Holistic Hiring Task Force Recommendations: 2022-2026

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I. Executive Summary

"Invest in Our People" is a key initiative for the CU Anschutz Medical Campus. A major goal of that initiative is to infuse hiring practices with principles of diversity, equity, and inclusion. The Holistic Hiring Task Force, comprised of key stakeholders from across the campus, convened throughout spring 2022 to research practices related to holistic hiring, inventory established practices on campus, and explore recommendations to improve practices in the future. After consulting the literature on this topic, exploring strategies already in use, and learning about national best practices, the task force established recommendations for CU Anschutz to implement over the next several years.

Underlying all these recommendations is the recommendation that CU Anschutz adopt a campus-wide definition of "holistic hiring" so that all units and departments are working toward the same vision:

> *Holistic hiring is a mission-aligned selection process that intentionally recognizes how diversity, equity, and inclusion drive excellence within the organization. Holistic hiring considers the skills, values, identities, and unique experiences that encompass the "whole" person's ability to contribute to the organization.*

To achieve that vision, the task force's central recommendation is to establish an Office of Inclusive Recruitment. Proposed as a support office, this unit would be resourced and staffed to implement the priorities recommended by the task force, which include:
- Adopting more proactive recruitment strategies, especially to reach diverse communities
- Administering a survey to new hires to identify why candidates are selecting CU Anschutz
- Rolling out a version of the CU Search Advocate program at CU Anschutz
- Creating more clarity for search committees about inclusive practices for the hiring process, including required real-time, synchronous training for all search chairs
- Requiring all search committees to have a kickoff meeting that includes information on holistic hiring practices
- Requiring the use of a screening matrix or rubric in all searches
- Including new language in job postings that better signals the institution's commitment to diversity, equity, and inclusion, and to recruiting from diverse communities.

These recommendations are outlined in further detail in the "Final Recommendations" section. The task force has also provided an initial list of metrics to help evaluate the success of these recommendations. A future team may want to refine these metrics, look more closely at the inventory of practices currently underway at CU Anschutz, and examine the bibliography and additional resources as implementation plans are drafted.

II. Introduction and Charge

The University of Colorado Anschutz Medical Campus has established 5 strategic initiatives for 2021-2026:

- Leverage Data
- Build a Healthcare Innovation Institute
- Enhance the Student Experience
- Partner on Patient-Centered Care
- Invest in Our People

The Invest in Our People Strategic Initiative is, in part, intended to create a strong sense of belonging for the diverse members of the CU Anschutz workforce. Fostering a diverse workforce helps to create spaces of belonging for employees from a variety of backgrounds. Toward that end, a Task Force on Holistic Hiring was formed to implement holistic hiring practices that would improve the recruitment of diverse candidates. The charge of this task force is to assess current hiring practices and processes and make recommendations to address holistic hiring practices and processes.

Task Force Membership and Process

The membership of the Holistic Hiring Task Force is as follows:

Member	Representing
Aimee Woznick (Primary Lead)	Office of Strategic Initiatives
Lauren Fontana (Co-Lead)	Office of Disability, Access, and Inclusion
Shaleeta Flagg	School of Medicine
Lindsey Fouquette	Human Resources
Veronica Graves	School of Dental Medicine
Tracy Gray	College of Nursing
Amber Harbin	Office of Strategic Initiatives
Paul Joyce	Human Resources
Shandra Knight	Strauss Health Sciences Library
Spencer LaFasto	Skaggs School of Pharmacy
Jameel Mallory	Office of Diversity, Equity, Inclusion, and Community Engagement
Bruce Mandt	Graduate School
Florie Montoya	Human Resources
Shannon Palombi	Advancement
Kevin Young	Colorado School of Public Health

The committee has also relied on the guidance of the following individuals, who have acted in an advisory capacity:

- Laura Borgelt, Office of Strategic Initiatives (OSI)
- Christine Gillen, Colorado School of Public Health
- Kady Nearing, School of Medicine
- Regina Richards, Office of Diversity, Equity, Inclusion, and Community Engagement (ODEICE)
- Christopher Smith, Office of Information Technology (OIT)
- Deanna Schroder, School of Medicine

Task force members were selected in an intentional way to ensure representation from across the campus, particularly from the functional roles most closely related to the hiring process. Advisors were contacted periodically to lend insights stemming from their specialized knowledge in their fields and/or because of their proximity to the practical steps necessary for implementing potential recommendations.

