

**University of Colorado Denver  
Affirmative Action Plan  
November 1, 2021 – October 31, 2022**



**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 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 2,050 employees, including both faculty and staff. Minorities make up 24.7% of the workforce (506 employees), and women make up 57.1% (1,170 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	Yes
01-03: Clinical Professor/Assoc Professor (C/T)	Yes	Yes
01-05: Clinical Asst Professor/Instructor (C/T)	Yes	
01-08: Lecturer	Yes	
02-01: Professor	Yes	Yes
02-02: Associate Professor	Yes	Yes
03-01: Professor – Research	Yes	
03-04: Research Senior Instructor	Yes	
03-07: Research Associate	Yes	
03-08: Post-Doctoral Fellow	Yes	
03-10: Other Research		Yes
14-01: Librarians	Yes	Yes
16-01: Senior Other Teaching & Instr Support	Yes	
17-02A: Sr Managers & Directors - Academia	Yes	Yes
18-03: Entry Business & Financial Ops	Yes	
19-01: Sr Computer, Engineering, & Science	Yes	Yes

19-02: Mid Computer, Engineering & Science	Yes	
19-04: Senior Professional Research Assistant	Yes	
20-01: Sr/Mid Comm Svc, Legal, Arts, & Media	Yes	
21-04: Medical Resident		Yes
22-03: Entry Service Occupations		Yes
24-02: Mid Office & Admin Support	Yes	
24-03: Entry Office & Admin Support		Yes

Annually, the Affirmative Action Plan analyzes the applicant pools, hires, and promotions to determine whether significant underrepresentation exists in any of those categories. The COVID-19 pandemic drastically reduced the amount of hiring CU Denver conducted during the Plan Year. The percentage of women and minorities in our applicant pools remained steady as compared to the past few plan years. This Plan Year, of applicants who disclosed a gender, 54% were women. Over the four Plan Years, that number has ranged from 54% to 59%. Of applicants who disclosed a race and/or ethnicity, minorities made up 26% of our applicant pools during this Plan year; they have made up between 31% and 32% of our applicant pools over the previous four Plan Years. Among new hires, 59% were women and 31% were minorities. This is the same percentage of women hires we had the previous year, and an increase in minority hires by 4%. Our promotions of women decreased from the previous Plan Year, and our promotions of minorities increased. Women made up 593 of our promotions (down 6%), and minorities made up 26% of our promotions (up10%).

We also determine annually whether we have met the federally mandated hiring benchmark of 5.6% for protected veterans and the federally mandated utilization benchmark, which is 7%. For this Plan Year, 1.3% of our hires were veterans, falling short of the 5.6% goal. This year 3.0% of our employees have disclosed having a disability, falling short of the 7% goal.

Over the course of this Plan Year, CU Denver will focus on:

- Further developing a Search Advocate program to increase equity in our hiring processes;
- Continuing implementation of the recommendations made by the Equity Task Force; and
- Increasing targeted outreach to women and minority applicants.

## 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 8, Part A., on Non-Discrimination. Article 8, Part A. 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, 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, 2020. Data on hires, promotions, and terminations were compiled from November 1, 2019, through October 31, 2020.

CU Denver’s Affirmative Action Officer is Carolyn Brownawell.. The AAP this year was created by Biddle Consulting Group.

### *Workforce Profile*

The current Affirmative Action Plan for the University of Colorado Denver includes 2,050 employees, including both faculty and staff. Minorities make up 24.7% of the workforce (506 employees), and women make up 57.1% (1,170 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**

	<b>Number</b>	<b>Percentage</b>
<b>Total</b>	2,050	100%
<b>Total Minorities</b>	506	24.7%
<b>Asian</b>	174	8.5%
<b>Black</b>	77	3.8%
<b>Hispanic</b>	216	10.5%
<b>Native American</b>	13	0.6%
<b>Pacific Islander</b>	1	0.0%
<b>Two or More Races</b>	25	1.2%

*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 CU Denver.

**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	Yes
01-03: Clinical Professor/Assoc Professor (C/T)	Yes	Yes
01-05: Clinical Asst Professor/Instructor (C/T)	Yes	
01-08: Lecturer	Yes	
02-01: Professor	Yes	Yes
02-02: Associate Professor	Yes	Yes
03-01: Professor – Research	Yes	
03-04: Research Senior Instructor	Yes	
03-07: Research Associate	Yes	
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20-01: Sr/Mid Comm Svc, Legal, Arts, & Media	Yes	
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24-03: Entry Office & Admin Support		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, Taleo.

Figure 3 shows the applicant pool and selections derived from data pulled out of Taleo between November 1, 2020, and October 31, 2021. Individuals who failed to meet minimum qualifications or withdrew from consideration were excluded from analysis.

**Figure 3: Applicant Analysis**

	<b>Pool</b>	<b>Selection Rate</b>
<b>Total</b>	2094	3.7%
<b>Women</b>	53.87%	4.08%
<b>Total Minorities</b>	26.22%	4.37%
<b>Asian</b>	5.68%	6.72%
<b>Black</b>	5.59%	7.69%
<b>Hispanic</b>	12.08%	2.37%
<b>Native American</b>	0.38%	0.00%
<b>Pacific Islander</b>	0.10%	0.0%
<b>Two or More Races</b>	2.39%	2.00%

Minorities in the applicant pool decreased slightly compared to the previous Plan Year, dropping by approximately 3%. Women in the applicant pool decreased by approximately 2% from the previous Plan year.

### *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>	78	100%
<b>Women</b>	46	58.97%
<b>Total Minorities</b>	24	30.77%
<b>Asian</b>	8	10.26%
<b>Black</b>	9	11.54%
<b>Hispanic</b>	6	7.69%
<b>Native American</b>	0	0.0%
<b>Pacific Islander</b>	0	0.0%
<b>Two or More Races</b>	1	1.28%

Hires of minorities increased by approximately 4% compared to the previous Plan Year, and hires of women decreased by approximately 0.5%.

**Figure 5: Promotions**

	<b>Number</b>	<b>Percentage</b>
<b>Total</b>	56	100%
<b>Women</b>	29	51.79%
<b>Total Minorities</b>	14	25.00%
<b>Asian</b>	2	3.57%
<b>Black</b>	2	3.57%
<b>Hispanic</b>	9	16.07%
<b>Native American</b>	0	0.0%
<b>Pacific Islander</b>	0	0.0%
<b>Two or More Races</b>	1	1.79%

Promotions of women decreased by approximately 7% from the previous Plan Year, and promotions of minorities increased by approximately 9%.

### *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)**

	<b>Number</b>	<b>Percentage</b>
<b>Total</b>	473	100%
<b>Women</b>	237	50.11%
<b>Total Minorities</b>	104	21.99%
<b>Asian</b>	32	6.77%
<b>Black</b>	14	2.96%
<b>Hispanic</b>	50	10.57%
<b>Native American</b>	3	0.63%
<b>Pacific Islander</b>	0	0.0%
<b>Two or More Races</b>	4	0.85%

*Protected Veterans*

Federal contractors are required to meet hiring targets for protected veterans at a rate of 5.6% 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, 1.3% of our hires were veterans, falling short of the 5.6% goal. 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 3.0% of our employees have disclosed having a disability, falling short of the 7% goal, but increasing over the previous plan year by almost 2%. While the 7% goal is not a quota or set-aside, it 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:

- Further developing a Search Advocate program to increase equity in our hiring processes;
- Continuing implementation of the recommendations made by the Equity Task Force; and
- Increasing targeted outreach to women and minority applicants.