

METROPOLITAN STATE COLLEGE OF DENVER

**2006-07 DIVERSITY RECRUITMENT PLAN for DIVERSIFYING
TENURE TRACK FACULTY**

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METROPOLITAN STATE COLLEGE OF DENVER

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Metro State's definition of diversity and allied vision statement is: *"To support and value diversity (which includes age, race, gender, ethnicity, national origin, disabilities, sexual orientation, and religion) in a climate of mutual respect, inclusion, and cooperation. Diversity will be reflected in the curriculum, in all activities of the college, and in the composition of the college community (faculty, staff and students)."*

A commitment to diversity broadly defined is a core attribute of Metropolitan State College of Denver. Diversity is articulated in the core human resources values found in the *Operational Mission Statement*, Trustees Policy Manual: "The Metropolitan State College of Denver is a ...urban, non-residential 'College of Opportunity' ...welcomes students from all walks of life and circumstances. . . seeks to attract and build long-term relationships with highly qualified faculty and staff who have diverse interests and abilities. . . seeks to provide its programs and services to a diverse student body..."(My emphasis)."

Advancing employment diversity equals sound personnel management, and makes good business sense in our global competitive economy. It is the policy of the College to maintain an open and caring community which allows for that advancement. Thus, the College seeks to recruit, select and retain a diversified faculty workforce that comes as close as possible to reflecting the diverse student population, and the diverse external population we serve.

To achieve this academic diversity, the College will carry out an aggressive, results-oriented outreach and recruitment-retention college-wide endeavor that will assist the academic departments in identifying, recruiting, and hiring diverse faculty candidates and retaining the faculty once they are hired. This effort will include the leadership of the College's Equal Opportunity Office, which is located in the Office of the President. Therefore, the President fully supports this initiative.

In his Equal Opportunity/Affirmative Action Policy Statement, President Stephen Jordan comments "I expect each of you to make every good faith effort to implement Metro State's Equal Opportunity, Affirmative Action and Diversity Programs. ." (my emphasis). Further, in his Welcome Address to the College on September 7, 2005, he stated, in part "I have authorized the vice president for academic affairs to begin the recruitment process for 60 new tenure-tenure track faculty for all of next year... In so doing, we also have an unprecedented opportunity to change the face of our faculty to more closely mirror that of our student body. If we do not take advantage of this opportunity, then we have, in my view, failed both our students and our community. I urge all faculty to actively

engage in these recruitments and to exert themselves to make a concerted effort to recruit and consider faculty of color in this new faculty cohort".

Overview of the College's past Recruitment Efforts

The College's chief challenge in 2002-05 was ensuring that the institution had a diverse faculty, particularly among tenure track faculty. Within the last three years, Metro State has experienced a decrease from 28.6% to 14.5% in non-white tenure track faculty. This was largely attributable to budget constraints that resulted in an administratively imposed slowdown in hiring, and a hiring freeze for all administrative and classified staff and full-time tenure track faculty.

When the hiring freeze was lifted Metro State's goal was to ensure that its workforce remained diverse, with an emphasis on the faculty. The following actions occurred:

- The EO Office conducted a utilization analysis of Metro State' workforce; and
- Academic departments were encouraged to use the TOP and FRIP programs, as appropriate, to help diversity the faculty.

Utilization Analysis

A utilization analysis of Metro State's workforce was conducted to determine where underutilization of women and minorities exists.

Departments that were authorized to hire all personnel were notified of the underutilizations in their areas. They developed recruitment plans that demonstrated their "good faith effort" to recruit a diverse pool of applicants to compete for faculty positions, leading to possible reductions in underutilization.

Deans, department chairs, and other unit directors were given recruiting tools to include in their action plans. The tools include: information on how to post positions on the college web page; a list of professional trade journals for advertising purposes; minority and women data bases with resumes/vita; mailing labels from the Minority and Women's Doctoral Directory; a list of universities that graduate a high rate of minorities and women with terminal degrees; and a list of professional conferences that could be attended for recruitment purposes.

Recruitment Strategies Used

The various recruiting strategies included advertising open faculty positions in the Chronicle of Higher Education, local newspapers, women and minority professional publications.