The task force met on a biweekly basis from February through June 2022. In order to establish consensus around the purpose of the work, the task force first researched and evaluated potential definitions of "inclusive recruitment" and "holistic hiring," eventually landing on the following definition:

Holistic hiring is a mission-aligned selection process that intentionally recognizes how diversity, equity, and inclusion drive excellence within the organization. Holistic hiring considers the skills, values, identities, and unique experiences that encompass the "whole" person's ability to contribute to the organization.

Once a definition was established, the task force entered an exploratory phase, during which task force members conducted research into best practices and began to collect an inventory of existing practices on campus. Presenters were also invited to task force meetings to provide background and context on these practices. Presenters included:

- Lauren Fontana, on affirmative action data (it should be noted that this presentation noted that there are a significant number of job groups with placement goals)
- Lauren Fontana, Jameel Mallory, Dominic Martinez, and James Speed on the CU Search Advocate Program
- Shandra Knight, on practices used by the Strauss Health Sciences Library.
- Shaleeta Flagg, on practices used in the Department of Psychiatry to create awareness of and limit implicit bias
- Cleveland Piggott and Deanna Schroeder, on the AAMC Pilot Program for Holistic Review on Faculty and Staff Recruitment being implemented in the Department of Family Medicine

Once this exploratory phase concluded, the task force divided into three subgroups loosely grouped around the three phases of the hiring process:

(1) general recruitment (e.g., setting up the search, establishing the criteria, circulating the job posting)
(2) screening (e.g., evaluating candidate materials, interviewing, and checking references)
(3) selection (selecting a finalist, onboarding, and creating a retention plan)

Ultimately, the task force decided to consolidate its recommendations into the "general recruitment" and "screening" phases, but there are items for further consideration in the selection phase at the conclusion of this report. Each group developed a bank of recommendations and then prioritized those recommendations using a Real-Win-Worth framework (Day, 2007). Those priorities were then brought to the full task force for consideration.

The report of recommendations contained herein therefore represents a consensus view of the task force. Previous drafts of this report were vetted by task force members, advisers, and relevant stakeholders.

III. I**nventory of Best and Current Practices and Resources**

Throughout the spring of 2022, the Holistic Hiring Task Force attempted to inventory existing practices currently being used on campus, as well as evidence-based practices in use at other institutions nationwide. Several members of the task force were able to document processes that were already being used in their areas. The Office of Diversity, Equity, Inclusion, and Community Engagement plans to supplement this preliminary list with a survey of liaisons to the Chancellor's Council on Diversity, Equity, Inclusion, and Community Engagement.

Practices that were discussed included:

- Anonymizing candidate materials to limit implicit bias
    - Several departments noted that they were already anonymizing candidate materials by hand. Research has also suggested that anonymizing materials may lead to better DEI outcomes in the hiring process. (There are technology solutions available that could make this process easier, but they would come at an expense and could be challenging to implement.)
- The use of search matrices
    - Many members of the Talent Acquisition Team already provide search committees with matrices to help them evaluate candidates on more objective terms. Matrices generally include a list of the required and preferred qualifications, and committees are encouraged to score candidates in each of these areas to narrow the pool for interviews.
- Implicit bias training
    - The Department of Psychiatry requires all search committee members to complete implicit bias training in an attempt be conscious of (and therefore limit) the role that bias may play in the evaluation process
- The Department of Family Medicine's AAMC Pilot Program for Holistic Review on Faculty and Staff Recruitment, which includes elements such as workshops on the holistic hiring process; implicit bias training; using an Equity Guide in creating job descriptions; requiring diversity, equity, and inclusion questions during the screening process; and requiring a kickoff meeting to review holistic hiring practices prior to the interview of the first candidate
- Reflective checklists on best practices in holistic hiring
- The CU Search Advocate program
    - The recommended CU Search Advocates Program is modeled after the [Search Advocate Program at Oregon State University](). The program is intended to make the recruiting and hiring process more equitable, and to increase the demographic diversity of our applicant pools and, ultimately, our workforce. Search Advocates serve as non-voting members of search committees, and their role is to ensure an equitable search process. Key elements of the recommended program include:
        - Allowing the Search Advocate to provide feedback on the job posting before the job is publicized.
        - Utilizing a criteria matrix to evaluate the minimum and required qualifications and editing those qualifications if they screen out groups of qualified candidates.
        - Broadening the advertising of the position beyond current sources, especially to organizations targeting underrepresented communities.
        - Having a Search Advocate attend all search committee meetings to ensure equity in the process and interrupt bias as it happens.
        - Improving the interview process, including recommended questions and rubrics for evaluating candidates' answers.
- Practices included in our CU Anschutz's existing Affirmative Action Plan (see Appendix B)
- Community-based training and apprenticeship programs that offer attainable pathways to employment at CU Anschutz (e.g., CU Medicine Apprenticeship Program)

