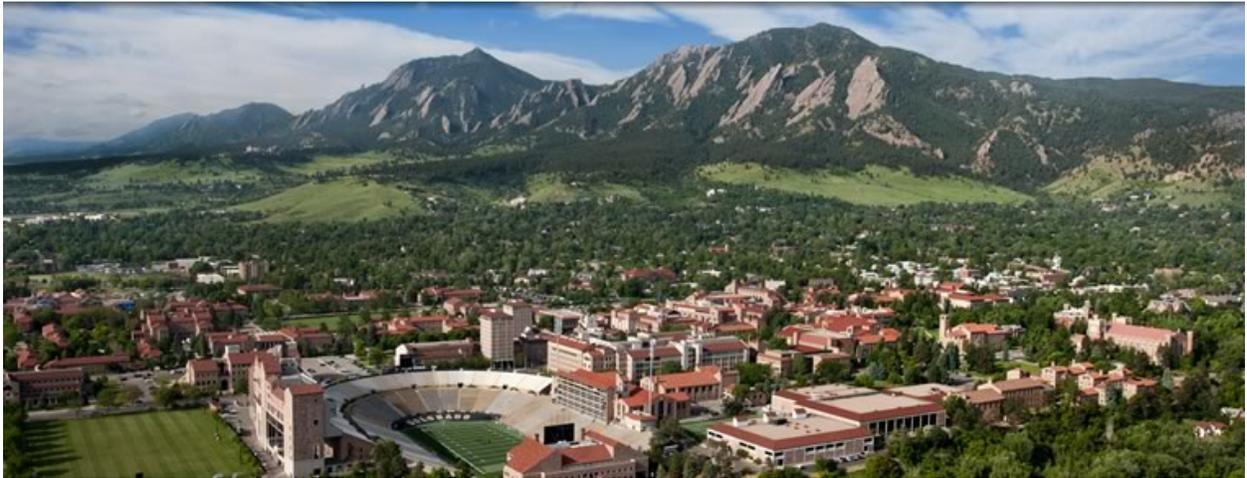


# Affirmative Action Plan 2019



## Executive Summary

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## Executive Summary

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### ***Introduction***

Signed into law in 1965 by President Johnson, Executive Order 11246 required 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 upon a person’s race and ethnicity shall be unlawful. The “affirmative action” or “positive steps” a federal contractor were expected to take involved eliminating existing barriers of equal opportunity that have disproportionately affected minorities. Later, in 1967, affirmative action programs included the same requirements for women.

Today, affirmative action programs have been expanded to require federal contractors to apply affirmative action to minorities, women, protected veterans, and individuals with disabilities, with a focus on engaging in effective outreach efforts to attract, employ, and advance those underrepresented groups without barriers to equal opportunity. Further, the federal program prohibits discrimination in employment decisions on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, veteran status and disability.

As part of the Office of Federal Contract Compliance Programs (OFCCP) requirements and the university’s affirmative action program, CU Boulder 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 and is designed to identify employment goals, potential barriers to equal employment opportunities and progress made in meeting our goals. The Plan also includes a narrative description of CU Boulder’s employment policies, practices and procedures that support the goal of equal opportunity fostering a diverse and inclusive community.

The annual Plan includes a set of required statistical reports that allow CU Boulder to evaluate its workforce and determine areas where women, racial/ethnic minorities, protected veterans and individuals with disabilities are

underrepresented. We accomplish this by first conducting an analysis by race, ethnicity 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 Boulder is required to develop effective action plans and strategies, such as outreach and recruitment efforts of qualified minorities and women, to achieve representation (a/k/a “utilization”).

