

University of Colorado Anschutz Medical Campus
Affirmative Action Plan
November 1, 2023 – October 31, 2024



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 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 13,083 employees, including both faculty and staff. Minorities make up 23.96% of the workforce (3,135 employees), and women make up 65.54% (8,575 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: Clinical Professor/Assoc Professor (C/T)	Yes	
01-05: Clinical Asst Professor/Instructor (C/T)	Yes	
01-08: Lecturer	Yes	
01-09: Other Instructional	Yes	
01-10: Working ORP/PERA Retiree Faculty	Yes	
02-01: Professor	Yes	Yes
02-02: Associate Professor	Yes	Yes
02-03: Assistant Professor	Yes	
02-04: Professor - Clinical	Yes	Yes

02-05: Associate Professor – Clinical	Yes	
02-06: Assistant Professor – Clinical	Yes	Yes
02-07: Senior Instructor Clinical	Yes	
02-08: Instructor – Clinical	Yes	
03-03: Assistant Professor – Research	Yes	Yes
03-05: Research Instructor		Yes
03-07: Research Associate	Yes	Yes
03-08: Post-Doctoral Fellow	Yes	
03-09: Other Fellow	Yes	
03-10: Other Research	Yes	Yes
04-01: Professor - Clinical	Yes	
04-02: Associate Professor - Clinical	Yes	
04-03: Assistant Professor/Instructor - Clinical	Yes	Yes
16-01: Senior Other Teaching and Instructional Support Occupancies	Yes	
16-02: Middle Other Teaching and Instructional Support Occupancies	Yes	
16-03: Entry Other Teaching and Instructional Support Occupancies	Yes	
17-01: Executives	Yes	
17-02: Senior Managers/Directors	Yes	
17-02A: Senior Managers/Directors-Academia	Yes	Yes
17-03: Managers/Directors	Yes	
17-03A: Managers/Directors/Academia	Yes	
18-01: Senior Business and Financial Operations	Yes	
18-02: Middle Business and Financial Operations	Yes	
18-03: Entry Business and Financial Operations	Yes	
19-01: Senior Computing, Engineering and Science	Yes	
19-02: Middle Computer, Engineering, and Science	Yes	Yes
19-03: Entry Computer, Engineering, and Science Professionals	Yes	
19-04: Senior Professional Research Assistant	Yes	
19-05: Professional Research Assistant	Yes	

20-01: Senior/Middle Community Service, Legal Arts, and Media	Yes	
20-03: Entry Community Service, Legal, Arts, and Media	Yes	
21-01: Senior Healthcare Practitioners and Technical Operations	Yes	
21-03: Entry Healthcare Practitioners and Technical Operations	Yes	Yes
21-04: Medical Resident	Yes	
22-01: Senior/Middle Service Occupations		Yes
22-02: Middle Healthcare Practitioners and Technical Operations	Yes	
22-03: Entry Service Occupations	Yes	Yes
24-01: Senior Office and Administrative Support Occupations	Yes	
24-02: Middle Office and Administrative Support Occupations	Yes	
24-03: Entry Office and Administrative Support Occupations	Yes	Yes
25-01: Senior Natural Resources, Construction, and Maintenance Occupations	Yes	
25-02: Middle Natural Resources, Construction, and Maintenance Occupations	Yes	
25-03: Entry Natural Resources, Construction, and Maintenance Occupations	Yes	Yes
26-01: Production, Transportation, and Material Moving Occupations	Yes	

Annually, the Affirmative Action Plan analyzes the applicant pools, hires, and promotions to determine whether significant underrepresentation exists in any of those categories. We also determine annually whether we have met the federally mandated hiring benchmark of 5.4% for protected veterans and the federally mandated utilization benchmark for individuals with disabilities which is 7%. For this Plan Year, 1.2% of our hires were veterans, falling short of the 5.4% goal and decreasing .01% from last plan year. This year 2.7% of our employees have disclosed having a disability, falling short of the 7% goal but increasing by 0.2% over last Plan year.

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

- Review the [recommendations made by the Holistic Hiring Task Force](#) and Staff Pathways Task Force pursuant to the Chancellor’s five Strategic Initiatives;
- Continuing to promote the [CU Anschutz Search Advocate Program](#), including work done by the individual schools and colleges to create their own pilot programs; and
- Increasing our outreach to women, minorities, veterans, and individuals with disabilities, including sessions such as the CU Anschutz Research “Sharing Experiences and Collaborating to Expand Research Recruitment” Series aimed at ongoing conversation regarding strategies and resources to enhance inclusion and belonging engagement in clinical research recruitment at CU Anschutz.

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.