IV. Final Recommendations

After researching best practices nationally, reviewing practices already in place at CU System and CU Anschutz, and prioritizing potential interventions in subgroups, the task force came to the following consensus recommendations:

General Recommendations

1) Adopt the campus-wide definition of holistic hiring that the task force has outlined.

2) Establish an Office of Inclusive Recruitment and appropriately resource this unit to implement the recommendations that follow. The main function of this Office would be to support other units in operationalizing holistic hiring practices. A timeline for staffing this office follows.

Recommendations for the Recruitment Phase of the Hiring Process

1) Dedicate resources to developing and implementing a proactive strategy to advertise job opportunities at CU Anschutz, particularly in diverse communities

   a. Target resources to active, in-person recruiting at professional organizations, national conferences, and local job fairs
   b. Create a centralized fund to advertise new positions, particularly to individuals with identities currently under-represented at CU Anschutz.
      i. The administrator(s) of this fund will evaluate new advertising opportunities on behalf of the university to determine if there are ways to enhance our presence or find ways to save money by consolidating efforts.
   c. Develop tools to attract candidates from industry to roles in higher education
      i. Create resources to help these candidates understand the higher education ecosystem

2) Administer a survey to new hires (within the past year) to better understand the factors that led them to choose CU Anschutz and how they learned about the job opportunity.

3) Evaluate the success of CU Search Advocate pilot programs at CU Anschutz, then scale up search advocates with a strategic and targeted rollout.[1]
   a. Require Search Advocate training for the following roles:
      i. HR Business Partners[2]
      ii. Department Chairs / Division Heads
      iii. Faculty chairing searches

Recommendations for the Screening Phase of the Hiring Process

1) Require real-time, synchronous training for search chairs on best practices in holistic hiring
   a. Formally recognize participation on search committees as a percentage of FTE or as an expectation of service for performance evaluations.

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[1] Note that search advocates are currently being piloted in the Colorado School of Public Health.

[2] The university's Learning and Development team is currently developing an HR professional development program to provide early- and mid-level career HR professionals with foundational tools in the areas of: University Acumen, HR Expertise, Relationship Management, Communication, Leadership, Ethical Practices and Consultation. This will be a 9-month, cohort-based program that will also provide networking opportunities for the individuals that participate in the program. In addition, Learning and Development launched a Manager Certification program in 2020 that now has 136 people participating. A self-paced, customizable program, it includes a core curriculum and a set of elective courses. These programs may provide opportunities to include some of this content.

2) Require a kickoff session for all search committees, preferably with a partner from HR or ODEICE, that includes content on best practices in holistic hiring.
   a. Create standard a handout with a checklist of reminders about best practices in holistic hiring that each search committee would go over together at the beginning of the search process.

3) Require the use of a screening matrix or rubric in all searches to help evaluate candidates on objective criteria
   a. Include standard language in the Knowledge, Skills and Abilities section of job postings that speaks to a demonstrated ability to advance diversity and inclusion. Then, explicitly include service and/or demonstrated contributions to advancing diversity, equity, and inclusion in all matrices.

4) Include a statement on all postings that candidates are encouraged to apply even if they do not meet all the preferred qualifications (see example from CU Boulder in Appendix B).

Other Considerations

The following are items that the task force discussed but did not rise to the level of recommendations, either because a) there could be major logistical hurdles to implementation b) there wasn't enough clear evidence to support their efficacy, c) they were perceived as having lower return on investment, or d) they were outside the scope of the task force (e.g., retention and career mobility). They may, however, be worth pursuing further at a future time:

1) Anonymizing screening practices (i.e., removing candidate names and other identifiers from application materials)

2) Utilizing applicant data to identify trends across process and by unit
   a. Improving data entry into Taleo about when and why applicants are excluded from the process
   b. Granting access to the report of applicant pool demographics at the campus level with guidance on how to use that information

3) Creating effective onboarding guidance that departments and units can tweak to ensure new hires experience a smooth transition
   a. Ensuring that we are emphasizing values, experiences, and identities throughout the onboarding process, just as we are planning to do in the hiring process
   b. Providing more resources than are currently available
   c. Creating affinity groups for new employees

4) Surveying continuing employees at set points about how their experience is going with coaching for supervisors about how to have conversations with their employees about that experience
   a. Establishing metrics around how supported direct reports feel

5) Creating retention plans for new employees

V. Measures of Success

To assess the success of these recommendations, the task force recommends routinely monitoring and evaluating progress at the following milestones.