Deans, Chairs and faculty attended several National Job Fairs in Denver and disseminated materials announcing vacant faculty positions at the College. In addition, recruiting tools such as the Target of Opportunity and Faculty Recruitment Incentive Programs were used by some departments.

The TOP Program is designed to enhance diversity among faculty who meet the discipline criteria for a tenure-track appointment, and who have achieved national and international distinction, and, therefore, can be appointed without a formal search and screening process. This program allows the institution the flexibility immediately to fill a vacancy in an academic department and/or discipline.

FRIP is designed to recruit diverse faculty with potential to be excellent in teaching, advising, service, and professional development, but who have not completed their terminal degree. These faculty are all-but-dissertation.

Faculty who qualify for the FRIP program typically are offered full-time temporary faculty employment with a quarter-time release from teaching to finish their graduate study. Institutional support for FRIP participants also includes payment of tuition and books for courses taken in their graduate program up to \$10,000. FRIP participants who complete their terminal degree within a five-year period are offered a tenure-track position.

2003-05 Hiring Results

Tenure Track Faculty

Within the last three years (2003 – 2005- see chart below) the College increased its minority tenure track faculty from 17% to 22%.

Total Faculty= Tenure/Tenure Track

Faculty	Fall 2003	Fall 2004	Fall 2005
African Americans	10 3%	13 4 %	17 5%
Asians	17 5%	19 6%	22 7%
Hispanics	23 7%	25 8%	28 9%
Native Americans	5 2%	5 2%	5 1%
Total Minority	55 17%	62 20%	72 22%
White	257 83%	245 80%	251 78%
Other	0	0	0
Total	315	307	323

source: MSCD Office of Human Resources

Target of Opportunity (TOP)

Thirteen (13) tenure track faculty were hired through the TOP; of those, 8 (62%) were minorities and 5 (38%) were white. Of those, 3 (23%) were African Americans, 2(16%) Asians , 3 (23%) Hispanics, and 5 (38%) whites.

During the 2005/06 academic year, of the 33 academic departments, only 11 (33%) academic departments (Aerospace Science, African American Studies, Art, Civil Engineering Technology, Criminal Justice, English, Finance, Human Services, Marketing, Music, and Teacher Education) used TOP to diversify their faculty.

Faculty Recruitment Incentive Program (FRIP)

Within the last 3 years six full-time temporary faculty were hired through the FRIP; of those, 4(67%) minorities and 2(33%) whites.

Of the 33 academic departments, 6 (18%) (Art, African American Studies Criminal Justice, English, Political Science and Women's Studies) used FRIP to diversify their faculty.

2006/07 Diversity Recruitment Plan

Metro State's recruitment objective for academic year 2006/07 is to continue to make a good faith effort to diversify its faculty, administrative and classified staff. The current utilization analysis shows that diversifying faculty presents great challenges. The following paragraphs summarizes the recruitment strategies the College will follow in making a good faith effort to diversify its employees. Those strategies shall be carried out by the Associate Director of Equal Opportunity in collaboration with department heads, deans and vice presidents.

Strategies

Advocacy- Getting Buy In For the Plan

Current Plan

- ✓ The initial draft of the Recruitment-Retention Plan was prepared by the Equal Opportunity Office Executive Director and Associate Director, The Associate Director was invited to the Deans Council to present the Plan to the Provost and, Vice President of Academic Affairs and Deans' Council members.

By October, 2005

The final draft of the Plan will reflect their feedback.

- ✓ The Associate Director discussed recruitment strategies with the Equity Scorecard Project Committee (Shawn Worthy, AnnJanette Alejano-Steele, Tara Tull), and requested their feedback.

By February, 2006

The final draft of the Plan will reflect their feedback

- ✓ The final plan will be presented to the President's Cabinet for review and approval.

Defining Agreed upon Roles and Responsibilities for Recruitment and Hiring

Current Plan

1. Departments/units shall commit to doing an analysis of their hiring needs for those positions in which they are currently utilizing temporary faculty, and prepare to advertise all positions before the current contract periods expire.