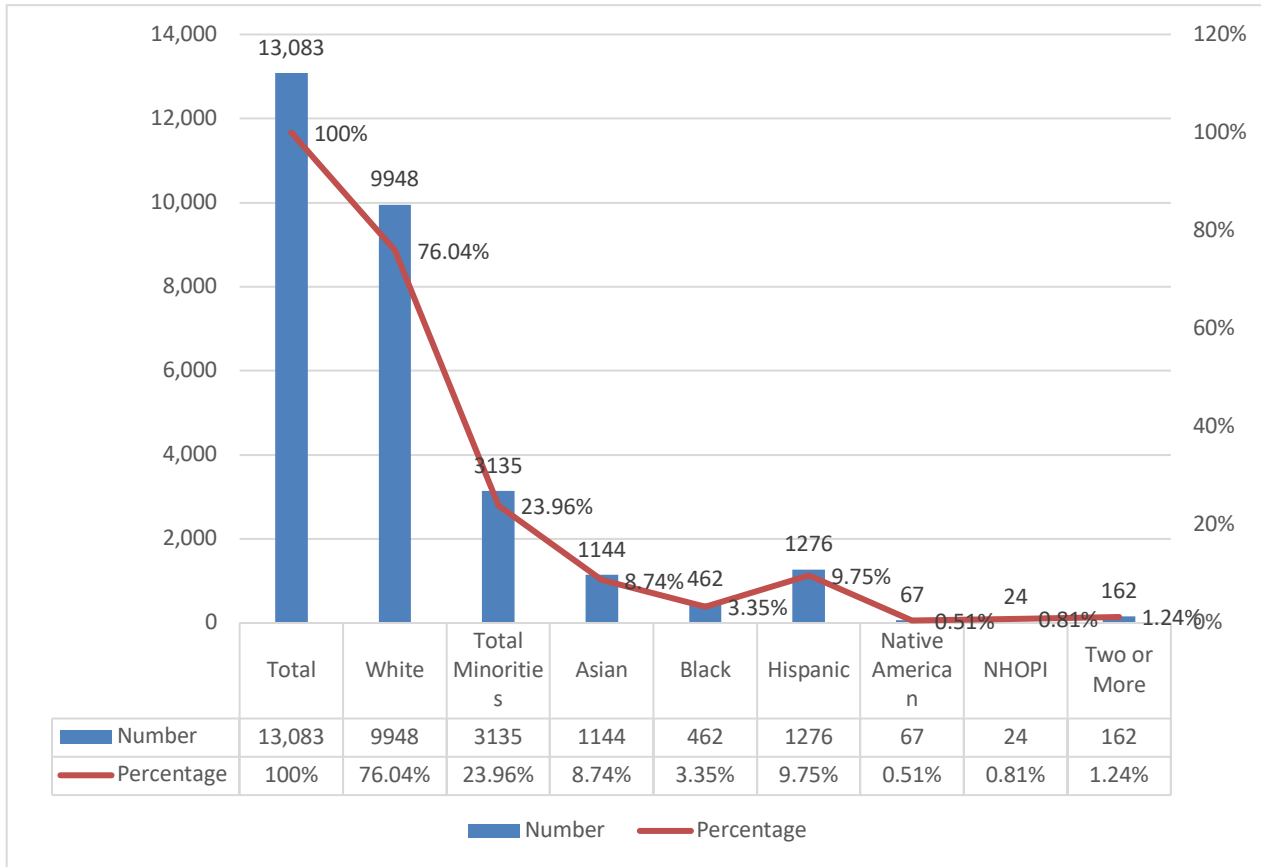
The CU Anschutz Plan covers all permanent employment groups, including faculty, research faculty, clinical faculty, medical residents, university staff, and classified staff. “Faculty” titles refer to tenure-track, non-tenure-track, and lecturer positions. Faculty with administrative roles, such as Dean 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 a snapshot date of November 1, 2023 and a transaction date range of November 1, 2022 through October 31, 2023. The Plan date range or implementation period for his Plan is November 1, 2023, through October 31, 2024.

The CU Anschutz's Affirmative Action Officer is Associate Vice Chancellor & Chief Human Resources Officer Adrienne Howarth-Moore. The AAP this year was created by Biddle Consulting Group.

Workforce Profile

The current Affirmative Action Plan for CU Anschutz includes 13,083 employees, including both faculty and staff. Minorities make up 23.96% of the workforce (3,135 employees), and women make up 65.54% (8,575 employees). “Minorities” includes employees who identified themselves as Asian, Black, Hispanic, Native American, Native Hawaiian and Other Pacific Islander (NHOPI), or Two or More races. 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: CU Anschutz Workforce by Race



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: CU Anschutz Placement Goals

Job Group & Name	Minorities	Women
01-01: Senior Instructor	Yes	
01-02: Instructor	Yes	
01-03: Clinical Professor/Assoc Professor (C/T)	Yes	
01-05: Clinical Asst Professor/Instructor (C/T)	Yes	
01-08: Lecturer	Yes	
01-09: Other Instructional	Yes	
02-01: Professor	Yes	Yes
02-02: Associate Professor	Yes	Yes
02-03: Assistant Professor	Yes	
02-04: Professor - Clinical	Yes	Yes
02-05: Associate Professor – Clinical	Yes	
02-06: Assistant Professor – Clinical	Yes	Yes
02-07: Senior Instructor Clinical	Yes	
02-08: Instructor – Clinical	Yes	
03-03: Assistant Professor – Research	Yes	Yes
03-05: Research Instructor		Yes
03-07: Research Associate	Yes	Yes
03-08: Post-Doctoral Fellow	Yes	
03-09: Other Fellow	Yes	
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16:01: Senior Other Teaching and Instructional Support Occupancies	Yes	

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19-05: Professional Research Assistant	Yes	
20-01: Senior/Middle Community Service, Legal Arts, and Media	Yes	
20-03: Entry Community Service, Legal, Arts, and Media	Yes	
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22-02: Middle Healthcare Practitioners and Technical Operations	Yes	
21-03: Entry Healthcare Practitioners and Technical Operations	Yes	Yes
21-04: Medical Resident	Yes	
22-01: Senior/Middle Service Occupations		Yes
22-03: Entry Service Occupations	Yes	Yes
24-01: Senior Office and Administrative Support Occupancies	Yes	
24-02: Middle Office and Administrative Support Occupancies	Yes	
24-03: Entry Office and Administrative Support Occupancies	Yes	Yes