<u>Timeline and Metrics</u>

Recommendation	Year 1	Year 2	Year 3	Year 4	Metric / Goal
Adopt an official, campus-wide definition of holistic hiring	Share this definition with the senior leadership team, at Faculty Assembly, and ad Staff Council, among other venues. Post this definition on the Human Resources website and the CU Anschutz Career site.				Number of departments using holistic hiring practices will increase year over year.
Establish an Office of Inclusive Recruitment	Determine reporting structure for this Office. Design a hub-and-spoke model of support with plans to scale as capacity builds. Hire a Coordinator. Hire or designate a percentage of FTE for a staff member to run the search advocate program. Consider appointing faculty liaisons with FTE.	Implement the hub-and-spoke support model. Implement search chair training. Implement search matrix submission requirement. Hire additional staff as necessary to support that model.	Assess usage of services and programs. Hire additional staff to scale as necessary.	Assess usage of services and programs. Hire additional staff to scale as necessary.	Number of departments/units that use this office's services will increase year over year. Affirmative action placement goals decrease year over year. Number of individuals that attend trainings or programming will increase year over year.

Dedicate resources to developing and implementing a proactive strategy to advertise job opportunities at CU Anschutz, particularly in diverse communities	Target resources to active, in-person recruiting. Develop key partnerships in community-based workforce development programs, local community colleges, and other adjacent sectors.	Create a centralized fund to advertise new positions. Evaluate the possibility of cluster hires in targeted areas.	Develop tools to attract candidates from industry roles in higher education. Design a model and identify a funding source for cluster hires.	Roll out cluster hire program.	Number of units accessing advertising funds and engaging in in-person recruiting activities will increase year over year. Retention of employees hired through cluster hires will exceed overall employee retention rates
Administer a survey to new hires (within the past year)	Design and identify logistics for administering survey Rollout survey	Administer survey	Administer survey	Administer survey	New hires will report a greater variety of ways they learned about opportunities (including the proactive strategies above)
Evaluate the success of the search advocate program at CU Anschutz, then scale up search advocates with a strategic and targeted rollout	Pilot search advocates in the Colorado School of Public Health and other units. The Office of Inclusive Recruitment will house the search advocate program, and staff from that office would be tasked with coordinating it.	Evaluate pilot of search advocates Expand search advocates to HR Business Partners, Department Chairs / Division Heads, and faculty chairing searches	Continue to scale up program in a strategic and targeted way	Continue to scale up program in a strategic and targeted way	The number of units that use search advocates will increase year over year The number of job groups with placement goals for people of color in the annual Affirmative Action Plan will decline. At least one placement goal will be eliminated per year over the first four years.
Require a kickoff session for all search committees	Design the content for kickoff sessions Draft new policy language and work out logistics Create a handout with a checklist of reminders about best practices in holistic hiring.				Year-over-year increase in number of units that have adopted kickoff sessions

Mandate real-time, synchronous training for search chairs on best practices in holistic hiring	Update campus policy Formally recognize participation on search committees as a percentage of FTE or as an expectation of service on performance evaluations				Year-over-year increase in number of search chairs that are trained
Require the use of a screening matrix or rubric in all searches	Update campus policy Develop a workflow for the creation and submission of screening matrices	Assess the use of screening matrices and retool instruments and / or processes as appropriate	Assess the use of screening matrices and retool instruments and / or processes as appropriate	Assess the use of screening matrices and retool instruments and / or processes as appropriate	Year-over-year increase in the number of committees using search matrices Rate of increase in number of candidates from under-represented groups that make it to the interview and selection round
Include a statement on all postings that candidates are encouraged to apply regardless if they feel they meet all of the preferred qualifications	Update job posting template				The applicant pool for open positions will increase.

VI. Conclusion and Next Steps

These recommendations will be shared with senior leadership, who will select projects to advance. An implementation team will meet regularly and will serve as an advisory body for the key partners involved in these projects. Smaller project teams will address the specific projects that are chosen.

