



FACULTY RECRUITMENT MANUAL

Academic Affairs

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STATEMENT OF PURPOSE

As The University of Texas at San Antonio (UTSA) evolves into a great Hispanic thriving, R1, multicultural discovery enterprise, it is committed to building a highly qualified and diverse faculty in support of academic excellence. Your service as a Search Committee member or as a Diversity Access and Equity Advocate (Diversity Advocate) is instrumental to this commitment. This *Faculty Recruitment Manual*, developed jointly by Academic Affairs and Inclusive Excellence, provides guidance to ensure that a fair and effective standardized process is followed as you recruit colleagues to serve our diverse student population. The recruitment process is designed as a collaborative process with the result being general concurrence regarding the best qualified candidate for a position. Our collective efforts will continue to move us down the path of Inclusive Excellence.

The U.S. Equal Employment Opportunity guidelines as well as university policies, processes and procedures must be followed during every faculty search. **This manual sets out the processes and procedures for Tenured/Tenure Track (T/TT) faculty searches.** Failure to follow the processes outlined in this manual may result in the cancellation of a search. Cancelling a search delays hiring of new faculty and creates additional costs for your college and department. In addition, such failure could make both you *and the university vulnerable to legal challenges.*

FACULTY RECRUITMENT PROCESS & DIVERSITY

It is a university goal to identify, recruit, and retain highly qualified, talented, and diverse faculty for positions in all academic fields. Academic Affairs is responsible for developing and overseeing the faculty recruitment process.

Deans, Department Chairs/School Directors, and Search Committees are responsible for ensuring that equal opportunity is afforded to all candidates to further the university's goal of identifying and recruiting diverse, qualified and talented faculty.



Tips on Recruiting Diverse Applicants:

- ✓ Incorporate inclusive excellence language in your position descriptions.
- ✓ Maximize traditional and nontraditional search strategies.
- ✓ Communicate the availability of positions to a broad, diverse, non-main stream and innovative advertisement platforms.
- ✓ Expand discipline association involvement in the search process.
- ✓ Actively search for diverse candidates by using the committee's network and resources.
- ✓ Incorporate structured application and review processes.
- ✓ Develop and execute strategies to attract qualified women and members of underrepresented groups.
- ✓ Use the Accelerated Faculty Diversity Hiring Programs when applicable.

For more, see [UTSA Inclusive Faculty Recruitment Tips](#) at the end of this manual.

FACULTY POSITIONS: RESPONSIBILITIES

The University Strategic Plan and subsidiary planning processes at the college and departmental level, shall guide faculty recruitment activity and hiring decisions. **The Dean has the ultimate authority in the recruitment process for ensuring the recruitment of highly qualified and diverse faculty.** The Deans will establish and manage the recruitment budget for their respective college in order to achieve faculty recruitment objectives.

Deans shall stay informed about faculty hiring needs in the college through continuous consultation with the Department Chairs/School Directors and through other means, such as recommendations from outside program reviewers, and benchmarking with other institutions. Deans shall maintain a prioritized list of faculty hiring needs in the college.

TENURE/TENURE TRACK HIRING PROCESS

The recruitment process is designed as a collaborative process with the result being the best-qualified candidate for a position. Faculty, Department Chairs, and Deans actively collaborate toward that end.

Position requests are done by chairs and deans through the faculty request portal, <http://provost.utsa.edu/resources/dean.html>. The Provost grants final approval of position requests. UTSA uses PeopleSoft, an online automated employment system to post and hire faculty positions. The PeopleSoft system is managed and supported by Human Resources. **Faculty recruitment contacts in Talent Acquisition (People Excellence/HR) can be reached at talentacquisition@utsa.edu.**

Participants in the Search Process

Deans

- Review and approve recommendations from the Department Chairs for Search Committee members and the Search Committee Chair. Diversity should be taken into consideration when appointing members to a Search Committee, using the recommended faculty search committee composition. The Dean has final approval for who serves on a Search Committee. Review and approve [Recruitment Plan Phase 1](#) (Job Posting) before submission to Academic Affairs.
- Review and approve [Recruitment Plan Phase 2](#) (Questions and Rubric).
- Approves the On-Campus List (Short List) of Candidates
- Receive and consider hiring recommendations from the Department Chair/School Director leading to the hiring of a candidate.
- Cancel a search at any point if the search process has not produced a pool of candidates of sufficient quality and diversity, or if the search process has not fully complied with the requirements of this policy.