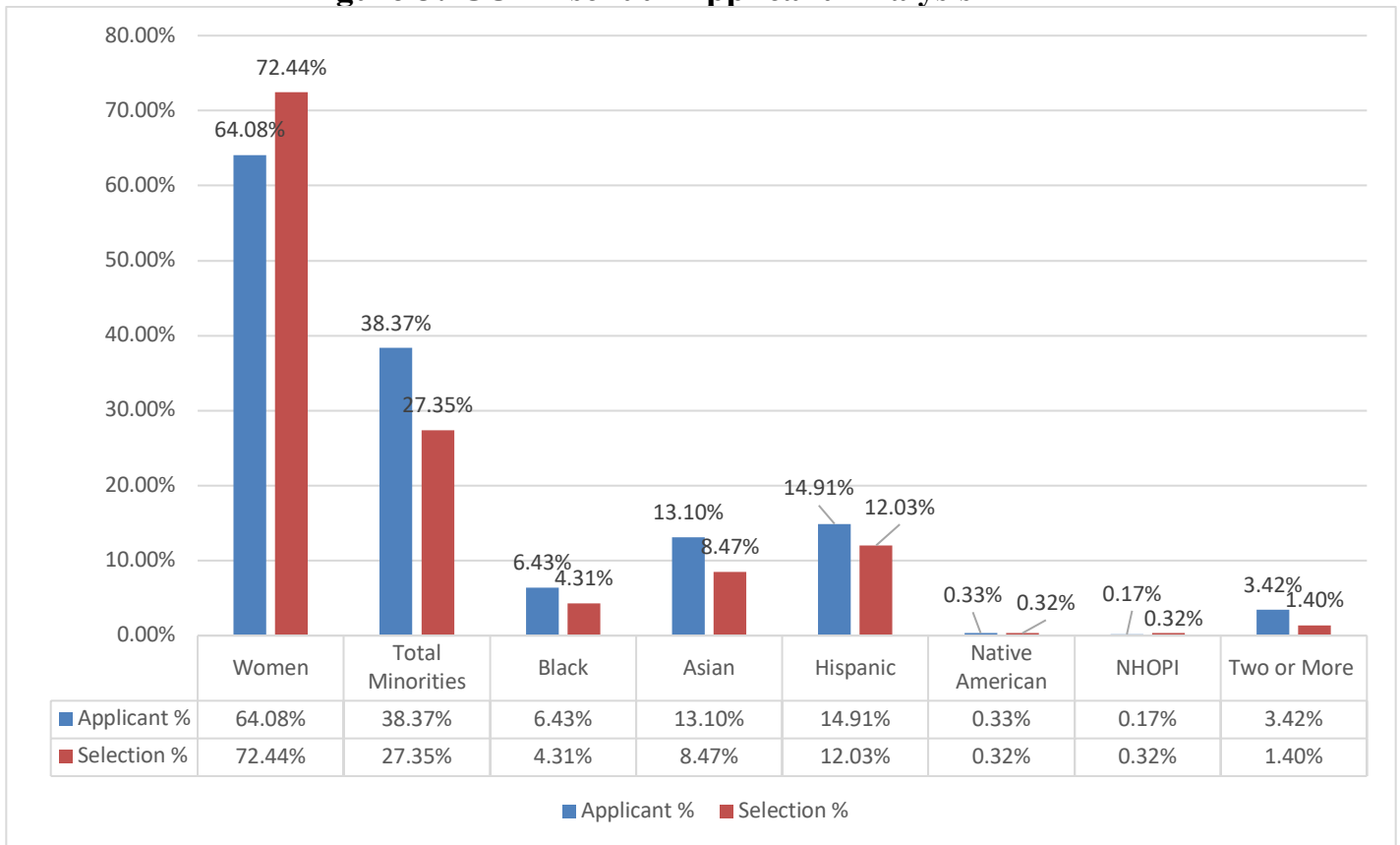
25-01: Senior Natural Resources, Construction, and Maintenance Occupations	Yes	
25-02: Middle Natural Resources, Construction, and Maintenance Occupations	Yes	
25-03: Entry Natural Resources, Construction, and Maintenance Occupations	Yes	Yes
26-01: Production, Transportation, and Material Moving Occupations	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. 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.

Figure 3 shows the applicant pool and selections derived from data pulled out of CU Careers for this Plan year. Individuals who failed to meet minimum qualifications or withdrew from consideration were excluded from analysis.

Figure 3: CU Anschutz Applicant Analysis

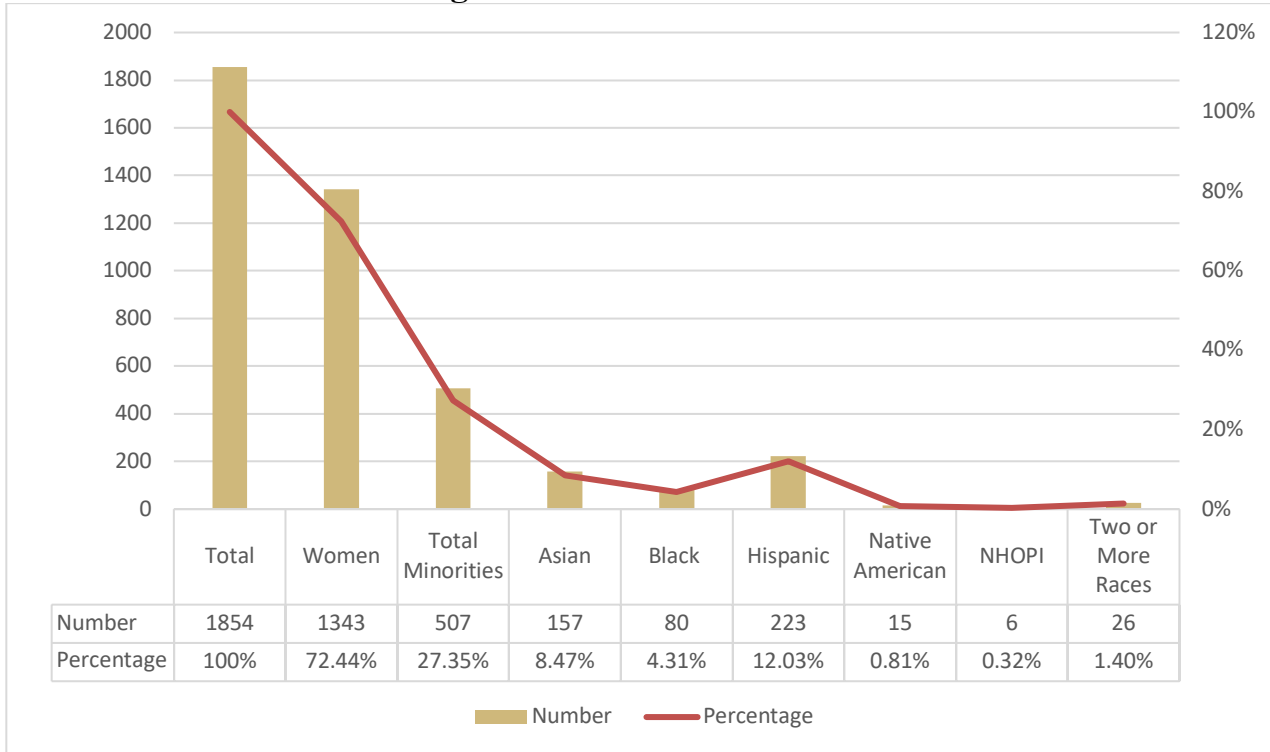


Minorities in the applicant pool increased from the prior Plan year (33.93% to 38.37%). Women in the applicant pool decreased to 64.08% this plan year compared to last (65.34%).

