity Search Manual, which contains inclusive and equitable search strategies, guidebooks with templates for various stages of a search process, and a link to the online course.

Starting this September:


Campus Human Resources will contact the schools and colleges to discuss training for this academic year. If you wish to reach out in advance to schedule training for your academic unit, please email recruiting@colorado.edu. The training is generally scheduled for 60 minutes to cover the inclusive search process or 90 minutes if Avature training is also requested.

Thank you for taking the time to serve in support of building upon our world-class faculty and please do not hesitate to contact us with questions.

Best, Russ and Merna



Russell L. Moore, Ph.D.
Provost and Executive Vice Chancellor for Academic Affairs
ph. 303.492.5537



Merna Jacobsen, Ph.D. SPHR
Interim Chief Human Resources Officer
ph. 303.735.1249