By September, 2006

2. All faculty positions¹, including temporary positions, are advertised unless emergency circumstances prevent advertising, e.g., continuity of program or services is jeopardized unless an immediate hire is made because there are no other personnel available to fill in during a search. When emergency circumstances prevent a position from being advertised, an Advertising Waiver Form must be submitted to the Equal Opportunity Office.
3. Appropriate Vice-President/Dean shall consider whether or not a local or internal search is an alternative to a request for a waiver of advertising.
4. Appropriate Vice-President/Dean shall review and, if necessary suggest rewording, for position descriptions and announcements prior to approval to ensure that the required qualifications are defined as broadly as possible and address genuine academic and departmental needs without including factors that are not essential to the position or unnecessarily limit the pool. All qualifications must measure knowledge, skills/abilities, and conform to Handbook policies.
5. Appropriate Vice-President shall consider whether or not required qualifications for administrative positions can encompass equivalent experience in lieu of degree requirements where the knowledge, skills and abilities have been obtained through actual work experience.
6. Appropriate Vice-President/Dean/Chair shall assess whether or not using Metro's TOP or FRIP programs can fill the position with a modified search.
7. Department chairs and faculty (including minority faculty) shall recruit at professional conferences by distributing the position announcement, talking with potential applicants, and collecting resumes.
8. Department chairs shall ensure that his/her department has a database of the addresses from the Minority (South West Texas University), Women's Doctoral Directory and the Doctoral Scholars Directory distributed each fall from the Equal Opportunity Office. With this information chairs can send letters to minority/women doctoral recipient/candidates in the academic field where there is a vacancy.
9. Chairs shall establish a database of potential applicants from previous searches where a diverse applicant pool was achieved, and invite the non-hired applicants to apply for positions for which they are qualified, as the positions are approved for hiring.
10. Recommending hiring authorities shall review the "Recruiting Resources"², listed in the appendix section of the Screening Procedures document with the search committee chair, and develop a plan for utilizing the resources. (See planning template below).
11. Screening committees shall not unnecessarily restrict the interview pool by ranking candidates in numerical order. Chairs shall look at current departmental needs and assess whether or not the candidates have the abilities, skills and qualifications to fill the needs of the position.

¹ Excepting grant-funded positions wherein the grant specifies who will be placed in a position

² "Recruiting Resources" are sent to the search committee chair when a position is advertised externally.

12. Departments and units shall work with the Associate Director of EO and public relations offices to prepare a list of community resources and contacts addressing a wide variety of interests and needs to give to interviewees. Candidates like to have a feel for the community or metropolitan area that they may join and will have concerns about cultural activities, fine arts, recreational facilities, dining, childcare, medical care, public/private schools, enrichment activities, sports, etc.
13. Departments and units shall work with the Office of Human Resources to provide information on benefits offered by the College.
14. The EO Office shall develop materials mentioned in the two paragraphs immediately above for each search's standard information. The applicants shall receive the information.
15. The College shall encourage Career Services to provide its services to spouses/significant others/partners who may also need employment in area.
16. Departments and units shall develop a teaching assistant program through the FRIP with other Colorado schools that have minority students in their master's and doctoral programs.
17. Recommending Hiring Authorities shall review the part-time faculty and temporary faculty for the FRIP and TOP programs.
18. The Equal Opportunity Office shall provide training each fall for the Deans, Department Chairs and Directors on recruitment opportunities and selection procedures.
19. Analysis of present part-time and other adjunct faculty (for diversity) shall occur each spring to determine the feasibility of moving part-time faculty into redesigned entry -level, full-time positions(e.g. full-time temporary, etc..) .
20. Beginning with the charge to search and screen committees, a Reporting Schedule of committee activities shall include the generation of information at given intervals. This information will allow the College to decide to continue a particular search, cancel the search, modify and extend the pool, and/or change the method by which the search and screening is done.
21. Chairs shall construct a consultation period with a search and screen committee to identify and determine discrepancies, if any, between the department utilization figures and the direction of the search (i.e., if the pool's representation is not diverse, suspend the search, if appropriate, that is, if there is not an immediate and urgent need to fill one position).