Hires and Promotions

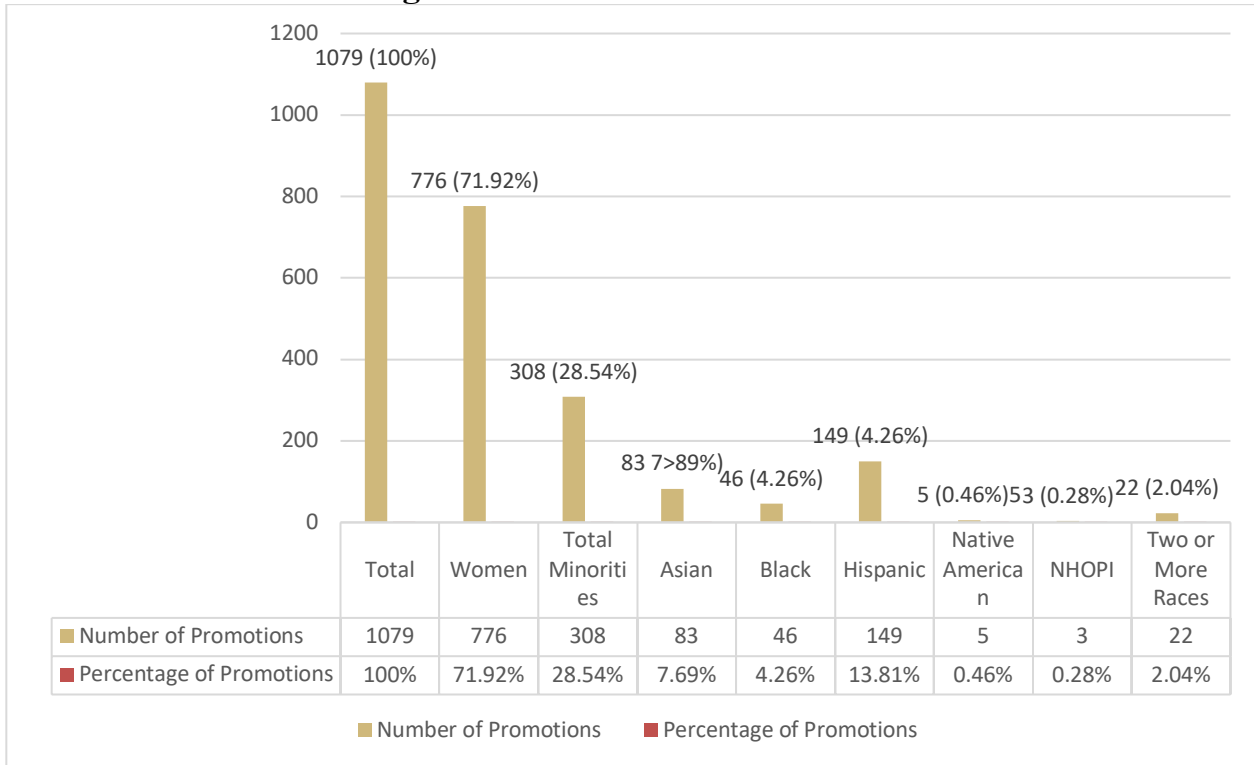
The next two figures (Figure 4 and Figure 5) show the breakdown of hires and promotions. “Hires” includes both new hires and rehires of faculty and staff. “Promotions” are movements of current employees into new positions that reflect an increase of compensation, responsibilities, and opportunities.

Figure 4: CU Anschutz Hires



The hires of minority applicants increased from the previous Plan Year (from 26.36% to 27.36%) while hires of women applicants increased from 71% to 72.44% from the previous plan year.

Figure 5: CU Anschutz Promotions



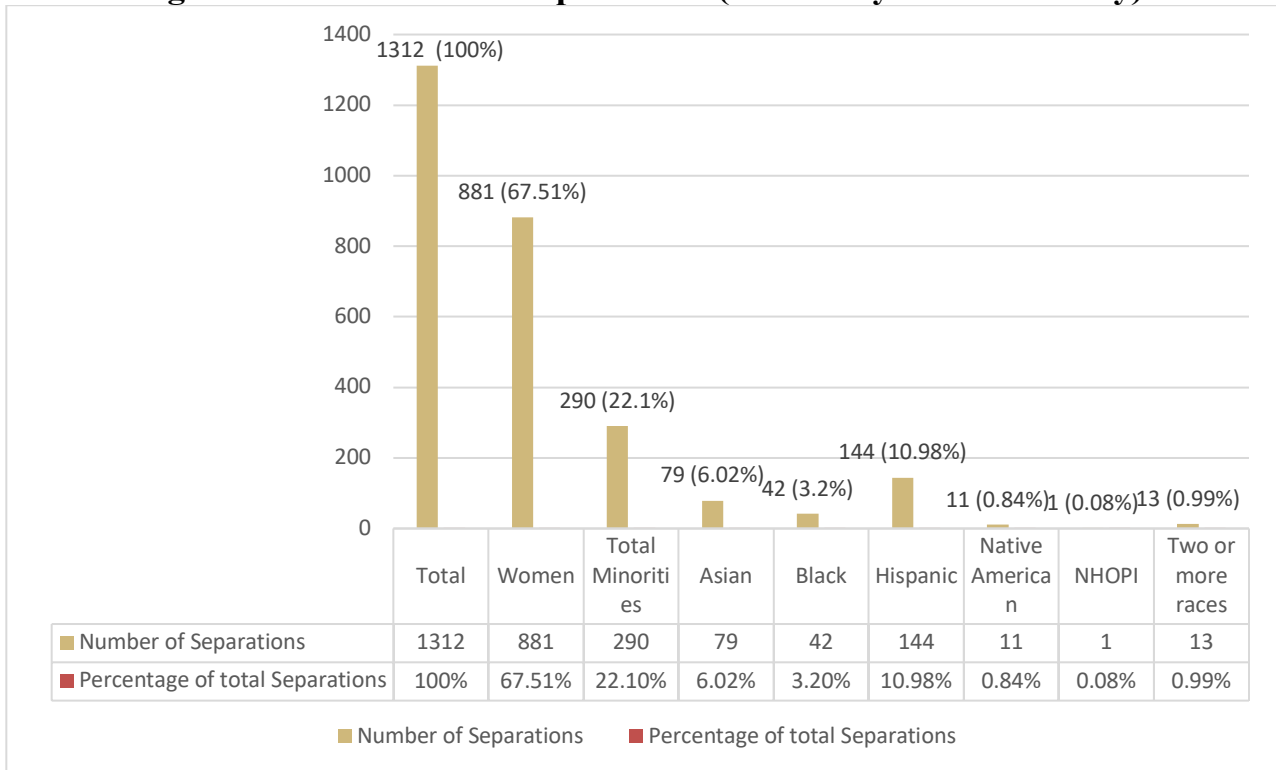
Promotions of minorities increased by approximately 9.71% over the previous Plan Year, while promotions of women increased by approximately 9.33%.