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

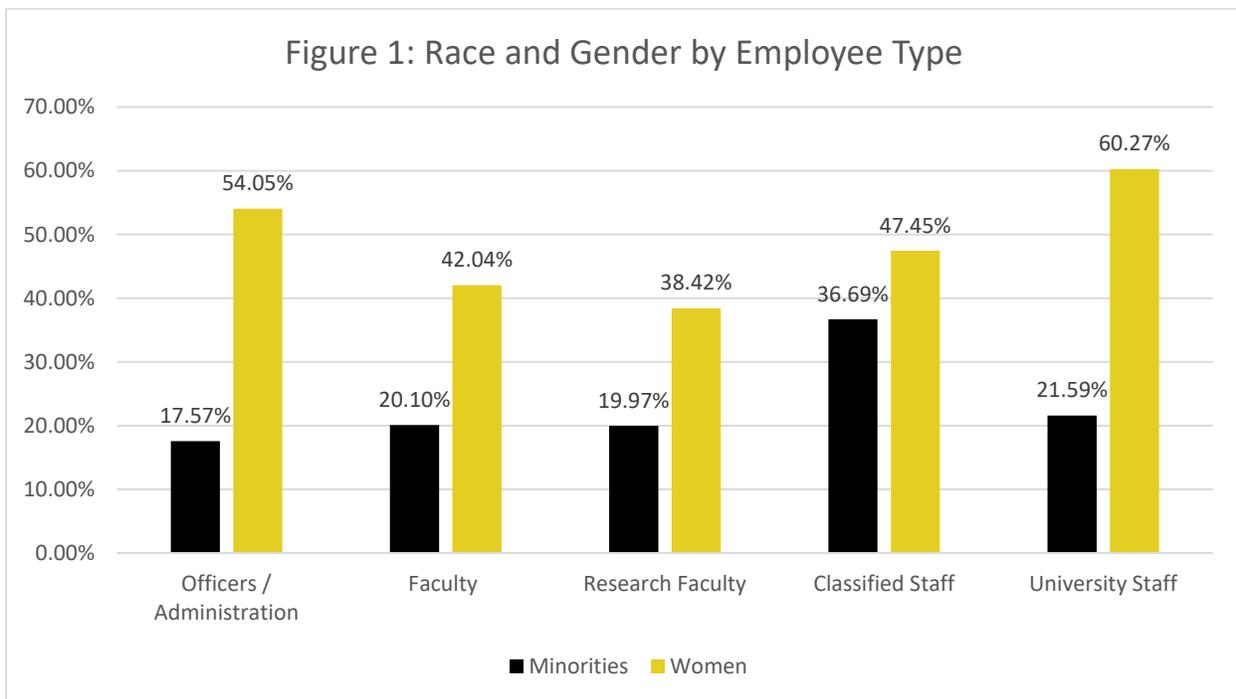
Our Affirmative Action Plan covers all permanent employment groups including faculty, research faculty, university staff and classified staff. “Officers and administration” refers to those designated as officers of the university, including the chancellor, vice chancellors, provost, deans and the executive directors/directors of the research institutes. “Faculty” refers to tenured and tenure-track faculty (distinguished, full, associate, assistant professor, and clinical faculty) and non-tenure track faculty (senior instructor, instructor, and scholar in residence). Faculty with administrative roles below the Dean level, such as Assistant Dean appointments, are included in the faculty numbers. “Research faculty” refers to the ranked research faculty (full, associate, assistant professors, senior research associates, and research associates), postdoctoral associates, senior professional research assistants, and professional research assistants. Temporary employees, student employees, employees on appointments less than 12 months and retirees are excluded from the Plan. Data on faculty and staff personnel are reflective of November 1, 2018. Additionally, data on hires, promotions, and separations were compiled from November 1, 2017 through October 31, 2018 (“plan year”).

### ***Workforce Profile***

The current affirmative action plan includes a total of 8,458 faculty, research faculty, and staff employees. Representation of minorities 1,955 (23.11%) and women 4,110 (48.59%) for this plan year shows a slight increase in the percentage of minorities and women in the employee population compared to the prior year

(22.62% and 47.40% respectively). The percentage of female employees for the campus has remained fairly consistent over the past three plan years, while the percentage of minority employees has increased each of the past two plan years from 19.71% in 2017.

**Figure 1** displays the representation of minorities and women in the employee population by officers/administration, faculty, research faculty, classified staff, and university staff. Minorities include the total of both women and men who self-identify as Hispanic, Native American, Asian, Black, Pacific Islander, or two or more races. These racial/ethnic categories are designated by the federal government for purposes of statistical tracking. **Figure 2** breaks down the employee population by women and the individual minority populations.



**Figure 2: Employee Population Demographics**

Total	Women	Minorities	Asian	Black	Hispanic	Am Indian	Pacific Islander	Two or More Races
8,458	4,110	1,955	858	149	661	42	12	233
%	<b>48.59%</b>	<b>23.11%</b>	<b>10.14%</b>	<b>1.76%</b>	<b>7.82%</b>	<b>0.50%</b>	<b>0.14%</b>	<b>2.75%</b>

## Placement Goals

For women and minorities, the Plan identifies areas of underrepresentation by setting placement goals. Placement goals are determined annually by calculating differences between the current workforce and estimated availability as defined by a weighted combination of external labor markets and internal opportunities. If the difference is statistically significant, then a placement goal or area of underrepresentation for women and/or minorities is identified. Once identified, the campus must make good faith efforts to meet, where possible, these goals when new hires and promotions are made. Placement goals are not intended to be hiring quotas or set-asides for hiring those identified as being underrepresented. Placement goals do not supersede merit-based selection of candidates and do not require CU Boulder to hire a less qualified applicant over a more qualified one.

