

**CU Anschutz**  
**Affirmative Action Plan**  
**November 1, 2019 – October 31, 2020**



**Summary**



### Executive Summary

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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:

<b>Job Group &amp; Name</b>	<b>Minorities</b>	<b>Women</b>
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
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	
03-07: Research Associate		Yes
03-08: Post-Doctoral Fellow	Yes	
03-09: Other Fellow	Yes	



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04-02: Associate Professor – Clinical Practice	Yes	
16-02: Middle Other Teaching & Support	Yes	
19-04: Senior Professional Research Assistant	Yes	
19-05: 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
25-02: Middle Nat’ls Res, Constr, Maint	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 remained relatively steady at 33%. Women in the applicant pool decreased by 3%, but remained as over half of the applicant pool at 62%. Hires of women applicants increased over the previous Plan Year by 5%, while hires of minority applicants dropped by just 1%. Promotions of minorities and women remained relatively steady, with promotions of women dropping by 4% and promotions of minorities dropping by 1% compared to the previous plan year.

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 for individuals with disabilities, which is 7%. For this Plan Year, 1.4% of our hires were veterans, falling short of the 6.4% goal. This year 1.2% 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 a resource toolkit website to assist HR professionals and search committee members and chairs in increasing the focus on diversity in the recruiting and hiring process;
- Communicating school- or college-specific data to each school or college across the campus to better allow them to focus their efforts;
- Collecting information about ongoing diversity and inclusion efforts to improve retention of women, minorities, people with disabilities, and veterans;
- Providing centralized tools for tracking and evaluating outreach efforts to make the process easier for those involved in conducting outreach to women, minorities, people with disabilities, and veterans.



## Summary

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### *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, 2019. Data on hires, promotions, and separations were compiled from November 1, 2018, through October 31, 2019.

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 19.4% of the workforce (2,190 employees), and women make up 63.1% (7,141 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**

	<b>Number</b>	<b>Percentage</b>
<b>Total</b>	11,311	100%
<b>Total Minorities</b>	2,190	19.4%
<b>Asian</b>	819	7.2%
<b>Black</b>	310	2.7%
<b>Hispanic</b>	896	7.9%
<b>Native American</b>	43	0.4%
<b>Pacific Islander</b>	14	0.1%
<b>Two or More Races</b>	108	1%

*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**

<b>Job Group &amp; Name</b>	<b>Minorities</b>	<b>Women</b>
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
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	
03-07: Research Associate		Yes





03-08: Post-Doctoral Fellow	Yes	
03-09: Other Fellow	Yes	
04-02: Associate Professor – Clinical Practice	Yes	
16-02: Middle Other Teaching & Support	Yes	
19-04: Senior Professional Research Assistant	Yes	
19-05: 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
25-02: Middle Nat’ls Res, Constr, Maint	Yes	

*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, 2018, and October 31, 2019. Individuals who failed to meet minimum qualifications or withdrew from consideration were excluded from analysis.

**Figure 3: Applicant Analysis**

	<b>Applicant Pool</b>	<b>Selection Rate</b>
<b>Total</b>	100%	8.1%
<b>Women</b>	62.2%	10.1%
<b>Total Minorities</b>	32.9%	4.71%
<b>Asian</b>	10.13%	4.7%
<b>Black</b>	6.0%	5.8%
<b>Hispanic</b>	12.6%	6.0%
<b>Native American</b>	0.4%	10%
<b>Pacific Islander</b>	0.1%	0%
<b>Two or More Races</b>	3.6%	1.4%

Minorities in the applicant pool remained relatively steady with previous Plan Year, dropping by 1%. Women in the applicant pool decreased by 3%, but remained as over half of the applicant pool at 62%.



*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**

	<b>Number</b>	<b>Percentage</b>
<b>Total</b>	722	100%
<b>Women</b>	509	70.5%
<b>Total Minorities</b>	137	19.0%
<b>Asian</b>	40	5.5%
<b>Black</b>	28	3.9%
<b>Hispanic</b>	62	8.6%
<b>Native American</b>	3	0.4%
<b>Pacific Islander</b>	0	0%
<b>Two or More Races</b>	4	0.6%

Hires of women increased over the previous Plan Year by 5%, and hires of minorities remained relatively steady, dropping by 1% compared to the previous Plan Year.

**Figure 5: Promotions**

	<b>Number</b>	<b>Percentage</b>
<b>Total</b>	442	100%
<b>Women</b>	297	67.2%
<b>Total Minorities</b>	84	19.0%
<b>Asian</b>	30	6.8%
<b>Black</b>	14	3.2%
<b>Hispanic</b>	35	7.9%
<b>Native American</b>	0	0.0%
<b>Pacific Islander</b>	1	0.2%
<b>Two or More Races</b>	4	0.9%

Promotions of minorities and women decreased compared to the previous Plan Year by 4% and 1%, 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)**

	<b>Number</b>	<b>Percentage</b>
<b>Total</b>	1094	100%
<b>Women</b>	733	67.0%
<b>Total Minorities</b>	248	22.7%
<b>Asian</b>	79	7.2%
<b>Black</b>	48	4.4%
<b>Hispanic</b>	103	9.4%
<b>Native American</b>	6	0.5%
<b>Pacific Islander</b>	1	0.1%
<b>Two or More Races</b>	11	1.0%

*Protected Veterans*

Since March 2014, federal contractors have been required to meet hiring targets for protected veterans. The current federal benchmark rate for veteran hiring is 6.4% 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 1.4% veterans, falling short of the 6.4% goal. 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, 1.2% 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



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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:

- Developing a resource toolkit website to assist HR professionals and search committee members and chairs in increasing the focus on diversity in the recruiting and hiring process;
- Communicating school- or college-specific data to each school or college across the campus to better allow them to focus their efforts;
- Collecting information about ongoing diversity and inclusion efforts to improve retention of women, minorities, people with disabilities, and veterans;
- Providing centralized tools for tracking and evaluating outreach efforts to make the process easier for those involved in conducting outreach to women, minorities, people with disabilities, and veterans.