Department Chairs/School Directors

- Upon receiving approval from the Dean, initiate the search process by submitting recommendations of Search Committee members to the Dean. Diversity should be taken into consideration when appointing members to a Search Committee by using the recommended faculty search committee composition.
- Review and approve [Recruitment Plan Phase 1](#) (Job Posting) before submission to Academic Affairs.
- Review and approve [Recruitment Plan Phase 2](#) (Questions and Rubric).
- Review Long List and Short List and submits to the Dean for approval.
- Solicit information to contact potential candidates for a position from faculty members in the department, not on the Search Committee. Potential candidates should be directed to apply via the Peoplesoft Talent Acquisition Manager (TAM) system.
- Receive and review the recommendations submitted by the Search Committee regarding the most qualified candidates.
- Forward or communicate recommendations to the Dean, and ensure that candidates forwarded to the Dean reflect the University's goal for faculty appointments.
- Retain search files for each faculty search in the department office (three-year retention).
- Ensure the applicant pool is updated by working with Talent Acquisition to disposition the applications in TAM throughout the recruitment process.

Search Committee

- Develop an inclusive [Recruitment Plan Phase 1](#) (Job Posting) and [Recruitment Plan Phase 2](#).
- Attend Search Committee training each time appointed to a search committee but only once in a year.
- Incorporate inclusivity search practices (in all components, or phases, of the search process from posting, to recruiting, to screening, to interview, to selection) received from the trainings.
- Actively recruit qualified diverse candidates.
- Screen applicants, identify leading candidates, and advise the Department Chair/School Director and the Dean concerning candidate qualifications and suitability for the position. Develop, review and submit a list of candidates for Video and/or On-Campus interviews to the Department Chair/School Director. Interview candidates. Submit review of candidates to the Department Chair/School Director. Details in the [Steps for Approved Searches](#).

Search Committee Chair and Diversity Advocate

- Provide oversight of process as outlined in this manual.

- Manage the overall process of the search and ensures the faculty recruitment process follows university and UT System policies, as well as state and federal EEO requirements.
- Attend all Search Committee meetings, candidate interviews, and sessions involving official committee deliberations regarding candidates.
- Lead the incorporation of “Inclusive Search” instruments to reduce implicit bias. Raises awareness about implicit biases and draws attention to potential assumptions that are not related to the candidate’s qualifications.
- Ensures the recruitment plan and advertisement are free of bias, prejudice, or stereotyping, and emphasizes the departments commitment to diversity and inclusion.
- Ensure fair and equal treatment for *all* candidates throughout the search process and that interview procedures treat all applicants consistently and provides similar opportunities for each candidate invited for a campus visit
- Help ensure the applicant pool is sufficiently diverse to attain goal of building highly qualified and diverse faculty by partnering with Talent Acquisition who will analyze the long and short list of applicants.
- Identify issues and discuss concerns with Department Chair/School Director, Dean, or Academic Affairs.
- Attend Search Committee Chair training each time appointed to a search committee but only once in a year.

GENERAL SEARCH PROCESS TIMELINE

The Provost is committed to ensuring that the faculty search process results in the recruitment and employment of highly qualified faculty. The timeline below provides a roadmap for an efficient hiring process.

August	Form Search Committee and appoint chair; finalize advertisement
September	Complete recruitment plan; solicit nominations; complete job posting, training for committee chairs and search committees
October	Soft closing date; review applicants; develop short list of candidates and verify pool diversity through Talent Acquisition
October	Virtual interviews
November & December	On-campus interviews with candidates
January	Select best candidate work with Dean to develop startup package; negotiate offer
March 1	All offers should be made
March – July	Prepare office and/or research space for new faculty member; gather materials together and submit hiring packages by mid-April.

June - August	Assist faculty member with transition to UTSA
August	New Faculty Academy- Bold Beginnings

STEPS FOR APPROVED SEARCHES

The search committee composition and Phase I Recruitment Plan must be approved by the Department Chair/ School Director, Dean, and Academic Affairs before proceeding through the search process.