The Holistic Hiring Task Force is confident that implementing the recommendations described above will help CU Anschutz to recruit more inclusively and to foster a more diverse workforce. Although many of the task force's recommendations focused on the recruitment and screening phases of the hiring process, the task force strongly believes that enhanced onboarding and clear employee retention plans are also key pieces of the hiring process and should be given further consideration. The Holistic Hiring Task Force's recommendations, therefore, may dovetail nicely with the recommendations put forward by the Staff Pathways Task Force in making CU Anschutz an employer of choice for the Rocky Mountain West.

APPENDICES

Appendix A: Existing Holistic Hiring Practices from CU Anschutz's Affirmative Action Plan

Schools, Colleges, and Departments across CU Anschutz engage in the following practices to increase recruitment and hiring of women and minority candidates:

- Search committees include a wide representation of individuals with varied backgrounds. All members of search committees are required to complete an online orientation ("Inclusive Recruiting Practices"), which addresses the expectations of committee members with respect to equal opportunity and includes a module on "Increasing the Quality and Diversity of Faculty and Staff." This orientation was updated during the 2018 Plan Year.

- Consistent with University Policy 3E ("Searches for Administrators and Guidelines for the Appointment of Chief Officers of the University"), the Vice Chancellor for Diversity & Inclusion is a required, full-fledged member of all Officer search committees.

- All Search Committee Guidelines (Officers, Faculty, and Staff) include specific expectations with respect to equal opportunity, including:
    - becoming aware of and avoiding unconscious biases;
    - discussing perceived biases openly, and as they occur;
    - expecting that all committee members work toward the goal of enhancing diversity; and
    - expecting that members of underrepresented groups are not to be solely responsible for identifying candidates in this regard.

- To support search committee processes and deliberations, HR staff (from the central office and within the Schools, Colleges, and Departments) have the ability to run applicant reports throughout the process, which include non-identifying EEO status for each candidate, and facilitate discussions on how to source and attract diverse candidates.

- Many search committees ask a question intended to explore the candidates' opinions about, and commitment to, diversity and inclusion. The Council on Diversity and Equity in Human Resources (CODE HR) has created a list of diversity and inclusion questions that is provided to each search committee, as well as a rubric to help search committee members evaluate answers to those questions.

- Job description templates for University Staff have been modified to include a competency focused on a commitment to the principles of diversity and inclusion.

- All job openings are posted to a variety of websites that target diverse candidates through Employers' Direct, which is a service that "scrapes" job postings from the CU website daily and posted to various websites, including: AfricanAmericanJobsite.com; AsianAmericanJobsite.com; The Black Perspective; Diversityjobs.ca; DiversityJobsite.com; Diversityworkers.com; HispanicJobsite.com; Hispanic Today; Jobs4Women.net; MinorityJobsite.com; US.jobs Diversity; WomenforHire; and Women in Business and Industry. Over the course of this Plan Year, we intend to take a closer look specifically at our use of Employers' Direct to determine whether it is the most effective use of our resources.
    - Employers' Direct also posts all openings from the CU website to many colleges and universities, including Historically Black Colleges and Universities (HBCUs).

- Training is made available through the Office of Diversity, Equity, Inclusion, and Community Engagement to search committees, and any member of the University community, on unconscious bias.

- Training and tools focused on understanding differences, acceptance, communication, inclusion, respect, dignity, and transparency are offered, including: Cultural Sensitivity; Crucial Conversations; Difference Matters; Safe Zone Training (LGBTQ); Diversity & Cultural Competency; Building a Respectful Workplace; Addressing Generational Differences; Discrimination and Sexual Misconduct; Gender & Communication; Understanding Differences; and DiSC and MBTI Personality Assessments.

- The University sponsors staff and faculty community volunteer activities to broaden campus visibility in the local community, including at food banks, community gathering places, homeless shelters, and drop-in centers for vulnerable populations.

- All non-executive job openings that remain open for more than three days are posted on ConnectingColorado.com.

- Every job posting on the University's online application system contains the University's Regent Law Article 8, Part A (Conduct of Members of the University Community, Nondiscrimination) at the bottom of the page: "The University of Colorado does not discriminate on the basis of race, color, national origin, sex, age, pregnancy, disability, creed, religion, sexual orientation, gender identity, gender expression, veteran status, political affiliation, or political philosophy." That language is followed by the statement that "All qualified individuals are encouraged to apply."