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.

Separations for this Plan year increased from 62.59% to 67.51% for women and increased by about 3.3% for all minorities from 18.83% to 22.1%.

Figure 6: CU Anschutz Separations (Voluntary & Involuntary)



Protected Veterans

National Annual Veteran Hiring Benchmark

National Percentage of Veterans

Effective Date Range	National Percentage of Veterans in the Civilian Labor Force
03/31/2024 -	5.2%
03/31/2023 - 03/30/2024	5.4%
03/31/2022 - 03/30/2023	5.5%
03/31/2021 - 03/30/2022	5.6%

Data from the VEVRAA Benchmark Database

The agency that oversees affirmative action obligations for federal contractors just released its 2024 Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) hiring benchmark. Effective March 31, the new benchmark is 5.2%, which is a slight decrease from the current Plan 2023 benchmark of 5.4%. Contractors required by the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) to develop a written affirmative action program (AAP) must also establish a hiring benchmark for protected veterans every year, or adopt the national benchmark provided by the Office of Federal Contract Compliance Programs (OFCCP) each year, as part of their AAP update. Under either approach, contractors are required to compare the percentage of hires who are protected veterans in each of their written AAPs to the hiring benchmark set for that AAP.

Similar to the placement goals for women and minorities, if the benchmark VEVRA goal is not met, CU Anschutz must engage in effective outreach efforts to attract and employ protected veterans. For this Plan Year, 1.2% of our hires were veterans, falling short of the 5.2% 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

The Section 503 AAP regulation at 41 CFR 60-741.45 requires that contractors annually analyze their utilization of individuals with disabilities against the 7% aspirational goal established by the OFCCP. This goal serves as an equal opportunity objective that should be attainable by taking the affirmative actions required in the Section 503 regulations. For an AAP to be considered acceptable, it must include the annual utilization goal analysis.

If the percentage of individuals with disabilities in one or more job groups, or a contractor's entire workforce for smaller companies, is less than the 7% utilization goal, then the contractor (CU Anschutz) must determine whether and where barriers to EEO exist. To identify any such problems, contractors must assess personnel processes, the effectiveness of its outreach and recruitment efforts, the results of its AAP self-audit, and any other areas that might influence the success of the AAP. When a contractor finds problem(s), it must develop and implement action-oriented programs to correct them such as modifying personnel processes or taking a different approach for outreach and recruitment.

This year 2.7% of our employees have disclosed having a disability, also falling short of the 7% goal, but increasing by 0.2% over the previous Plan Year (of 2.5%). The 7% goal, 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, CU Anschutz will focus on:

Action-Oriented Program (AOPs):

The action-oriented programs designed to address the underutilization of women and minorities, the utilization goal set for individuals with disabilities, and the hiring benchmark for the protected veterans are listed below. These action-oriented programs will be carried-out throughout the AAP year. Evaluation of these AOPS will be conducted at least annually. The Associate Vice Chancellor for Human Resources and Chief Human Resources Officer, with the help of the managers, will be responsible in ensuring that

the following are implemented.

Schools, Colleges, and Departments across CU Anschutz engage in the following practices to increase recruitment and hiring of women and minority candidates:

- Search committees include a wide representation of individuals with varied backgrounds. All members of search committees are required to complete an online orientation (“Search Committee Training: Inclusive Recruiting Practices and” and Faculty Diversity Search Hiring Committee Guidance”), which addresses the expectations of committee members with respect to equal opportunity and includes a module on “Increasing the Quality and Diversity of Faculty and Staff.” These trainings were updated in 2023 and 2020 respectively.
- All search committee guidelines (Officer, Faculty, and Staff) include specific expectations with respect to equal opportunity, including:
 - Becoming aware of and avoiding unconscious biases,
 - Discussing perceived biases openly, and as they occur,
 - Expecting that all committee members work toward the goal of enhancing diversity; and,
 - Expecting that members of underrepresented groups are not to be solely responsible for identifying candidates in this regard.
- To support search committee processes and deliberations, HR staff (from the central human resources office and in the schools, colleges, and departments) have the ability to run applicant reports throughout the process, which include non-identifying EEO status for each candidate, and facilitate discussions on how to source and attract diverse candidates.
- Many search committees ask a question intended to explore the candidate’s opinions about, and commitment to, diversity and inclusion. The Council on Diversity and Equity in Human Resources (CODE HR), when active, created a list of diversity and inclusion questions that is available to each search committee, as well as a rubric to help search committee members evaluate answers to those questions. Search Advocacy Resource Toolkit is published on the Office of Diversity, Equity, Inclusion and Community Engagement website¹.
- Job description templates for University Staff have been modified to include competency focused on a commitment to the principles of diversity and inclusion.
- All job openings are posted to a variety of websites that target diverse candidates through Direct Employee Association, which is a service that “scrapes” job postings from the CU Careers website daily and posts to various websites, including but not limited to: africanamericantalent.us/AfricanAmericanJobsite.com; AsianAmericanJobsite.com; diversityworkers.com; hispanicjobsite.com; Jobs4Women.net; minorityjobsite.com; US.jobs diversity; womenforhire.com). Over the course of the plan year, we intend to continue to take a closer look specifically at our use of Employer’s Direct to determine whether it is the most effective use of our resources.
- Employers’ Direct also posts all openings from the CU Careers website to many colleges and universities, including the following Historically Black Colleges and Universities (HBCUs): Alabama State

