

CU-BOULDER COLLEGE OF MUSIC DEI FACULTY HIRING TASK FORCE REPORT

Submitted: April 1, 2021

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The Faculty Hiring Task Force was charged by the Ally Advocacy Committee and the Diversity Committee to formulate recommendations that would increase the diversity, equity, and inclusivity of the college's faculty. Systemic racism has led to few BIPOC faculty in schools of music, including CU Boulder's College of Music. Of the 68 faculty in the College of Music, only one identifies as Black, one as Native American, three as Hispanic and nine as Asian. Thus, the faculty profile is decidedly White. While existing faculty rarely consider themselves racist, unconscious biases in candidate evaluation and selection perpetuate the status quo. There are long-standing systemic structures in place which have created this situation, and there is a pressing need to actively work to dismantle and rebuild this system in an inclusive way.

Hiring tenure track diverse faculty members will remain a high priority and the long term goal. However, the reality is that measurable improvements in diversifying our tenure track faculty will take time and continued commitment.

Faculty hiring recommendations, which could be achievable in the immediate future:

- Commit to hiring more BIPOC adjunct faculty members
- Invite BIPOC guests to the CoM for frequent Zoom/virtual lectures, masterclasses, and residencies (efforts should be made to consider these guests as candidates for future T/TT positions).
- Apply pressure on campus leadership to allow for an appeal process or allow exceptions to the three-year restriction on tapping into the Faculty Vacancy Reallocation (FVR) funding.
- Chancellor's Diversity Fellowship is a way to expand permanent diverse faculty.
 - University funding could be leveraged for a 1-year CDF, then this person would be prioritized in FVR requests when there are T/TT openings.

Regarding the faculty search process, more flexibility is needed in order to respond to the changing interests and needs of the students. The evolving professional landscape requires that we re-evaluate our curricular offerings to ensure that students are best prepared for success. Transforming our programmatic scope would broaden and diversify the pool of candidates, as well as the professional credentials needed to deliver these offerings. As a college we need to prove that we can act on our own stated goals, and the university's commitment as spelled out in the FDAP, "attract, hire, and retain qualified individuals whose creative work or research, teaching, and service will contribute to diversity and equal opportunity in higher education including scholars who may bring a critical perspective that comes from a non-traditional educational background or an understanding of the experiences of groups historically underrepresented in higher education."

The Faculty Hiring Task Force recommends better leveraging campus efforts regarding new training for faculty searches and learning from other units' successes in yielding a more diverse group of candidates/finalists.

General recommendations for faculty searches:

- Create a CoM-specific companion document to the overall guiding Faculty Search Process Manual. The CoM companion would not duplicate any information in the FSPM, but would supplement with any appropriate "best practices" or processes developed specific to the CoM.
 - This document should be updated on a regular basis and should remain flexible so that it can evolve based on the needs of the CoM (as demographics change, etc.).
- The Ally Advocacy Committee and Diversity Committee should have greater interaction with each search committee.
 - We recommend that The Diversity Committee review all DEI statements of faculty applicants, making this a primary responsibility of the Diversity Committee moving forward.

Recommendations to the search process:

Position Description/Posting

- The task force recommends that postings shall include a requirement to submit a DEI statement. This gives the candidate an opportunity to demonstrate their experience and commitment to DEI, as well as present innovative ideas they could bring to the CoM. The DEI statement should be on the search committee's evaluation rubric and if possible weighted in an impactful way.
 - As stated previously, all DEI statements should be reviewed by the college's standing Diversity Committee as an added (and consistent) layer of review.
- Consult with partners on campus including HR & OFA (refer to resources section below for more info). HR has tools to ensure postings are composed using inclusive language.
 - The language should be revised in order to make it unique to the CoM postings. (see "New-Old Job Posting Exercise" which accompanies this report).
 - CoM Coordinator of Diversity & Outreach should give an initial (and final) review of all job postings.
- BIPOC candidates should be directly and personally asked to apply.
 - Search committees should consult with Coordinator of Diversity and Outreach and utilize the ongoing research being conducted by the CoM to identify appropriate organizations who could advise on potential candidates.

Search Committee Training

- Each search committee should undergo the campus HR diversity/unconscious bias training. Task force recommends that this training be done in person with HR rather than the Skillsoft online training.
 - As a general rule, every committee member should participate in the training each time they are on a search committee.

Application Review

- Search committee should strive to invite one, if not more candidates, from an underrepresented group to be interviewed.
- A minimum threshold of diverse candidates should be reached within the applicant pool, otherwise the search should be extended. Demographic reports should be reviewed by the search committee and dean prior to closing the posting period.
 - Task force suggests a progressive threshold which increases as outreach/development plans are strengthened: 10% initially, increasing over time to 15%, then 20%, etc.

