University of Colorado Denver
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 University of Colorado Denver ("CU Denver") 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 Denver 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 the University of Colorado Denver includes 2,686 employees, including both faculty and staff. Minorities make up 22.4% of the workforce (602 employees), and women make up 55.7% (1,497 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	
01-04: Adjunct & C/T Associate Professor	Yes	
01-05: Adjunct & C/T Assistant Professor	Yes	
01-07: Lecturer & C/T Instructor	Yes	
02-01: Professor	Yes	Yes
02-02: Associate Professor	Yes	Yes
02-03: Assistant Professor	Yes	
03-08: Post-Doctoral Fellow	Yes	

Annually, the Affirmative Action Plan analyzes the applicant pools, hires, and promotions to determine whether significant underrepresentation exists in any of those categories. This Plan Year, minorities in the applicant pool increased over the previous Plan Year by 1.59%. Women in the applicant pool increased by 1.44% from the previous Plan year. Hires of minorities increased by 3.85% over the previous

Plan Year, and hires of women increased over the previous Plan Year by 1.58%. Promotions of minorities decreased by 2.99% and promotions of women decreased by 5.03% as compared to the previous Plan Year.

We also determine annually whether we have met the federally mandated hiring benchmark of 7% for protected veterans and the federally mandated utilization benchmark, which is also 7%. For this Plan Year, we hired 2.2% veterans, falling short of the 7% goal but increasing over last year by 1.26%. This year 1.2% of our employees have disclosed having a disability, also falling short of the 7% goal but increasing over last year by 0.44%.

Over the course of this Plan Year, CU Denver 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 University of Colorado Denver ("CU Denver") 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 Denver'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 Denver 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 Denver 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 Denver 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.

CU Denver's Affirmative Action Officer is Lauren Fontana, who created the Plan.

Workforce Profile

The current Affirmative Action Plan for the University of Colorado Denver includes 2,624 employees, including both faculty and staff. Minorities make up 22.4% of the workforce (602 employees), and women make up 55.7% (1,497 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 work to obtain demographic data for employees whose data is missing in order to conduct a more accurate analysis.

Figure 1: Workforce by Race

	Number	Percentage
Total	2,686	100%
Total Minorities	602	22.4%
Asian	207	7.7%
Black	87	3.24%
Hispanic	255	9.49%
Native American	17	0.63%
Pacific Islander	4	0.15%
Two or More Races	32	1.19%

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 University of Colorado Denver.

Figure 2: Placement Goals

Job Group & Name	Minorities	Women
01-01: Senior Instructor	Yes	
01-02: Instructor	Yes	
01-04: Adjunct & C/T Associate Professor	Yes	
01-05: Adjunct & C/T Assistant Professor	Yes	
01-07: Lecturer & C/T Instructor	Yes	
02-01: Professor	Yes	Yes
02-02: Associate Professor	Yes	Yes
02-03: Assistant Professor	Yes	
03-08: Post-Doctoral Fellow	Yes	

Applicants and Selections

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. Moreover, applicant pools are compared with candidate "selections" to identify where differences in rates of hire may exist. Selections from the applicant data include all applicants (external and internal) that have been hired or offered a position for employment within our applicant tracking system, CU Careers.

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

	Pool	Selection Rate
Total	3409	3.52%
Women	54.12%	3.96%
Total Minorities	32.18%	2.46%
Asian	12.58%	1.63%
Black	5.43%	1.62%
Hispanic	10.74%	3.55%
Native American	0.44%	6.67%
Pacific Islander	0.23%	0.00%
Two or More Races	2.76%	3.19%

Minorities in the applicant pool increased over the previous Plan Year by 1.59%, and women in the applicant pool increased over the previous Plan Year by 1.44%.

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	120	100%
Women	73	59.25%
Total Minorities	24	20.0%
Asian	7	5.8%
Black	3	2.5%
Hispanic	10	8.3%
Native American	1	0.80%
Pacific Islander	0	0.00%
Two or More Races	3	2.5%

The data for "Hires" show significantly more hires than the number of selected applicants. Some of this discrepancy is likely due to the fact that some medical and research positions are not posted on CU Careers due to their nature. The discrepancy, however, is concerning, and is something that CU Denver will explore over the course of the Plan Year.

Hires of minorities increased by 3.85% over the previous Plan Year, and hires of women increased by 1.58%.

Figure 5: Promotions

	Number	Percentage
Total	98	100%
Women	50	51.02%
Total Minorities	20	20.41%
Asian	11	11.22%
Black	3	3.06%
Hispanic	5	5.1%
Native American	1	1.02%
Pacific Islander	0	0.00%
Two or More Races	0	0.00%

Promotions of minorities decreased by 2.09% and promotions of women decreased by 5.23% as compared to the previous Plan Year.

Separations

Data on separations provide us with information about our retention efforts. Retention rates are indicative of whether CU Denver 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	192	100%
Women	105	54.69%
Total Minorities	32	16.67%
Asian	11	5.73%
Black	4	2.08%
Hispanic	15	7.81%
Native American	1	0.52%
Pacific Islander	0	0.00%
Two or More Races	1	0.52%

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, CU Denver must engage in effective outreach efforts to attract and employ protected veterans. For this Plan Year, we hired 2.2% veterans, falling short of the 7% goal but increasing over last year by 1.26%. As with the placement goals for women and minorities, this benchmark is not a quota or set-asides for hiring protected veterans. The University of Colorado Denver 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, CU Denver must engage in effective outreach to attract and employ individuals with disabilities. This year 1.2% of our employees have disclosed having a disability (an increase of 0.44% over last Plan Year). 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, the University of Colorado

Denver will work to encourage employees to disclose their disability status if they so choose.

Initiatives for the Future

The University of Colorado Denver 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, CU Denver 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.