Placement goals are identified by job group, which is a group of positions with similar job duties, responsibilities, opportunities for advancement and compensation. Job groups, especially for staff, can thus be comprised of positions across multiple departments, colleges, or divisions on campus. Job groups are continually updated to reflect the current employee population and changes to campus organization. A complete list of all job groups, including specific job titles, is available upon request.

The 2018-19 affirmative action plan has identified a total of 10 placement goals among 9 job groups, as shown below in **Figure 3**. While some job groups had a placement goal last year, some of the new job groups with placement goals include Faculty Directors, both the tenured and tenure-track faculty and non-tenured faculty in the social sciences division of the College of Arts & Sciences, and senior research associates in Engineering.

**Figure 3: Placement Goals**

<i>Job Group</i>	<i>Goal for</i>	<i>Placement Goal %</i>	<i>Current Employment %</i>
<b>Faculty Directors</b>	Women	66.34%	22.22%
<b>College of Arts &amp; Sciences (Tenured and Tenure-Track Faculty) Natural Sciences</b>	Women	42.48%	30.06%
<b>College of Arts &amp; Sciences (Tenured and Tenure-Track Faculty) Social Sciences</b>	Women	57.70%	47.74%
<b>College of Arts &amp; Sciences (Non Tenure-Track Faculty) Social Sciences</b>	Minorities	19.11%	0.00%
<b>Sr. Research Associate (Natural Sciences)</b>	Women	38.59%	23.08%
<b>Sr. Research Associate Engineering</b>	Minorities	39.88%	9.68%
<b>Research Associate Natural Sciences</b>	Women	37.41%	33.55%
<b>PRA LASP – Natural Sciences</b>	Women & Minorities	38.25% / 15.73%	25.35% / 6.34%
<b>Directors – Business Services</b>	Minorities	23.95%	3.45%

***Prior Year Goal Achievement***

The affirmative action plan is updated annually to identify current goals and show progress since the prior year.

Last plan year, CU Boulder had 16 placement goals in 14 job groups. In 8 of the 16 placement goals (50%), CU Boulder successfully met the goal through new hires and promotions and one (6.25%) had limited opportunities to do so, meaning they had few or no vacancies. Therefore, seven of 16 (43.75%) placement goals from the prior year were not met. Goals are met when the percentage of placements through new hires and promotions meets or is within one whole person of the placement goal percentage throughout the plan year. For example, the job group for tenured and tenure-track faculty in the College of Arts & Sciences – Arts & Humanities met the placement goal from last year of 56.56% for women by placing women in new hires or promotions at an overall rate of 63.64%, or seven of 11 total selections.

Because the determination of whether a placement goal was met or not is based on new hires and promotions, not total representation, a placement goal can still exist for these job groups the following year if women and/or minorities are still underrepresented as a whole within that job group. This explains the reason that while women were hired or promoted last year in tenured and tenure-track

faculty positions of the natural sciences in the College of Arts & Sciences, as well as minorities in senior research associates in the natural sciences, at a rate sufficient to meet the placement goals from last year, placement goals for these groups still exist this year based on current employment demographics.

In other job groups, though, women and/or minorities were hired and promoted in sufficient numbers that the placement goals no longer exist. Thus, placement goals no longer exist for multiple job groups, including women in the College of Music tenured and tenure-track faculty and Information Technology professionals, two groups which have had such placement goals for several years. Overall, CU Boulder was able to eliminate the placement goals in nine job groups from last year. However, the fact that four new placement goals arose means CU Boulder must continue to monitor its hiring and promotions of women and minorities.

### ***Applicants and Selections***

One way CU Boulder can effectively measure outreach efforts is to examine the demographics of the applicant pools for the hires it has made during the plan year. 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 CU Boulder’s applicant tracking systems. Due to a time-lag between the hire decision and start date of the employee, the number of selections does not exactly match the number of new hires identified during the plan year date range.

**Figure 4** shows the applicant pool and selections derived from data pulled from the applicant tracking systems (Taleo and Avature) in place at CU Boulder during the past plan year. Individuals that failed to meet minimum qualifications or withdrew from consideration were excluded from analysis. Those applicants who chose to self-identify a gender, race, and/or ethnicity are included in the analysis below.