- Every job posting also contains the following EEO language: "The University of Colorado strongly supports the principle of diversity. We encourage applications from women, ethnic minorities, persons with disabilities and all veterans. The University of Colorado is committed to diversity and equality in education and employment."

- The Staff Inclusive Excellence Committee (SIEC) is a new committee within Staff Council. SIEC's goals are to better integrate existing efforts related to diversity and inclusion across the University, to create innovative initiatives to address diversity and inclusion, to empower people who are not in the social majority, and to develop employees into advocates for their own professional well-being and career development.

- The Office of Equity, in conjunction with CODE HR, created an Affirmative Action Resource Toolkit to assist search committee chairs and members, as well as hiring authorities and HR business partners, in increasing DEI efforts in recruiting and hiring. The Resource Toolkit contains helpful information for before, during, and after the search, including job descriptions, posting open positions, developing interview questions, screening candidates, and more. The Resource Toolkit also includes an outreach tracking form for individuals to provide information regarding their recruiting efforts and their evaluation of those efforts.

- In addition to the campus-wide initiatives, some schools, colleges, and departments have undertaken their own initiatives to increase diversity and inclusion within their units. For example, the School of Dental Medicine, the School of Medicine, and the College of Nursing have created faculty appointments related to diversity and inclusion, including Associate or Assistant Deans for Diversity and Inclusion. The University Police Department has partnered with the Community College Law Enforcement Academy to source diverse applicants for officer positions.

- The School of Medicine also provides all search committees with Unconscious Bias and Microaggressions trainings conducted by Diversity & Inclusion personnel. This training includes requiring committee members to take the Harvard Implicit Association Assessment and be prepared to discuss the results. The School of Medicine hosts a quarterly Diversity Lunch and Learn Series and Diversity Film Series. There is also a semi-annual forum for women professors in the School of Medicine. The School of Medicine partners with local non-profit organizations that are engaged in diversity awareness activities and programs, including the Colorado Black Health

Collaborative, Mile High Medical Society, Latino Policy and Research Center, Latino First Foundation, DREAMing for Health Summit, and Community Students Together Against Racism.

- The Department of Family Medicine (DFM) created its own Diversity and Health Equity Program with a goal of having its faculty and staff be representative of the patients and communities it serves. The Program's priorities include institutionalizing DEI across the Department by connecting with DFM leadership regularly, developing a team of change agents (the Justice League) within the department to champion DEI efforts and communicate with internal stakeholders regularly, and form relationships with external stakeholders; fostering diversity in the workforce by educating and supporting DFM personnel on DEI issues; supporting DEI in the community by advocating and working with the communities DFM touches for the purpose of achieving health equity and championing community engagement and participation using a DEI lens; and promoting DEI issues in research and evaluation by promoting scholarly work to advance the science of DEI work, seeking outside funding to continue DEI work, evaluating DFM's DEI efforts, and assessing how the DFM culture reflects the DEI efforts. Specific projects include receiving an AAMC grant to develop a program of holistic hiring of faculty and staff; bolstering the DFM mentoring program; and conducting trainings on implicit bias, microaggressions, and privilege.

- The Department of Pediatrics has created a Diversity in Pediatrics Committee for Residency Recruitment and the Department of Pediatrics Diversity and Inclusion Committee.

- The Department of Medicine has received a Program to Increase Diversity Among Individuals Engaged in Health-Related Research (PRIDE) grant from the National Heart, Lung, and Blood Institute (NHLBI) within the National Institutes of Health. PRIDE is an all-expense-paid Summer Institute, research education and mentoring initiative sponsored by the NHLBI. This Summer Institute initiative addresses the difficulties experienced by junior investigators and transitioning postdoctoral scientists in establishing independent academic research careers and negotiating through the academic ranks. The primary outcome of this program is to increase the number of scientists and research-oriented faculty who are from backgrounds currently under-represented in the biomedical sciences and those with disabilities, by preparing them to successfully compete for external funding for scientific research in heart, lung, blood, and sleep (HLBS) disorders

Appendix B: Language from CU Boulder Job Posting Template

CU Boulder includes the following language in all job postings:

> *Please note that while the position details both required skills above as well as desired skills and experience below, we want applicants to be aware that they do not need to have all of the desired skills and experience to be considered for this position. If you meet the minimum qualifications, have passion for the work, along with experience in a related field, you are encouraged to apply. We encourage on-the-job training for any additional skills or knowledge that become relevant to the position.*

Appendix C: References and Further Reading

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