¹ <https://www.cuanschutz.edu/offices/diversity-equity-inclusion-community/resources/search-advocacy-resource-toolkit/during-the-search#ac-establishing-interview-questions-1>

University; Albany State University; Alcorn State University; Bowie State University; Central State University; Cheyney University of Pennsylvania; Delaware State University; Fayetteville State University; Florida Memorial University; Gadsden State Community College; Grambling State University; Hampton University; Howard University; Jackson State University; Johnson C. Smith University; Morehouse College; Morgan State University; Norfolk State University; North Carolina A&T State University; Prairie View A&M University; Savannah State University; Shaw University; Southern University; Spelman College; Trenholm State Technical College; Tuskegee University; University of Arkansas at Pine Bluff; Virginia State University; Virginia Union University; West Virginia State University; Wilberforce University; Xavier University of Louisiana; and Tennessee State University.

- In addition to the aforementioned HBCUs, the list of colleges and universities where Employers' Direct posts all openings from the CU Careers website includes the following women's (or predominantly women's) colleges and universities: Barnard College; Bay Path University; Bryn Mawr College; Chatham University; College of St. Benedict; Columbia College (South Carolina); Mills College; Mount Holyoke College; Mount St. Mary's University; Russel Sage College; Scripps College; Smith College; Spelman College (also an HBCU listed above); Trinity Washington University; and University of St. Joseph.
- To increase diversity outreach, we have entered into a one year contract with Circa to assess if it can further increase the diversity of our applicant pools. Circa scrapes our CU Careers job board and posts our jobs on the following sites: DiversityJobs.com, LatinoJobs.org, AfricanAmericanHires.com, VeteranJobs.net, AllHispanicJobs.com, AllLGBTJOBS.com, AsianHires.com, WehireWomen.com, AllBilingualJobs.com, OverFiftyJobs.com, NativeJobs.com, DisabilityJobs.net, ColoradoDiversity.com, ColoradoSpringsDiversity.com, DenverDiversity.com, FortCollinsDiversity.com, PuebloDiversity.com, ColoradoJobNetwork.com, JobsInAspen.com, AuroraJobNetwork.com, BoulderJobNetwork.com, JobsInColoradoSprings.com, MetroDenverJobs.com, JobsInDurango.com, JobsInFortCollins.com, JobsInGolden.com, JobsInGrandJunction.com, LakewoodJobs.com, JobsinPueblo.com, SteamboatSpringsJobs.com, VailJobNetwork.com
- Training and tools focused on understanding differences, acceptance, communication, inclusion, respect, dignity, and transparency are offered, including: Cultural Sensitivity; Crucial Conversations; Difference Matters; Safe Zone Training (LGBTQ); Diversity & Cultural Competency; Building a Respectful Workplace; Addressing Generational Differences; Discrimination and Sexual Misconduct; Gender & Communication; Understanding Differences; and DiSC and MBTI Personality Assessments.
- The University sponsors staff and faculty community volunteer activities to broaden campus visibility in the local community, including at food banks, community gathering places, homeless shelters, and drop-in centers for vulnerable populations.
- All non-executive job openings remain open for more than three days and are posted on ConnectingColorado.com.
- Every job posting on the University's online application system contains the University's Regent Law Article 8, Part A (Conduct of the Members of the University Community, Nondiscrimination) at the bottom of the page: "The University of Colorado does not discriminate on the basis of race, color, national origin, sex, age, pregnancy, disability, creed, religion, sexual orientation, gender identity, gender expression, veteran status, marital status, political affiliation, or political philosophy." That language is followed by the statement "All qualified individuals are encouraged to apply."

- Every job posting also contains the following EEO language: “The University of Colorado strongly supports the principle of diversity. We encourage applicants from women, ethnic minorities, persons with disabilities and all veterans. The University of Colorado is committed to diversity and equality in education and employment.
- The Office of Equity, in conjunction with CODE HR, created an Affirmative Action Resource Toolkit² to assist search committee chairs and members, as well as hiring authorities and HR business partners, in increasing DEI efforts in recruiting and hiring. The Resource Toolkit contains helpful information for before, during, and after the search, including job descriptions, posting open positions, developing interview questions, screening candidates, and more. The Resource Toolkit also includes an outreach tracking form for individuals to provide information regarding their recruiting efforts and their evaluation of those efforts.
- The University of Colorado System created a Search Advocate program to train employees to serve on search committees in order to ensure the integrity of the search process and mitigate biases that may result in unfair hiring processes. The CU System will host Oregon State University to train cohorts of 35-40 employees from across the System twice per year. During that time, the System and the individual campuses, including CU Anschutz, worked to develop an in-house training program in order to alleviate the need for outside training. The Search Advocate Program is being piloted using a train the trainer model in the School of Public Health at CU Anschutz for this AA plan year.
- The University of Colorado Anschutz Medical Campus has established five strategic initiatives for 2021-2026: Leverage Data, Build a Healthcare Innovation Institute, Enhance the Student Experience, Partner on Patient-Centered Care, and Invest in Our People. The Invest in Our People Strategic Initiative is, in part, intended to create a strong sense of belonging for the diverse members of the CU Anschutz workforce. Fostering a diverse workforce helps to create spaces for belonging for employees from a variety of backgrounds. Toward that end, a Task Force on Holistic Hiring was formed to implement holistic hiring practices that would improve the recruitment of diverse candidates. The charge of this task force is to assess current hiring practices and processes and make recommendations to address holistic hiring practices and processes.
 - Since the Holistic Hiring Taskforce has concluded in Talent Acquisition, we have implemented the following recommendations from the Taskforce:
 - Theme: Dedicating resources to developing and implementing a proactive strategy to advertise job opportunities at CU Anschutz, particularly in diverse communities.
 - We have increased outreach efforts to community partners to further develop relationships with the community and demonstrate that CU Anschutz is an employer of choice. Below is a list of community-based organizations we have started working with to identify opportunities to build a pipeline to help fill job opportunities for our campus.
 - Mi Casa Resource Center – this is a Hispanic serving center committed to closing