Planning Template

Metropolitan State College of Denver

ANNUAL ORGANIZATIONAL UNIT RECRUITMENT PLANNING REPORT

Division:

Department:

Reporting Period:

Person Preparing the Report:

Phone Number

Fax

Email

Please complete this form and submit it to the appropriate Dean or Director and Vice President with the copy of the position announcement being circulated for approval. Both the position announcement and the recruitment plan must be fully approved before the position announcement is advertised.

Please review the Affirmative Action Goal Worksheet for the appropriate area along with the Recruitment Resources provided by the Equal Opportunity Office before completing this plan.

Identify the number of **Anticipated Hires** in your unit for the year (anticipated as of July 1) by program, by FT/PT status, by semester, by job title, by rank and discipline (Faculty), and by tenure track/non-tenure track status (Faculty).

Anticipated New Faculty - Tenure Track

Dept/Program	FT	Semester	Rank	Discipline

Anticipated New Faculty- Non-Tenure Track

Dept/Program	FT/PT	Semester	Rank	Discipline

Anticipated New Administrative/Professional

Dept/Program	FT/PT	Contract/Term	Title	Job Title

Anticipated New Classified Civil Service

Dept/Program	FT /PT	Contract/Term	Title	Job Title/Level

The Equal Opportunity Office will advertise positions in a local newspaper, The Colorado State Job Bank Online, the Chronicle for Higher Education, Metro's website, Metro campus, and the Equal Opportunity Office electronic mailing lists.

Additional Recruitment Sources:

1. Identify the additional print media and online advertising that will be used (include address).
2. Identify the professional associations, publications, educational institutions, electronic bulletin boards, list serves, community organizations, etc. that will receive the position announcement.
3. Describe the effort that will be made to identify resources and encourage women candidates to apply for the position, use online resume searches, special mailings, advertisements, telephone calls, etc.

In consultation with the EO officer, indicate the anticipated **Affirmative Action Outreach and Recruitment Strategies** that your unit will use during the year. These strategies might include the use of Human Resource's list of area diversity recruitment sources, use of existing minority faculty willing to network with faculty at other institutions, and the contacting of nontraditional sources such as internships and community-based civil rights organizations, etc.

Associated Strategy	Timeline	Person(s) Responsible	Budget Source(s)	Evaluation

4. Describe the effort to identify resources and encourage **ethnic minority** candidates to apply for the position such as online resume searches, special mailings, advertisements, telephone calls, etc.

Associated Strategy	Timeline	Person(s) Responsible	Budget Source(s)	Evaluation

5. Describe the efforts to recruit a diverse faculty through the Faculty Recruitment Incentive Program.

Associated Strategy	Timeline	Person(s) Responsible	Budget Source(s)	Evaluation

6. Describe the efforts to recruit a diverse faculty through the Target of Opportunity Program

Associated Strategy	Timeline	Person(s) Responsible	Budget Source(s)	Evaluation

7. Describe the efforts to recruit at professional conferences to diversify faculty applicant pools.

Associated Strategy	Timeline	Person(s) Responsible	Budget Source(s)	Evaluation

8. Describe the efforts to diversify the adjunct faculty lectureship pool.

Associated Strategy	Timeline	Person(s) Responsible	Budget Source(s)	Evaluation

9. Advancement

Please indicate any anticipated opportunities for advancement or promotion during the upcoming year.

Dept/Program	Faculty	Unclassified	Classified	Type of Opportunity

10. Retention and Development

Please comment on your **Retention and Development** plan for this year, particularly regarding "new hires" that are regular, full-time employees. These plans could include the development of internal-external support mechanisms for minorities and women; integrating women in non-traditional areas of the unit's work force; training and development opportunities; and identifying and responding to special concerns of minority employees.

