

CU Anschutz
Affirmative Action Plan
November 1, 2018 – October 31, 2019



Summary



Executive Summary

As part of the Office of Federal Contract Compliance Programs (“OFCCP”) requirements and the University’s affirmative action program, the Anschutz Medical Campus (“CU Anschutz”) is required to produce an annual Affirmative Action Plan (“Plan”). The purpose of the Plan is to provide campus leaders, managers, and employees with a comprehensive assessment, including statistical analysis, of our affirmative action efforts. The Plan is designed to identify employment goals, potential barriers to equal employment opportunities, and progress made toward meeting our goals. The Plan includes a set of required statistical reports that allow CU Anschutz to evaluate its workforce and determine areas where women, racial or ethnic minorities, veterans, and individuals with disabilities are underrepresented.

The current Affirmative Action Plan for CU Anschutz includes 10,674 employees, including both faculty and staff. Minorities make up 18.8% of the workforce (2,003 employees), and women make up 62.8% (6,704 employees).

We identify areas of underrepresentation by placement goals. Placement goals are determined annually with respect to women and minorities by calculating differences between current workforce and estimated availability as defined by external labor markets and internal opportunities. If the difference is statistically significant, then a placement goal or area of underrepresentation is identified. Once identified, the campus is to make good-faith efforts to meet, where possible, those goals. Our placement goals for minorities and women for this Plan Year are as follows:

Job Group & Name	Minorities	Women
01-01: Senior Instructor	Yes	
01-02: Instructor	Yes	
01-03: Adjunct & C/T Professor	Yes	
02-01: Professor	Yes	Yes
02-02: Associate Professor	Yes	Yes
02-03: Assistant Professor	Yes	
02-04: Professor – Clinical		Yes
02-06: Assistant Professor – Clinical	Yes	
02-07: Senior Instructor – Clinical	Yes	
02-08: Instructor – Clinical	Yes	
03-08: Post-Doctoral Fellow	Yes	
03-09: Other Fellow	Yes	
14-02: Middle Librarians		Yes



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16-02: Middle Other Teaching & Support	Yes	
19-04: Senior Professional Research Assistant	Yes	
21-03: Entry Health Care & Technical		Yes
21-04: Medical Resident	Yes	
22-03: Entry Service		Yes
24-03: Entry Office and Administrative	Yes	

Annually, the Affirmative Action Plan analyzes the applicant pools, hires, and promotions to determine whether significant underrepresentation exists in any of those categories. Minorities in the applicant pool increased over the previous Plan Year by 1.72%. Women in the applicant pool decreased by 4.3%, but remained as over half of the applicant pool at 64.93%. Hires of minorities and women increased over the previous Plan Year by 11.3% and 2.6%, respectively. Promotions of minorities and women increased over the previous Plan Year by 2.19% and 1.3%, respectively.

We also determine annually whether we have met the federally mandated hiring benchmark of 6.4% for protected veterans and the federally mandated utilization benchmark, which is 7%. For this Plan Year, we hired 2.3% veterans, falling short of the 7% goal but improving over the previous Plan Year by almost 1%. This year 1% of our employees have disclosed having a disability, also falling short of the 7% goal.

Over the course of this Plan Year, the Anschutz Medical Campus will focus on:

- Developing new processes and procedures for search committees in order to improve our hiring of women, minorities, individuals with disabilities, and protected veterans;
- Establishing a resource toolkit focused on recruitment and retention of women, minorities, individuals with disabilities, and protected veterans;
- Establishing programs focused on retaining women and minorities; and
- Refining our data entry processes to minimize missing and incorrect data;
- Improving our systems for tracking outreach efforts.



Summary

Introduction

Signed into law by President Johnson in 1965, Executive Order 11246 requires federal contractors to adopt an affirmative action program. The program was designed for federal contractors to take “affirmative action” for the employment and advancement of qualified minorities. It also stated that discrimination based on a person’s race or ethnicity was unlawful. The “affirmative action” or “positive steps” a federal contractor was expected to take involved eliminating existing barriers to equal opportunity that disproportionately affected minorities. In 1967, similar affirmative action obligations were created with respect to women.

Today, affirmative action programs require federal contractors to apply affirmative action toward minorities, women, protected veterans, and individuals with disabilities. The focus should be on engaging in effective outreach efforts to attract, employ, and advance those underrepresented groups and eliminate barriers to their equal opportunity. The federal program also prohibits discrimination in employment decisions on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, veteran status, and disability. All of those characteristics are covered by the University of Colorado Law of the Regents Article 10 on Non-Discrimination. Article 10 also prohibits discrimination based on pregnancy, age, creed, gender expression, political affiliation, and political philosophy.