² <https://www.cuanschutz.edu/offices/diversity-equity-inclusion-community/resources/search-advocacy-resource-toolkit/during-the-search#ac-establishing-interview-questions-1>

the prosperity gap for women, minorities, immigrants, and families with limited resources, helping them achieve success in education, employment, and business ownership. They help create career pathways through education to help prepare individuals for new careers. <https://micasaresourcecenter.org/>

- State of Colorado Department of Vocational Rehabilitation – this program provides various individualized services for people with disabilities. These services may allow you to reach your employment goals and live independently. <https://dvr.colorado.gov/>
 - Spring Institute – the Colorado Welcome Back program was designed to build bridges between the talented pool of internationally trained health workers living in Colorado and the growing need for a diverse, linguistically inclusive, and culturally competent healthcare workforce. They provide training, navigation resources, educational scholarships, and career coaching to help medical professionals reestablish their healthcare careers in Colorado. We send them a spreadsheet monthly of all entry or intermediate level research roles on our campus for them to consider and apply. <https://springinstitute.org/>
 - Hiring Our Heroes – this program connects the military community – service members, military spouses, and veterans with job opportunities to create economic opportunity and a strong and diversified workforce. <https://www.hiringourheroes.org/>
 - SkillBridge – we are in the process of building a SkillBridge internship program for the Anschutz campus. This is an opportunity for departments to promote an internship opportunity for transitioning active-duty military members. In the last 6 months or less of a military member’s active service, they can do an unpaid internship through the military. The service member is still considered active duty and paid by the military, which is why it’s unpaid. This allows the service members to learn valuable skills to prepare them for the workforce as they transition from the military. <https://skillbridge.osd.mil/> This program is anticipated to be completed by the end of summer 2024.
 - Older Adult Research Specialist (OARS) – this is an internal CU Anschutz program built by a faculty member. The goal of this program is to train older adults (50 years or older) from diverse backgrounds on how they can start a career in clinical research. This is a voluntary program that trains the older adults on clinical research processes, State of Colorado Health Navigator Training, and technology training. The Talent Acquisition team prepares them for the hiring process by covering how to apply at CU Anschutz, crafting effective application materials and best practices for the interview process. When they graduate, the goal is to employ them to attract diverse populations to participate in clinical trials. This program has run for 2 years. So far, there have been 21 hired at Anschutz for this program. We send them a spreadsheet monthly of all entry or intermediate level research roles on our campus for them to consider and apply.
- For the ‘Utilizing applicant data to identify trends across process and by unit,’ we are working with the director of IT data analytics in Central HR to build Tableau dashboards

for departments/schools/colleges to start reviewing their hiring metrics. The dashboards can go down to the department level and are designed to be reviewed and then start developing benchmark data on ways to improve the hiring processes where needed. Part of the project will also include a breakdown of the applicant pool and hire demographics. We are in the initial pilot phase of getting information from departments on usability. We plan to roll this out more widely to campus toward the end of fall 2024.

- Lastly, for this section, ‘Surveying continuing employees at set points.’ This isn’t the whole topic. However, we have established the CU Anschutz Glassdoor page for the campus. Having an active presence on Glassdoor and responding to employees demonstrates that we are an engaged employer who listens to our employees and prioritizes employee satisfaction. It’s also an opportunity for individuals considering CU Anschutz as an employer to learn more about the institution from the employee’s perspective. Central HR is reviewing and responding to reviews monthly. Starting in May 2024, we will email new employees after completing their first three months in the role to ask if they would like to leave a review. The reviews are then summarized and provided to Central HR leadership to share with campus leaders.
- As for the invest in our people initiative, we have opened up the internal CU Careers job board for the campus to utilize. It’s an opportunity for departments to list openings first with internal employees before going out to an external audience. We have created resources with step-by-step instructions to share with internal employees on navigating the internal job board.
- The Chancellor’s Leadership Diversity, Equity, Inclusion and Community Engagement Council (DEICE) meets monthly to discuss access, inclusion, and equity strategies across the schools within the CU Anschutz community.
- The Health Equity in Action Lab (Heal) program operating out of the Office of Diversity Equity and Community Engagement fosters action and leadership for health equity through training, consultation, and deliberate practice. In 2022, HEAL launched a Foundations in Health Equity certification program that is open to all campus members (using a CU Anschutz email). They are building community capacity through a train-the-trainer program- faculty and staff are trained as HEALers who can facilitate DEI-related content. In addition, HEAL offers an array of trainings on DEI and health equity topics, workshops, retreat facilitation, and consultation by request. They collaborate with an interprofessional work group on the Inclusive Syllabus Project.
- Launched in 2022-2023, the adaptable resolution program that continues to help faculty, staff, and students access resources to help navigate complex issues across campus using alternative dispute resolution processes rooted in a restorative justice framework. For the 2023 plan year the Adaptable Resolution Office will develop a website and engage in outreach efforts to educate the campus community on the resources and support offered through this new office.
- For the current plan year, the Affirmative Action program team in collaboration with the Talent Acquisition team in Central Human Resources will further develop resources to assist in identifying problem areas at the unit level and provide needed information for establishing and meeting department affirmative action goals and objectives.
- We are fully in compliance with Colorado’s Equal Pay for Equal Work Act. Further, we continue to

review updates to the law to not only remain in compliance with the law but ensure that we are reviewing compensation best practices for equity, compression, and market.