Development of an “Employers Profile” Of Metro State/“Story Board”

Current Plan

By July 2006

In conjunction with the Metro State's College Communication Staff, the Associate Director of Equal Opportunity has embarked on two specific projects; first, to enhance the public relations strategy of the employment diversity initiative regarding minority faculty:

1. The Associate Director developed an Employer Profile of Metro State that has been incorporated in the *Chronicle of Higher Education* in time for the placement in the journal of vice president ads and ads for other key administrative positions. The pictorial Profile has pizzazz, and accents and illustrates the commitment to diversity on the Metro State campus. (See Attachment) As of the **week of July 18, 2005**, that project has been completed. This “Employer’s Profile” will continue to be used in the recruitment of faculty and staff.
2. The second project was the development and use of an employment recruitment-related Story Board, table skirt ("Metropolitan State College of Denver") and backdrop banner ("Metro State - A Responsive and Progressive Employer") for use at national, regional and local events that include job placement centers and setups of booths for employer representatives. The Associate Director of Equal Opportunity worked with the College Communication staff on the development of this diversity recruitment tool packet.
3. The Associate Director used the newly developed recruitment materials at the three national conferences in late summer and early fall; the SACNAC conference (Denver), the HACU conference (Phoenix, AZ) and the Institute on Teaching and Mentoring conference (Arlington, VA).

Development of an ON-LINE EMPLOYMENT PROGRAM

Current Plan

By Spring and Fall Semester 2006

The Associate Director of Equal Opportunity has introduced the College to a cost efficient program developed by People Admin that will streamline and make more efficient the College hiring process.

During AY 2006-07 a system will be designed to provide Applicant Tracking in Higher Education. The tool will:

1. Collect Employment Materials Online - - Receive customized employment applications, resumes, cover letters, vitae and applicant EEO data via the Web.
2. Screen Applications Electronically - - Use job-specific qualifying questions to dramatically reduce the need to review applications for minimum qualifications.
3. Distribute Applications Electronically - - Allow hiring managers and entire search committees to review employment applications, resumes, cover letters and vitae online. Allow hiring authorities to track search results and enter reasons for non-selection using a secure web account.

4. Provide Automated Status Updates -- Candidates should be able to access job information via a secure web account and e-mail. Candidates should be able to receive automatic updates regarding the status of their applications both online and via e-mail. Candidates should be automatically notified as their status in the job search process.
5. Notify Potential Candidates about new Positions -- Match interested applicants to their "perfect job profile." Human Resources should be able to use these profiles to identify potential applicants and send electronic job advertisements.
6. Create job Requisitions -- Allow approved Hiring Authorities to submit new job requests online quickly and easily using a series of "job templates." Managers should be able to electronically route job requisitions for review and approval.

During AY 2006-07, a system will be designed to automate the collection, updating and tracking of Employee Position Descriptions in Higher Education. The system will:

1. Update Position Descriptions Online -- By allowing department chairs to review and update position descriptions online. Human Resources can send e-mail updates prompting hiring managers to review descriptions, ensuring an updated position description is always on file.
2. Search Position Descriptions -- By allowing Human Resources staff to review and compare both current and archived position descriptions using a variety of search options, thus eliminating the need to store, retrieve and review paper job description files.
3. Process Change Requests -- Department Manager can submit requests for position review and approval online. Classification/compensation staff can then complete position reviews and record justifications online.
4. Process Salary Recommendation Forms -- Department hiring managers can submit salary recommendation forms online upon selection of a new hire through the applicant tracking module.
5. Increase Communication -- Managers can review the status of their change requests online. Employees can access their current job description, eliminating phone inquiries traditionally handled by the classification/compensation staff.
6. Create Job Requisitions Using Position Descriptions --When used in conjunction with the applicant tracking system, managers can easily convert position descriptions into job requisitions when a position becomes vacant. Positions requiring modifications prior to posting can be automatically forwarded to the Human Resources staff, thus eliminating forms and time associated with the traditional paper process.

Establishment of a Recruitment Partnership with the Southern Regional Educational Board (SREB)

Current Plan

By Fall Semester, 2006

The Southern Regional Educational Board administers a nation-wide initiative, the Compact for Faculty Diversity, to produce more minority PhDs (in science, math, and engineering) and encourage them to seek faculty positions. The initiative has a retention rate of almost 90% and 70% of its graduates have begun academic careers in higher education since the founding in 1993 of the Doctoral Scholars Program.