As part of the Office of Federal Contract Compliance Programs (“OFCCP”) requirements and the University’s affirmative action program, the Anschutz Medical Campus (CU Anschutz) is required to produce an annual Affirmative Action Plan (“Plan”). The purpose of the Plan is to provide campus leaders, managers, and employees with a comprehensive assessment, including statistical analysis, of our affirmative action efforts. The Plan is designed to identify employment goals, potential barriers to equal employment opportunities, and progress made toward meeting our goals. The Plan also includes a narrative description of CU Anschutz’s employment policies, practices, and procedures that support the goal of equal opportunity by fostering a diverse and inclusive community.

The Plan includes a set of required statistical reports that allow CU Anschutz to evaluate its workforce and determine areas where women, racial or ethnic minorities, veterans, and individuals with disabilities are underrepresented. We accomplish this by conducting an analysis by race and gender in job categories within organizational units. To determine areas of underrepresentation, we



compare the current workforce against estimates in relevant labor markets and internal advancement opportunities. If underrepresentation is identified, CU Anschutz is required to develop effective action plans and strategies, including outreach to and recruitment of qualified minorities and women in order to achieve representation.

In addition to underrepresentation, the Plan analyzes data on applicants, hires, promotions, and separations to ensure there is no unintended disproportionate impact on race, ethnicity, or gender. This allows CU Anschutz to more closely identify potential barriers to equal employment opportunities and put strategies in place to help remove them.

The Plan covers all permanent employment groups, including faculty, research faculty, clinical faculty, medical residents, university staff, and classified staff. “Faculty” titles refer to tenure-track, non-tenure-track, and lecturer positions. Faculty with administrative roles, such as Dean or Vice Chancellor positions, are reported based upon their administrative appointment. Data on faculty and staff personnel, provided by the Office of Institutional Research, are reflective of November 1, 2018. Data on hires, promotions, and separations were compiled from November 1, 2017, through October 31, 2018.

The CU Anschutz’s Affirmative Action Officer is Lauren Fontana, who created the Plan.

Workforce Profile

The current Affirmative Action Plan for CU Anschutz includes 10,674 employees, including both faculty and staff. Minorities make up 18.8% of the workforce (2,003 employees), and women make up 62.8% (6,704 employees). “Minorities” includes employees who identified themselves as Asian, Black, Hispanic, Native American, Pacific Islander, or Two or More. Where race data was missing for employees, they were characterized as “white” for purposes of this Affirmative Action Plan. While that likely underestimates the actual percentage of minorities, it avoids inadvertently masking potential underrepresentation of minorities. Similarly, all employees who did not disclose their sex were characterized as “male,” again to avoid inadvertently masking issues of underrepresentation of women. Over the course of this Plan Year, we will continue our work obtaining demographic data for employees whose data is missing in order to conduct a more accurate analysis.



Figure 1: Workforce by Race

	Number	Percentage
Total	10,674	100%
Total Minorities	2,003	18.8%
Asian	750	7%
Black	301	2.8%
Hispanic	796	7.5%
Native American	48	0.4%
Pacific Islander	13	0.1%
Two or More Races	95	0.9%

Placement Goals

We identify areas of underrepresentation by placement goals. Placement goals are determined annually with respect to women and minorities by calculating differences between current workforce and estimated availability as defined by external labor markets and internal opportunities. If the difference is statistically significant, then a placement goal or area of underrepresentation is identified. Once identified, the campus is to make good-faith efforts to meet, where possible, those goals. Placement goals are not intended to be hiring quotas or set-asides for hiring those identified as being underrepresented.

Placement goals are identified by job group, which is a group of positions with similar job duties, responsibilities, opportunities, and compensation. A complete list of all job groups including job titles is available upon request. Job groups span schools, colleges, and departments across the Anschutz Medical Campus.

Figure 2: Placement Goals

Job Group & Name	Minorities	Women
01-01: Senior Instructor	Yes	
01-02: Instructor	Yes	
01-03: Adjunct & C/T Professor	Yes	
02-01: Professor	Yes	Yes
02-02: Associate Professor	Yes	Yes
02-03: Assistant Professor	Yes	
02-04: Professor – Clinical		Yes
02-06: Assistant Professor – Clinical	Yes	
02-07: Senior Instructor – Clinical	Yes	
02-08: Instructor – Clinical	Yes	
03-08: Post-Doctoral Fellow	Yes	



03-09: Other Fellow	Yes	
14-02: Middle Librarians		Yes
16-02: Middle Other Teaching & Support	Yes	
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Applicants

One way we can effectively measure outreach efforts is to examine the demographics of the applicant pools. Annually, the Affirmative Action Plan analyzes the applicant pools to identify any potential barriers to equal opportunity in the hiring process and determine if outreach efforts have been successful in increasing the number of qualified minorities and women.