Interview Process

- Candidates should be asked about their programming ideas and what they think is important for student curriculum.
- Probing questions about the DEI statement should be asked during the interview to further evaluate their level of comfort and commitment to DEI.

Post Hire & Onboarding

- Outreach steps taken by search committees should be documented in order to serve as a resource for future searches.
 - If cross referenced with AA demographic results, this could be a tool for measuring results against efforts.
- A list of resources that exist within the campus and community to provide support to diverse faculty should be compiled and distributed to new BIPOC hires (example: BIPOC faculty group at CU).

Because both CU-Boulder and the city of Boulder are not overly diverse communities, it is necessary to compensate by promoting a climate that is inclusive and welcoming for faculty & students of color in the College of Music. Anecdotally, the environment has been cited as being of concern by minority faculty and students alike. Creating and sustaining an inclusive climate is critical to ensure more diverse faculty hiring and retention in the future.

Recommendations aimed at building inclusivity in the CoM:

- Every CoM faculty and staff member should be required to participate in an annual diversity/unconscious bias training. This training should be in collaboration with the Diversity and Outreach Coordinator and would offer varied content so as to address the full scope, breadth, and depth of DEI issues.

- Members of the Diversity Committee should be rotated on a regular basis so that more faculty members are given the opportunity to work on DEI issues in an action-oriented manner.
- BIPOC guests should be invited to the CoM on a regular basis for residencies, as well as (on-campus or virtual) lectures, masterclasses, and recitals (the annual winners of the Sphinx Competition, for example) to establish a more diverse presence in the College and extend a wider variety of experiences for our students.
 - Faculty/areas who are inviting a diverse guest for lectures and/or master classes should consult with the Diversity and Outreach Coordinator for assistance in finding ways to make the visit a mini residency (offer a session with DiMA, teaching a class, etc.) – to be more impactful for the entire college rather than just one area.
 - The Diversity and Outreach Coordinator should be informed of DEI efforts in all areas in order to help coordinate, avoid overlaps, and assist in marketing for the visits of diverse guests.
 - Areas should include information on their department page (CoM website) showcasing their specific DEI efforts in their studios and classes, allowing other departments to learn from their successes (also creating visibility of these efforts for faculty applicants and prospective students).
- The College should, on an ongoing basis, work toward identifying meaningful networking opportunities and organizational relationships that would help increase diversity within the CoM.
 - Each department should be conducting ongoing networking activities throughout the year to establish and cultivate relationships with under-represented groups.
 - Each area should meet annually for a check-in with Diversity and Outreach Coordinator for assistance, guidance, collaboration, and accountability.

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RESOURCES

College of Music Resources

- Alma Ramos, Diversity & Outreach Coordinator – Alma.ramos@colorado.edu
- Jay Keister, Diversity Committee Chair – jay.keister@colorado.edu

CU Boulder Campus Resources

Office of Diversity Equity & Community Engagement (ODECE) Inclusion Diversity & Excellence in Academics IDEA Plan

- The IDEA Plan serves as the evolving blueprint and guide for the entire campus on diversity, equity and inclusion efforts.
https://www.colorado.edu/odece/sites/default/files/attached-files/idea_plan_09212020.pdf
- Relevant to Faculty Hiring: Section 2 Actions, Action Item #2 Learn and lead effective efforts to attract and retain a more diverse faculty (p.20-24)

Council for Community and Inclusion (CCI) renamed IDEA Council

- Representative group of students, faculty & staff charged with implementing recommendations in campus IDEA Plan. Contact: odece@colorado.edu

CU Boulder - Human Resources

- Teresa Hernandez, Diversity Search and Outreach Program Manager. Teresa.Hernandez@Colorado.EDU
- Monica Carroll, Talent Acquisition. monica.carroll@colorado.EDU
- Clara Smith, Diversity and Inclusion Training & Development Specialist. Clara.Smith@Colorado.EDU
- David Pacheco, Affirmative Action Officer. David.Pacheco@Colorado.EDU

** Required training for anyone serving on faculty search committee

- CU: Faculty Diversity Search and Hiring Committee Guidance
Skillsoft Library ID: _scorm12_cu_u00112_0001

* Recommended training for anyone serving on faculty search committee

- CU: Search Committee Training, Recruiting Diverse Talent to the University
Skillsoft Library ID: _scorm12_cu_u00066_0001

HR programs, resources and guidance on diversity

- <https://www.colorado.edu/hr/diversity-inclusive-excellence> (Link includes information below):

Diversity Learning & Development

- CU on Coursera: Anti-Racism I
- CU on Coursera: Inclusive Leadership
- Racial Equity Tools Glossary