SRED maintains regional databases of these Doctoral Scholars for higher education, and publishes numerous reports annually. SRED, through its Doctoral Scholars Program (which is part of the Compact for Faculty Diversity initiative), serves as a clearing house for serious recruiters of minority faculty.

1. During the fall semester of 2006 the Associate Director EO will disseminate this Doctoral Scholars data base to department chairs for their use as a recruitment tool.
2. This data base will be used by department chairs to determine if there are candidates available for designated Target of Opportunity (TOP) positions in their departments.

Campus Outreach

Current Plan

By Spring Semester, 2006

The Associate Director has had discussions in late September, 2005, with the Interim Vice President for Academic Affairs regarding her suggestion on the use of select constituent groups on our campus. The groups are natural resources for providing direct services, in addition to strategic input to the EO Office relative to minority faculty recruitment/retention. The following will take place:

1. The appropriate constituent groups (e.g., African American Faculty and Staff Association, Hispanic Faculty and Staff Association, etc.), in consultation with the Associate Director of EO, Associate VP of Academic Affairs for Personnel will assist in the recruitment of diverse faculty at various professional conferences they attend.
2. One-on-one meetings will be scheduled with as many diverse faculty and academic administrators to solicit suggested recruitment strategies for identifying, connecting with and "selling" potential underrepresented minority and women academic candidates. Emphasis will be placed on the areas in the Metro State workforce where there is high underutilization of minority academic staff, that is, the sciences, engineering and math.
3. The EO Office's function shall be as a clearing house providing the above mentioned constituent groups' faculty members with the necessary academic employment information at MSCD, and distribute materials on the College and on the Denver metropolitan area. The groups' faculty members, in turn, shall be asked to provide the EO Office with contact information on minority scholars who were contacted by and are interested in Metro State.

Equal Opportunity Office Training

The academic departments' assistance in identifying and recruiting diverse faculty candidates and retaining those persons once they are hired, requires training on the part of the Equal Opportunity Office staff. An overview of the College's Equal Opportunity/Affirmative Action and Diversity programs will include:

1. Several departments coming together for group sessions shall be encouraged because of the diversity of input that would come out of the training session discussions. The input shall include an array of recruitment experiences, challenges to the academic disciplines, unique barriers to/pitfalls of outreach-recruitment initiatives, etc.
2. Definition of terms (i.e., "diversity", "affirmative action", "equal opportunity", etc.), and discussions on strategies or approaches to employment outreach.
3. Discussions of non-traditional recruitment sources for faculty.
4. The importance arranging for the College minority faculty to have one-on-one discussions with potential minority academic applicants.
5. Discussions on mentoring and 'shadowing' approaches that focus on professional development initiatives.
6. Consideration of other support services programs.
7. Select faculty participation in training (faculty referenced elsewhere in this Plan to be used for networking and recruiting).
8. The EOO staff shall seek training outlines, materials and experiences from the same or similar initiatives that have taken place, and continue to take place, at UC System, UCD (Carmon Williams, Assoc. Provost, Multicultural Affairs), UC Health Sciences Center (Gwen Hill) and the University of Denver (Fernando Guzman, Center for Multicultural Excellence). In fact, Associate Provost Williams and Gwen Hill have expressed a willingness to provide diversity training on faculty recruitment and retention to Metro State's deans and department heads, according to Tara Tull.

Notice of Faculty Openings in Campus Community

Current Plan

By March, 2006

The Associate Director of Equal Opportunity, via electronic mail, shall send each minority faculty, either tenured or tenure track, a listing of the faculty position vacancies for Academic Year 2006 -07. A note will be attached to the email, with the following:

1. A request to forward the listing to minority faculty persons with whom they network, nationwide, locally, or regionally.