Figure 3 shows the applicant pool and selections derived from data pulled out of CU Careers between November 1, 2017, and October 31, 2018. Individuals who failed to meet minimum qualifications or withdrew from consideration were excluded from analysis.

Figure 3: Applicant Analysis

	Applicant Pool	Selection Rate
Total	8719	7.05%
Women	64.93%	7.97%
Total Minorities	33.86%	4.71%
Asian	10.14%	5.88%
Black	6.39%	4.31%
Hispanic	12.39%	4.35%
Native American	0.57%	16%
Pacific Islander	0.14%	0%
Two or More Races	4.21%	2.18%

Minorities in the applicant pool increased over the previous Plan Year by 1.72%. Women in the applicant pool decreased by 4.3%, but remained as over half of the applicant pool at 64.93%.



Hires and Promotions

The next two figures (Figure 4 and Figure 5) show the breakdown of hires and promotions. “Hires” includes both new hires and rehires of faculty and staff. “Promotions” are movements of current employees into new positions that reflect an increase of compensation, responsibilities, and opportunities.

Figure 4: Hires

	Number	Percentage
Total	615	100%
Women	451	73.33%
Total Minorities	139	22.6%
Asian	52	8.46%
Black	24	3.9%
Hispanic	47	7.64%
Native American	8	1.3%
Pacific Islander	0	0%
Two or More Races	8	1.3%

Hires of minorities and women increased over the previous Plan Year by 2.5% and 7.33%, respectively.

Figure 5: Promotions

	Number	Percentage
Total	383	100%
Women	273	71.28%
Total Minorities	78	20.37%
Asian	26	6.79%
Black	15	3.92%
Hispanic	31	8.09%
Native American	2	0.52%
Pacific Islander	1	.026%
Two or More Races	3	0.78%

Promotions of minorities and women increased over the previous Plan Year by 1.56% and 1.78%, respectively.



Separations

Data on separations provide us with information about our retention efforts. Retention rates are indicative of whether the Anschutz Medical Campus is welcoming and inclusive once a hire is made. Many times, understanding why an employee decides to leave an employer is difficult. Capturing data on race and sex, however, can allow us to determine if certain groups are leaving at a higher rate than other groups and how those rates compare to hires and promotions.

Figure 6: Separations (Voluntary & Involuntary)

	Number	Percentage
Total	1014	100%
Women	647	63.81%
Total Minorities	204	20.12%
Asian	61	6.02%
Black	30	2.96%
Hispanic	90	8.88%
Native American	12	1.18%
Pacific Islander	2	0.20%
Two or More Races	9	0.89%

Protected Veterans

Since March 2014, federal contractors have been required to meet hiring targets for protected veterans at a rate of 7% per year. Similar to the placement goals for women and minorities, if this goal is not met, the CU Anschutz must engage in effective outreach efforts to attract and employ protected veterans. For this Plan Year, we hired 2.3% veterans, falling short of the 7% goal but improving over the previous Plan Year by almost 1%. As with the placement goals for women and minorities, this benchmark is not a quota or set-asides for hiring protected veterans. CU Anschutz will make a concerted effort during this Plan Year to recruit more veterans for employment.

Individuals with Disabilities

Federal contractors have also been required since March 2014 to meet a utilization goal for employees with disabilities of 7%. If this goal is not met, the Anschutz Medical Campus must engage in effective outreach to attract and employ individuals with disabilities. For this Plan Year, 1% of CU Anschutz employees have disclosed having a disability. This falls short of the 7% goal, which, while not a quota or set-aside, is the benchmark set by the federal government for which



federal contractors are to aim. Our utilization rate is likely inaccurate, as it is probable that many employees with disabilities have not disclosed their disability status to the University. Over the course of the Plan Year, CU Anschutz will work to encourage employees to disclose their disability status if they so choose.

Initiatives for the Future

CU Anschutz is committed to building an environment that embraces inclusive excellence where diversity can thrive. With that in mind, we remain focused on meeting compliance obligations under affirmative action requirements designed to increase the representation of women, minorities, protected veterans, and individuals with disabilities, while respecting equal opportunity for all protected classes. To achieve success, we recognize the need for self-assessment, accountability, and commitment to making necessary good-faith efforts.

Over the course of this Plan Year, the Anschutz Medical Campus will focus on:

- Continuing to develop the newly formed HR Council on Diversity and Developing new processes and procedures for search committees in order to improve our hiring of women, minorities, individuals with disabilities, and protected veterans;
- Establishing a resource toolkit focused on recruitment and retention of women, minorities, individuals with disabilities, and protected veterans;
- Establishing programs focused on retaining women and minorities;
- Refining our data entry processes to minimize missing and incorrect data; and
- Improving our systems for tracking outreach efforts.