- BOND program-The Office of Diversity Equity, Inclusion and Community Engagement (ODEICE) launched in April 2024 the BOND (Black, Indigenous, People of Color Opportunity for Networking and Development) Mentoring Program for faculty and staff. The primary goal of BOND is to provide a centralized mentoring program to support faculty and staff. Thirteen (13) mentoring relationships have been formed in the pilot cohort. This program utilizes an equity lens focusing on inclusive excellence as well as community building.
- The Center for Health Equity: The Center for Health Equity is a vital and long-anticipated addition to the CU Anschutz Medical Campus, created to address inequities in health and access to care in Aurora and beyond. Initially founded in fall 2021, the center was established to advance community health and well-being by addressing structural sources of inequity and creating opportunities through learning, service, research and advocacy. The Center for Health Equity works in close collaboration with the Office of Diversity, Equity, Inclusion and Community Engagement and the Aurora Wellness Community, in partnership with local communities. Vision: Inclusive communities where all individuals and families have the knowledge, resources and support to thrive. Mission: Advance community health, wealth and well-being by dismantling racism, oppression and other systemic drivers of inequity to create equitable opportunities through learning, service, research and advocacy.
- In addition to the campus-wide initiatives, some schools, colleges, and departments have undertaken their own initiatives to increase diversity and inclusion within their units. For example, the School of Dental Medicine, the School of Medicine, the School of Pharmacy, School of Public Health, and the College of Nursing have hired staff to focus their respective schools, colleges, and department's efforts in the areas of diversity, inclusion, and belonging, including Associate or Assistant Dean for Diversity and Inclusion. The University of Colorado Anschutz Medical Campus Police Department has partnered with the Community College Law Enforcement Academy to recruit diverse applicants for officer and command positions.
- The School of Medicine also provides all search committees with Unconscious Bias and Microaggression trainings conducted by Diversity and Inclusion personnel. Training requires participants to take the Harvard Implicit Association Assessment and be prepared to discuss the results. The School of Medicine hosts a quarterly Diversity Lunch and Learn Series and Diversity Film Series. There is also a semi-annual forum for women professors in the School of Medicine. The School of Medicine partners with local non-profit organizations that are engaged in diversity awareness activities and programs, including the Colorado Black health Collaborative, Mile High Medical Society, Latino Policy and Research Center, Latino First Foundation, DREAMing for Health Summit, and Community Students Together Against Racism.
- The Department of Family Medicine (DFM) created its own Diversity and Health Equity Program with a goal of having its faculty and staff be representative of the patients and communities it serves. The Program's priorities include institutionalizing DEI across the Department by connecting with DFM leadership regularly, developing a team of change agents (the Justice League) within the department to champion DEI efforts and communicate with internal stakeholders regularly, and form relationships with external stakeholders; fostering diversity in the workforce by educating and supporting DFM personnel on DEI issues; supporting DEI in the community by advocating and working with the communities DFM touches for the purpose of achieving health equity and

championing community engagement and participation using a DEI lens; and promoting DEI issues in research and evaluation by promoting scholarly work to advance the science of DEI work, seeking outside funding to continue DEI work, evaluating DFM's DEI efforts, and assessing how the DFM culture reflects the DEI efforts. Specific projects include receiving an AAMC grant to develop a program of holistic hiring of faculty and staff; bolstering the DFM mentoring program; and conducting trainings on implicit bias, microaggressions, and privilege.

- The Department of Pediatrics has created a Diversity in Pediatrics Committee for Residency Recruitment and the Department of Pediatrics Diversity and Inclusion Committee.
- The Department of Medicine has received a Program to Increase Diversity Among Individuals Engaged in Health-Related Research (PRIDE) grant from the National Heart, Lung, and Blood Institute (NHLBI) within the National Institutes of Health. PRIDE is an all-expense-paid summer institute, research education and mentoring initiative sponsored by the NHLBI. This summer institute initiative addresses the difficulties experienced by junior investigators and transitioning postdoctoral scientists in establishing independent academic research careers and navigating through the academic ranks. The primary outcome of this program is to increase the number of scientists and research-oriented faculty who are from backgrounds currently under-represented in the biomedical sciences and those with disabilities, by preparing them to successfully compete for the external funding for scientific research in heart, lung, blood, and sleep (BLBS) disorders.

Recruitment:

1. CU Anschutz will continue to place advertisements for job opportunities through local job service offices. The local job service office will be notified concurrent with the placement of any job announcements through other media (e.g., using other on-line job posting services such as Indeed.com, HigherEdJobsLinkedIn, etc.)
2. Due to the extensive technical education and experience required for some positions, CU Anschutz will also continue to place job opportunity announcements in the company website, and other targeted sourcing sites when appropriate. We added a vendor in 2022 – JobElephant that can make advertising recommendations based on the role for departments to consider. Part of the consultation is recommending sites to help increase the diversity of the applicant pool. We encourage departments to use this resource when they have technical roles that are hard to fill.
3. Job advertisements will always carry an appropriate EEO tagline.
4. Minority and female applicants will be considered for all positions for which they are qualified.
5. CU Anschutz will participate in job fairs if there are enough openings to warrant participation.
6. CU Anschutz will consider targeting universities based in part on the high-level of diversity of its student body.

Job Specifications/Selection Process:

1. Develop position descriptions that accurately reflect position functions and are consistent for the same position from one location to another.

2. Develop job or worker specifications that contain academic, experience, and skill requirements that do not constitute inadvertent discrimination. Develop specifications that are free from bias with regard to age, race, color, gender, religion, national origin, sexual orientation, gender identity, disability, or veteran status.
3. Make available approved position specifications and worker specifications to all members of management involved in the recruiting, screening, selection, and promotion process. Copies may also be made available to recruiting sources.
4. CU Anschutz will continue to use only worker specifications that include job-related criteria.
5. CU Anschutz will continue to carefully select and counsel all personnel involved in the recruiting, screening, selection, promotion, disciplinary, and related processes to eliminate bias in all personnel actions.

Job Advancement:

1. Minority and female employees can be made available for participation in Career Days and related activities in the community, as desired.
2. CU Anschutz will continue to post or announce job opportunities.
3. CU Anschutz will continue to make use of the inventory of our current employee skills, when completed, to determine academic, skill, and experience level of individual employees.
4. Establish, whenever feasible, formal career counseling programs to include attitude development, education, aid, job rotation, buddy system, and similar program.
5. Require supervisory personnel to submit justification when qualified minority or female employees are passed over for upgrading.
6. Review seniority practices to ensure such practices are non-discriminatory and do not have discriminatory effect.
7. Encourage all employees to participate in facilities and company-sponsored social and recreational activities.
8. CU Anschutz will continue to use our formal employee evaluation program. The performance Appraisal is used for annual reviews for all employees.
9. All promotions are reviewed for qualifications, if requested promotions and job changes are greater than 50% change of job duties, they are required to be posted for recruitment open to the campus community.