Search Committee Requirements:

Faculty Search Committee Composition

- Chair submits search committee for approval by Dean.
 - Minimum to include 4 T/TT faculty members.
 - The Committee Chair role includes Diversity Advocate (*The Diversity Advocate serves as the “Inclusivity” hiring lead charged with facilitating the incorporation of the inclusivity hiring guidelines in the faculty search process.*)
 - At least 1 URM* faculty member, **AND** at least 1 women faculty member and include gender diversity.
 - At least 1 member from another department or external to UTSA subject matter expert.

Department Chair Search Committee Composition

- Dean submits search committee for approval by Academic Affairs
 - Minimum to include 6 members.
 - Must be chaired by another department chair in the college or outside.
 - The Committee Chair role includes Diversity Advocate (*The Diversity Advocate serves as the “Inclusivity” hiring lead charged with facilitating the incorporation of the inclusivity hiring guidelines in the faculty search process.*)
 - Have 1 associate dean from the college.
 - At least 1 chair from the college (which can be met by search committee chair.)
 - At least 1 chair from outside the college (which can be met by search committee chair.)
 - At least 3 faculty members from the department.
 - At least 1 member from another department, or external subject matter expert, which can be met by other required members above.
 - At least 1 URM* faculty member, **AND** at least 1 women faculty member, each of which can be met by other required members above (e.g. associate dean, chair, etc.) and include gender diversity.

*Under Represented Minority (URM)

Underrepresented minority (URM) faculty are faculty whose identified race/ethnicity falls into one of the following groups: Hispanic, Black/African-American, American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander, or two or more races. Race/ethnicity is measured using IPEDS categories, therefore International faculty (faculty who are not US citizens or legal permanent residents) are retained in their own racial/ethnic group and are not considered URM faculty. Source: Texas Higher Education Coordinating Board Faculty Report (CBM008)

1) Phase I Recruitment Plan (Job Posting)

These documents will be uploaded into the [Faculty Hiring Request Portal](#). Refer to the [Recruitment Plan](#) and [Hiring Portal manuals](#) for instructions on how to route through the portal.

- a) Recruitment Plan Phase 1 includes
 - (1) Schedule for the search process
 - (2) The search committee composition and how it meets composition requirements
 - (3) Job Description
 - (a) Position and rank
 - (b) Required and preferred qualifications
 - (c) What candidates must submit
 - (i) Required CV
 - (ii) Provide a research and teaching statement, which includes discussion on the role diversity and inclusion plays in an academic environment
 - (4) All positions should be posted as open until filled with a priority deadline
- b) Required statements
 - (1) Inclusive Excellence language,
<https://www.utsa.edu/inclusiveexcellence/programs/recruitment/inclusivehiring/language.html#language>
 - (2) A statement that UTSA is an R1, urban-serving, Hispanic thriving discovery enterprise deeply committed to student success and academic excellence including growing doctoral education.
 - (3) A statement indicating whether candidates who have not completed their doctoral dissertation (ABDs) will be considered
 - (4) If one or more of the positions advertised includes tenure upon hire, the ad must include the statement “Tenure is contingent upon Board of Regents approval.”
 - (5) “Applicants must be able to show proof that they are eligible and qualified to work in the United States by time of hire.”
 - (6) UTSA is an Affirmative Action/Equal Opportunity Employer. Women, minorities, veterans, and individuals with disabilities are encouraged to apply.”
- c) Advertisements
 - i) The short and long advertisement.
 - ii) Subject matter or professional organizations the department will advertise in and how (online vs. print) UTSA will place in diversity publications.

2) Phase 2 Recruitment Plan (Rubric and Questions)

Refer to your College on the process for submittal and review of these documents.

- a) Approval is required by the department chair/school director and Dean.
- b) A review matrix for candidates for video interviews and on-campus list.
 - i) Examples including a diversity rubric are provided in the appendix.
- c) Screening interview questions for video including the following diversity question
 - i) The University of Texas at San Antonio (UTSA) strives to be a model of equity and inclusion to support all members of the UTSA community representing varied abilities, viewpoints, backgrounds, and life experiences. Please describe what qualifications and/or experiences have prepared you to contribute to fostering an inclusive environment where everyone is welcome and valued?
 - ii) Diversity rubric is provided in the appendix.

3) Training

- a) All committee members, including Committee Chairs, must complete AM688 Inclusive Excellence in Hiring through <https://mytraining.utsa.edu/online/>.
- b) Search Committee Chairs
 - i) Synchronous session on recruitment process and implicit bias, inclusive excellence, subjective reviewing, etc. will be required in addition to the online module. Register for available sessions at mytraining.utsa.edu
 - ii) The search committee chair should ensure all members have completed the training prior to being given access to review applications.

4) Candidate Screening Process

- a) Search committees will have access to review candidate materials in the Talent Acquisition Manager System which is located in Peoplesoft. *Refer to training aids developed by Talent Acquisition to access <https://www.utsa.edu/hr/talent-acquisition/>.*
- b) Approved review matrix is used to screen candidates. Applicants selected for video or phone interviews “**Long List**” should be emailed to Talent Acquisition, talentacquisition@utsa.edu, in an excel spreadsheet with a request to update the pool and confirm if the *Inclusivity Requirement* is met.
 - i) Talent Acquisition will review and reply that pool has been updated and *Inclusivity Requirement* is met.
- c) At least 1 URM and woman candidate must be interviewed (Inclusivity Requirement)
 - i) If the pool does not meet the “Inclusivity” requirement, Talent Acquisition will recommend candidates that have met the minimum requirements to be included in the video/phone interviews.

- d) Exceptions to the “Inclusivity” requirement are approved through a memo to the Dean from the Department Chair to justify why this requirement cannot be met. The Dean will review and make a determination.
- e) Required to do video/phone interviews.
- f) Approved screening interview questions must be used with each candidate.
- g) At least 2 search committee members must be present during interviews.

5) On-Campus List

- a) By memo, Committee makes recommendations for on-campus interviews to department chair.
 - i) All candidates interviewed virtually are separated into On-Campus Interviews and Alternates.
 - ii) After completing the video/phone interviews, candidates selected for on-campus interviews will then be moved to the workflow state “**Short List.**”
 - (1) A minimum of 3 candidates must be in the On-Campus list.
 - iii) Strength and weakness for each candidate must be given.
 - iv) **For faculty searches**, the list must include at least 1 URM* candidate **or** at least 1 women candidate, for on campus interviews (*Inclusivity Requirement*).
 - v) **For department chair searches**, the list must include at least 1 URM* candidate **AND** at least 1 women candidate for on campus interviews (*Inclusivity Requirement*).
- b) By memo, the Department Chair makes recommendations for on-campus interviews to Dean from the committee’s memo.
- c) Dean reviews and approves list of on-campus interviews.
 - i) At this point, email Talent Acquisition at talentacquisition@utsa.edu and include your “**Short List**” candidates.
 - (1) Talent Acquisition will review and reply that pool has been updated and *Inclusivity Requirement* is met.
 - ii) Exceptions to the “Inclusivity” requirement approved through a memo from the Dean to Academic Affairs to justify why this requirement cannot be met. Academic Affairs will review and make a determination. The memo can be submitted directly to Academic Affairs, vpaa.facrec@utsa.edu.

6) Campus Interviews

- a) Chair invites approved on-campus list from Dean of candidates for interview.
- b) If an associate or full professor position, DFRAC must meet prior to on-campus interview of all candidates and provide the recommendation to the department chair.
- c) Search committee must develop a list of standard questions for all candidates when they meet with them.

- d) Each candidate should have a uniform schedule and no receptions shall be hosted at faculty or administrator's houses.
- e) Department chair candidates need to meet with the Sr. Vice Provost of Academic Affairs or their designated delegate during their on-campus interview. Contact vpaa.facrec@utsa.edu to set up.
- f) Department Chair provides contact information and offers candidates the opportunity to meet with UTSA affinity groups (<https://www.utsa.edu/inclusiveexcellence/our-approach/affinity-groups/index.html>) or meet with the Vice President for Inclusive Excellence, Dr. Myron Anderson. Contact Cynthia Arreola, cynthia.arreola@utsa.edu, to set up meeting. The candidate is responsible for reaching out.
- g) Departments should provide candidates the following link to learn more about UTSA, San Antonio, <https://provost.utsa.edu/resources/faculty.html> .

7) Recommending Final Candidate

- a) By memo, the Search Committee makes recommendations to Department Chair
 - i) All candidates interviewed are separated into two categories Acceptable and Alternatives.
 - ii) Strength and weakness for each candidate must be provided.
- b) By memo, Department Chair provides recommendation to Dean.
 - i) Provide recommendation for the final candidate including strength and weaknesses of each candidate who interviewed.
- c) Dean reviews and submits final candidate to Academic Affairs through the hiring portal for approval to hire. *Refer to the [Submission of Hiring Plan Documents manual for instructions on seeking approval and extending an offer.](#)*

8) Extending an Offer

- a) Once approved by Academic Affairs, then an offer can be extended to the candidate.
- b) This process is repeated until a candidate is hired or the search is canceled.

UTSA INCLUSIVE FACULTY RECRUITMENT TIPS-

Inclusivity and Excellence are two core values of UTSA. Recruiting, and retaining highly qualified, faculty for all academic fields is paramount to being a model University as it relates to teaching, research, and student success. To this end, below are some additional proven best practices to assist in your quest to be inclusive in recruiting high quality faculty to UTSA.

Before the Search

- Faculty commitment. This is the most important resource as faculty make up over 70 percent of the persons evaluating, implementing policies, recruiting formally and informally, referring and designing position responsibilities and position descriptions for the recruited faculty and is where the decisions are made to hire.
- Review College and Department annual hiring data. Having an understanding of your College and Departments faculty diversity (gender and race/ethnicity, etc.) for tenure/tenure track faculty will assist you in developing your strategy for recruitment. It is important to know year to year how your College and Department is doing in regard to diversifying your faculty.
- Attend the search committee training to acquire knowledge in regard to inclusive excellence, policies, processes and procedures.
- Review the position description advertisement to ensure that Inclusive Excellence language is incorporated throughout the announcement. Please visit <https://www.utsa.edu/inclusiveexcellence/programs/recruitment/inclusivehiringlanguage.html> for more information and to review examples.
- Identify search committee and discipline specific faculty networks to circulate the position announcement to promote diversity.
- Create a recruitment plan that ensures a comprehensive search process emphasizing diversity and high quality throughout. This may include, but is not limited to, the placement of the ads in locations where underrepresented candidates may access them.
- Create a diverse search committee consisting of men, women and members from underrepresented groups who can bring multiple perspectives to the committee; and who are fully committed to the institution's goal of recruiting excellent diverse faculty.
- Expand your organizational associations. It is important to have ongoing relationships with local and national underrepresented organizations (Southern Region Education Board (SREB) and Hispanic Association of Colleges and Universities (HACU), Historically Black Colleges and University's (HCBUs), The Association to Advance Collegiate Schools of Business (AACSB), The Ph.D. Project, etc.), and special interest groups as well as institutions that produce graduate students of color. These relationships can pay huge dividends when recruiting underrepresented scholars as personalization is "key" in achieving successful hires.

During the Search

- Encourage all search committee members to reach out to high potential diverse candidates to encourage them to apply for open positions. Networking and hands on recruiting efforts can be very effective.

- Cast a wide net to advertise; underrepresented groups and organizations, listservs, bulletin boards, professional networks, contacts, conferences, visiting diverse scholars who may have presented on campus, visit institutions that produce large numbers of underrepresented PhDs.
- Provide a faculty contact for communication throughout process, as well as information about the University, College, and the San Antonio area.
- Reinforce to the candidate that if they have any questions that arise once they return home to please feel free to contact the UTSA search point of contact.
- Emphasize that creating a welcoming and inclusive environment is very important at UTSA. Provide the opportunity for candidates to meet with key groups and other diverse faculty on campus.
- Provide an opportunity for the candidates to meet with the Vice President for Inclusive Excellence. This will provide the candidates with an additional university contact and an opportunity for general discussion.

After the Search

- Evaluate the search process; what went well during the search? What, if anything, could have been done better to enhance a more diverse outcome?
- Follow up soon with the new hire to introduce them to “key” College and Department contacts and to promote a smooth transition and successful onboarding.
- Introduce the new faculty hire to the Tenure Track Networking Club <https://www.utsa.edu/inclusiveexcellence/programs/retention/tenure-track-networking-club/index.html> to serve as an additional resource to enhance their tenure track journey.
- Consider sponsoring on and off campus events to showcase the new faculty hires research, teaching and service.
- Continue to develop internal data bases and systems to identify and hire diverse talent, i.e. point potential faculty to the Stealth Recruitment Portal <https://www.utsa.edu/inclusiveexcellence/programs/recruitment/inclusive-recruitment/index.html>.

Final Thought

*The goal is **not** to recruit diverse faculty who are excellent.....The goal is to **hire** excellent faculty who are **diverse**. ~Dr. Myron Anderson~*

Questions?

Contact:

Academic Affairs-Faculty Success
210.458.4110

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Inclusive Excellence
210.458.4451

myron.anderson@utsa.edu or Cynthia Arreola cynthia.arreola@utsa.edu

People Excellence - Talent Acquisition TalentAcquisition@utsa.edu



- Strategic Hiring Initiatives:

- Clustered and Connected Hiring Program
- Advancing Academic Excellence through Accelerating Faculty Diversity Hiring Program
- Dual Career Academic Partners Hiring Program
- Advancing Academic Excellence through Accelerated Hiring of Nationally Recognized Faculty Program.

For more, see [website](#).

Appendix

Example Candidate Assessment Rubric

Reviewer Initials:

Core Values

We encourage an environment of dialogue and discovery, where integrity, excellence, inclusiveness, respect, collaboration, and innovation are fostered.

Statement of Inclusivity

The University of Texas at San Antonio, a Hispanic Serving Institution situated in a global city that has been a crossroads of peoples and cultures for centuries, values diversity and inclusion in all aspects of university life. As an institution expressly founded to advance the education of Mexican Americans and other underserved communities, our university is committed to ending generations of discrimination and inequity. UTSA, a premier public research university, fosters academic excellence through a community of dialogue, discovery and innovation that embraces the uniqueness of each voice.

Qualifications (Exceptional, Above Average, Meets Criteria, Below Average, Does not meet Criteria, Need More Information)						Overall Grade* (A, B, C)	Comments
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Qualifications (Exceptional, Above Average, Meets Criteria, Below Average, Does not meet Criteria, Need More Information)						Overall Grade* (A, B, C)	Comments	
Candidate Name(s)	Experience in or understanding of the <i>Specific Position Criteria</i>	Experience in or understanding of the <i>Specific Position Criteria</i>	Experience in or understanding of the <i>Specific Position Criteria</i>	Experience in or understanding of the <i>Specific Position Criteria</i>	Experience in or understanding of the <i>Specific Position Criteria</i>	Experience in or understanding of the <i>Specific Position Criteria</i>		

*A = Meets or exceeds qualifications; recommend for interview
 B = Neutral; recommendation deferred for committee deliberation, if needed
 C = Does not meet qualifications; do not recommend for interview

Examples of Experience or Position Criteria (not an exhaustive list and should be based on the job description and search committee discussions) these can be considered required or preferred based on the job description

- Holds a Ph.D. or terminal degree in the field
- Area of expertise is in ...*(list from job description)*
- Research productivity through journal publications, conference presentations, etc.

- Successfully received external sponsored project funding
- Completed a post-doctoral fellowship
- Experience teaching undergraduate students
- Experience teaching graduate students
- Demonstrated teaching effectiveness (instructor of record, student evaluation, teaching workshops and trainings, etc.)
- Mentored students
- Has administrative experience
- Has involvement with professional organizations in the field
- Participated in cross-disciplinary research

Inclusive Hiring Question

We encourage an environment of dialogue and discovery, where integrity, excellence, inclusiveness, respect, collaboration and innovation are fostered. The Inclusive Excellence Advisory Board recommends that the following question is included in job applications or interviews (whichever is deemed appropriate) for all positions hired at UTSA. The evaluation rubric serves as a guide to measure the applicant's response.

Question

The University of Texas at San Antonio (UTSA) strives to be a model of equity and inclusion to support all members of the UTSA community representing varied abilities, viewpoints, backgrounds, and life experiences. Please describe what qualifications and/or experiences have prepared you to contribute to fostering an inclusive environment where everyone is welcome and valued?

Evaluation Rubric

1 being lowest- 4 being highest

Criteria	1 (no demonstration)	2 (limited articulation of issues; few examples of experiences related to diversity and inclusion provided)	3 (adequate understanding of issues; multiple examples related to diversity and inclusion provided)	4 (exceptional understanding of issues; substantial, consistent examples related to diversity and inclusion provided)
Identifies qualifications, intellectual contributions and experiences working and engaging with diverse populations				
Demonstrates participation in events and initiatives designed to promote equity, diversity and inclusion				
Demonstrates leadership in developing and/or implementing policy or programs designed to advance diversity and inclusion				