Diversity Search & Hiring

- Link - [Diversity Search and Hiring Online Course, Manual and Guidebooks](#)

Affirmative Action

- Affirmative Action Policies and Law - <https://www.colorado.edu/policies/equal-opportunityaffirmative-action-policy>

Sample Diversity Statement Questions-Assignments in the Application

- <https://docs.google.com/document/d/1JSdJaW9jDP1LEFdCXtJhwBNMH0-00h0Z/edit>

Recruitment & Outreach Plan – (can develop customized plan for College of Music)

- <https://drive.google.com/file/d/11h1CKgQSKNkftNxEDfLsvUCZzynxTcFf/view>

Compilation of diverse recruiting sites

- https://www.colorado.edu/hr/sites/default/files/attached-files/diversity_outreach_resources_1.pdf

Office of Faculty Affairs

- Michelle Moses, Vice Provost and Associate Vice Chancellor for Faculty Affairs.
Michele.Moses@Colorado.edu

Faculty Diverse Action Plan (FDAP)

- <https://www.colorado.edu/facultyaffairs/faculty-diversity-action-plan>

Inclusive faculty search practices

- https://www.colorado.edu/hr/sites/default/files/attached-files/faculty_search_process_manual_-_revision_2019-20.pdf
- <https://www.colorado.edu/facultyaffairs/2020/07/01/office-faculty-affairs-actions-advance-diversity-and-equity-our-faculty>

System Resources

- Theodosia Cook, Chief Diversity Officer. Theodosia.Cook@colorado.edu

Office of Academic Affairs OAA, Diversity Report: pages 31-32 UCB Faculty Diversity profile

- <https://www.cu.edu/system/files/pages/81280-reports-policy-briefs/docs/oaareportdiversity-2019-2020.pdf>

Office of Data Analytics (ODA)

- Faculty and staff counts by job category with racial/ethnic detail are available via request using link below:
- <https://www.colorado.edu/oda/request-information-and-insights>

Outside Resources & References

Tableau Public

- Source provides statistics at high-level & tools to drill-down on a multitude of data sets including faculty diversity.
- <https://public.tableau.com/profile/university.of.colorado.boulder.ir#!/vizhome/FacultyDiversityActionPlanDashboard/TTTGenderRank>

Misc. Article(s), Success Stories, Model Programs:

- At UMass Boston last year, our 23 hires yielded eight Black scholars, four Latinx scholars, three Asian Americans, two Native Americans and three women in STEM. Our experience stands in stark contrast to the track record of many other institutions that are equally devoted to diversity.
 - Read the full article on how this was achieved:
<https://www.insidehighered.com/views/2020/01/20/how-one-university-has-diversified-its-faculty-opinion>

As members of the college's 2021 DEI Faculty Hiring Task Force, Paul Erhard and Alex George focused on ways to make the college's job advertisements more inclusive and attractive to diverse communities. The following "new/old" job posting exercise includes changes made by Erhard and George, along with additional changes suggested and reviewed by the college's diversity & outreach coordinator and the university's Human Resources Department. The "new" job posting example was also run through an augmented writing platform called *Textio*, which provides advanced language insights that help build a culture of belonging. The hope is that the following "new" job posting can serve as a template for future faculty searches at the College of Music.

“New”

Job Summary

The **College of Music** at the University of Colorado Boulder seeks an experienced performer and teacher of violin for our violin performance program. Full-time faculty appointment at the rank of Assistant or Associate Professor will commence in August of 20XX.

Who We Are

Diversity, equity, and inclusion (DEI) enrich the College of Music’s offerings. As such, music knows no boundaries: The full range of human diversity with respect to race, ethnicity, ability, language, culture, gender identity, age, and other forms of human differences informs our definition of inclusion. We are poised to improve the human condition by engaging with diverse people, experiences, points of view, content, and knowledge through music. Every member of the college’s community is united by the power of music. Accordingly, we seek to enhance its diversity and pursuit of inclusive excellence and contribute to the campus as a whole through student success, faculty achievement, and diversity and inclusion.

The College of Music, home to the Grammy award-winning Takács String Quartet, supports six full-time string faculty members and one harp instructor. Comprising 40 graduate and 60 undergraduate string majors, the String Department offers studio instruction, chamber music coaching, and courses in string pedagogy, orchestral repertoire, and non-jazz improvisation for strings to students pursuing the following music degrees: BA, BM in Performance, BME, MM in Performance and in Performance/Pedagogy, DMA in Performance, and Artist Diplomas in Solo, Chamber Music, and Orchestral Performance. We also support an Artist Diploma in String Quartet Performance for pre-professional quartets. The college has a strong early music program headed by Dr. Robert Hill, Eugene D. Eaton, Jr. Chair in Baroque Music Performance and Professor of Harpsichord. The collegial climate of the string area and college as a whole reflects the genuine respect among faculty and the unified goal of providing a nurturing and supportive environment for the students.