**Figure 4: Applicant Analysis**

	Total	Women	Total Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
<b>Pool*</b>	23,543	12,045 <b>51.16%</b>	6,373 <b>27.08%</b>	2,730 <b>11.60%</b>	812 <b>3.45%</b>	2,196 <b>9.33%</b>	90 <b>0.38%</b>	23 <b>0.10%</b>	522 <b>2.22%</b>
<b>Selected</b>	1,100 <b>4.67%</b>	603 <b>54.82%</b>	318 <b>28.91%</b>	116 <b>10.55%</b>	25 <b>2.27%</b>	147 <b>13.36%</b>	5 <b>0.45%</b>	1 <b>0.09%</b>	24 <b>2.18%</b>
<b>Faculty Pool</b>	4,819	1,542 <b>32.00%</b>	1,803 <b>37.42%</b>	1,337 <b>27.74%</b>	102 <b>2.12%</b>	287 <b>5.96%</b>	10 <b>0.21%</b>	2 <b>0.04%</b>	65 <b>1.35%</b>
<b>Selected</b>	107 <b>2.22%</b>	44 <b>41.12%</b>	20 <b>18.69%</b>	14 <b>13.08%</b>	1 <b>0.93%</b>	5 <b>4.67%</b>	0 <b>0.00%</b>	0 <b>0.00%</b>	0 <b>0.00%</b>
<b>Research Faculty Pool</b>	1,131	414 <b>36.60%</b>	361 <b>31.93%</b>	236 <b>20.87%</b>	25 <b>2.21%</b>	72 <b>6.37%</b>	2 <b>0.18%</b>	0 <b>0.00%</b>	26 <b>2.30%</b>
<b>Selected</b>	99 <b>8.75%</b>	39 <b>39.39%</b>	18 <b>18.18%</b>	13 <b>13.13%</b>	0 <b>0.00%</b>	4 <b>4.04%</b>	0 <b>0.00%</b>	0 <b>0.00%</b>	1 <b>1.01%</b>
<b>Officers/ Admin Pool</b>	51	9 <b>17.65%</b>	11 <b>21.57%</b>	0 <b>0.00%</b>	3 <b>5.88%</b>	7 <b>13.73%</b>	0 <b>0.00%</b>	0 <b>0.00%</b>	1 <b>1.96%</b>
<b>Selected</b>	2 <b>3.92%</b>	1 <b>50.00%</b>	0 <b>0.00%</b>	0 <b>0.00%</b>	0 <b>0.00%</b>	0 <b>0.00%</b>	0 <b>0.00%</b>	0 <b>0.00%</b>	0 <b>0.00%</b>
<b>University Staff Pool</b>	15,532	8,788 <b>56.58%</b>	3,669 <b>23.63%</b>	1,009 <b>6.50%</b>	618 <b>3.98%</b>	1,579 <b>10.17%</b>	61 <b>0.39%</b>	17 <b>0.11%</b>	385 <b>2.48%</b>
<b>Selected</b>	745 <b>4.80%</b>	453 <b>60.81%</b>	227 <b>30.47%</b>	84 <b>11.28%</b>	20 <b>2.68%</b>	101 <b>13.56%</b>	4 <b>0.54%</b>	1 <b>0.13%</b>	17 <b>2.28%</b>
<b>Classified Staff Pool</b>	2,010	1,292 <b>64.28%</b>	529 <b>26.32%</b>	148 <b>7.36%</b>	64 <b>3.18%</b>	251 <b>12.49%</b>	17 <b>0.85%</b>	4 <b>0.20%</b>	45 <b>2.24%</b>
<b>Selected</b>	147 <b>7.31%</b>	66 <b>44.90%</b>	53 <b>36.05%</b>	5 <b>3.40%</b>	4 <b>2.72%</b>	37 <b>25.17%</b>	1 <b>0.68%</b>	0 <b>0.00%</b>	6 <b>4.08%</b>

\*The pool total includes applicants who did not self-identify a race, ethnicity, or gender when applying

Compared to the previous plan year, the percentage of both female and minority applicants increased. Female applicants increased from 48.57% of total applicants to 51.16%. The percentage of applicants identifying as a minority increased from 25.48% to 27.08%. In terms of selections, women were selected 54.82% of the time compared to 52.99% last year. Minority selections increased from 26.55% to 28.91%. This was the third straight year the overall percentage of minority selections increased starting with a selection rate for minorities of 20.72% during the 2016 plan year.

Looking at the figure above for the current plan year, the percentage of selections for minorities as a whole and women is greater than their representative percentage in the overall applicant pool, which means both groups are being selected at a higher rate than they are applying. Overall, this was the third straight plan year both women and minorities were selected at a higher rate than their respective representation in the current CU Boulder workforce. Among the specific minority populations as defined by the federal government, Hispanics were selected at rate 4.03% greater rate than their representation in the applicant pool. Those applicants who identify as Native American, Pacific Islander, and two or more races were selected at approximately the same rate at which they applied. On the other hand, applicants who identified as Asian and Blacks were selected at a lower percentage than their representation in the applicant pool.

When examining applicant selections amongst the employee groups at CU Boulder, women were selected at a higher rate than which they applied for all groups except classified staff. