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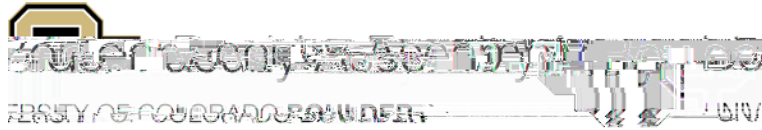
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limit bias against protected classes. Potential frameworks for doing so are currently in development at many universities, including federally funded efforts on the CU-Boulder campus.<sup>7</sup> In this process,

the campus should conduct appropriate evidence-based studies at CU to understand and limit bias as much as possible.

3. Whether or not FCQs are revised or replaced, awareness of biases in evaluation must be increased campus-wide.
4. Consistent with University and Campus policies around reappointment, promotion, and tenure,<sup>8</sup> multiple measures must be used in evaluations of teaching. Evaluation committees at all levels of the University should give weight to measures that are likely to have the least bias.
5. Given that it may be impossible to eliminate bias from survey data, it may be most appropriate to consider using surveys such as FCQs as formative assessments that help guide revision of teaching and curriculum, and not for summative personnel evaluations.

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<sup>7</sup> <https://www.colorado.edu/teaching-quality-framework/>, accessed 12/04/17

<sup>8</sup> <https://www.cu.edu/ope/aps/1009>, and <https://www.colorado.edu/facultyaffairs/career-milestones/reappointment-promotion-and-tenure/relevant-policies-and-procedures-0>, accessed 3/7/18. See also report by then AVC Todd Gleason: <https://artsandsciences.colorado.edu/facstaff-old/docs/MultipleMeasures.pdf>, accessed 3/7/18