What Your Key Responsibilities Will Be

- Teach applied violin and related courses in the string area
- Maintain an active performing career
- Serve on graduate committees and supervise MM and DMA theses and projects
- Participate in regional and national recruiting, student advising, and other service activities as appropriate
- Additional duties as assigned by the needs of the department and the expertise of the candidate

What You Should Know

- This is a full-time tenure-track position to begin at the assistant or associate professor level based on qualifications and experience

What We Can Offer

- The salary for this position will be commensurate with qualifications and experience
- Excellent benefits, including medical, dental, retirement, and ECO Pass
- A campus located in one of the most picturesque and desirable geographic locations in the country, within easy driving distance of a major metropolitan area and the Rocky Mountains

What We Require

- A degree in music, a related field, or the professional equivalency
- Teaching experience

What You Will Need

- Skill as a violinist
- Fluency in standard violin repertoire and technique
- Outstanding communication and interpersonal skills to build and maintain effective working relationships with faculty, staff, students, and high school music programs
- A commitment to inclusivity and cultural competence

What We Would Like You to Have

- Traditional or non-traditional performance experience
- Awareness of recruitment, retention and issues/conditions that impact traditionally underrepresented students in higher education
- An entrepreneurial and innovative spirit
- Experience working with diverse populations and a commitment to inclusive excellence

Special Application Instructions

The following application materials are to be submitted online at <https://www.colorado.edu/jobs/>

- Cover Letter
- Resume / Curriculum Vitae
- A statement about your commitment to DEI that includes innovative ideas you could bring to our community
- Online links to recent, live performance recordings (Large files will be accepted in lieu of links but are not preferred)

Position will be posted until filled.

“Old”

Job Summary

The College of Music at the University of Colorado Boulder seeks a distinguished performer and teacher of violin for our violin performance program. Full-time faculty appointment at the rank of Assistant or Associate Professor will commence in August of 2019.

Who We Are

The College of Music, home to the Grammy award-winning Takács String Quartet, supports six full-time string faculty members and one harp instructor. Comprising 40 graduate and 60 undergraduate string majors, the String Department offers studio instruction, chamber music coaching, and courses in string pedagogy, orchestral repertoire, and non-jazz improvisation for strings to students pursuing the following music degrees: BA, BM in Performance, BME, MM in Performance and in Performance/Pedagogy, DMA in Performance, and Artist Diplomas in Solo, Chamber Music, and Orchestral Performance. The College of Music also supports an Artist Diploma in String Quartet Performance for pre-professional quartets. The College of Music has a strong early music program headed by Dr. Robert Hill, Eugene D. Eaton, Jr. Chair in Baroque Music Performance and Professor of Harpsichord. The warm and collegial climate of the string area and College of Music as a whole reflects the genuine respect among faculty and the unified goal of providing a nurturing and supportive environment for the students. The College of Music offers degree programs in Performance, Jazz Studies, Composition, Theory, Musicology, and Music Education. CU Boulder is located in one of the most picturesque and desirable geographic locations in the country, within easy driving distance of a major metropolitan area and the Rocky Mountains. More information may be found at <http://music.colorado.edu/>.

What Your Key Responsibilities Will Be

Teach applied violin and related courses in the string area; maintain an active performing career; serve on graduate committees and supervise graduate theses and projects; participate in regional and national recruiting, student advising, and other College and University service activities as appropriate. The final assignment of duties will be based on the needs of the department and the expertise of the candidate.

What You Should Know

Rank: Full-time, Assistant or Associate Professor, tenure-track.

What We Can Offer

The salary for this position will be commensurate with qualifications and experience.

Be Diverse. Be Talented. Be Boulder.

What We Require

Qualified candidates will have an established record of excellence in college teaching and professional performances. An earned doctorate in Violin Performance or related field, or the equivalent in professional experience is required.

What We Would Like You to Have

The College of Music welcomes candidates whose approach to teaching and performing are innovative, diverse, and entrepreneurial.

Special Application Instructions

The following application materials are to be submitted online at [https://www.colorado.edu/jobs/posting 12910](https://www.colorado.edu/jobs/posting/12910):

Resume / Curriculum Vitae

Cover Letter

Online links to recent, live performance recordings. Large files will be accepted in lieu of links but are not preferred.

Contact information for three professional references who will be asked to upload confidential letters of recommendation at a later time.

Applications received by October 15, 2018 will receive full consideration. Position will be posted until filled.