2. Contact information on the Associate Director of Equal Opportunity, Metro State.
3. Online direction for pulling up the position announcements from the College web page.
4. Online direction for pulling up the *Chronicle's* Employer Profile of Metro. State from the Chronicle web page.
5. Online direction for pulling up President Jordan's 40th Anniversary speech from the College web page

External Institutions' Notice of Faculty Openings and Collaborations

Current Plan

By Fall Semester 2006

1. The Associate Director of Equal Opportunity will continue, via electronic mail, to send historically Black institutions and Hispanic serving higher education institutions academic positions announcements for 2006/07.
2. The Associate Director of Equal Opportunity will initiate a dialogue with the diversity officers of the University of Colorado System institutions, University of Denver, and Regis University regarding the College's interest in the institutions' soon-to-be terminal degree graduates of color who are interested in joining an academy. The dialogue shall include the following:
 - Up-to-date information on Metro State's academic employment opportunities.
 - Guidelines of the FRIP and TOP initiatives.
 - A description of the College's support services and professional development programs, including mentoring programs, internships, and "shadowing programs" that enhance the College overall academic employment diversity initiative.

Enhancement of the Role of the Search and Screening Committee

Current Plan

By March, 2006.

The Associate Director of Equal Opportunity shall submit a proposal to the Executive Director of Equal Opportunity for the enhancement of the charge of the College screening committees. The proposal shall suggest that the committees become more proactive, and, in fact, function as and carry the title of "search committees". The enhancement of the overall function of the committees shall include the following.

1. Associate Director shall define terms, when appropriate (e., "underutilization", "availability").

2. Associate Director shall also discuss what is meant by aggressive recruitment and good- faith efforts relative to handling position openings in faculty job groups where there is underutilization of minorities, and what proactive role the committee has regarding the good faith efforts.

3. Associate Director shall challenge the committees to define their role beyond that of screening the applicants/candidates. These might include the following: advising the Associate Director of local/national sources, including non-traditional sources beyond those identified by EEO, according to the discipline represented by the faculty position opening; advising on additional suggested sources for placement of ads; offering suggested strategies for outreach, according to the discipline; and offering suggested interview questions aimed at measuring the candidate's valuing of diversity, in particular questions on enhancing diversity in the classroom, according to the discipline.

Faculty Tenure Track Hiring Data as of Fall 2006

Per the aforementioned strategies listed above for the recruitment of tenure track faculty for fall 2006 the college hired 58 faculty; 27(47%) females and 31(53%) males. Of those; 7(12%) were African American, 6(10%) were Hispanic, 37(64%) were white, 4(7%) were Asians and 4(7%) were others.

Tenure/Tenure Track race and ethnicity for 2006-2007

	AA	AS	CA	HI	OT	TOTAL
Female	3	1	20	1	2	27(47%)
Male	4	3	17	5	2	31(53%)
Total Faculty	7(12%)	4(7%)	37(64%)	6(10%)	4(7%)	58
						58

15 of the hires were hired through the Target of Opportunity Program (TOP). Of those; 7(43%) were African American, 3(20%) were Asian, 3(20%) were Hispanics and 2(13%) were white.

TOP HIRES FOR 2006/07

Top Hires for School of Letters Arts & Sciences						
Race as indicated by .EO Categories						
	BLK	ASN	NAT	HIS	W	Total
F	3	0	0	0	1	4
M	0	1	0	2	1	4
Total	3	1	0	2	2	8

Top Hires for School of Business						
Race as indicated by .EO Categories						
	BLK	ASN	NAT	HIS	W	Total
F	0	0	0	0	0	0
M	2	0	0	0	0	2
Top Hires for School of Professional Studies						
Race as indicated by .EO Categories						
	BLK	ASN	NAT	HIS	W	Total
F	0	0	0	1	0	1
M	2	2	0	0	0	4
Subtot	2	2	0	1	0	5
Grand total F						6(40%)
Grand Total M						9(60%)
Grand Total	7(47%)	3(20%)	0	3(20%)	2(13%)	15(100%)

Faculty Recruitment Incentive Program (FRIP)

From 2003 to the present admitted 13 participants to the FRIP; seven (54%) females and six (46%) males. Of those; seven (54%) African Americans, three (23%) Hispanics and three (23%) whites.

Six (46%) completed the program (1- African American female; 1- Hispanic female; 2- Hispanic males and 2- white females).

Three (23%) did not complete the program (1- African American female and 2- African American males).

Four (31%) are currently in the program (2-African American males and 2- white females).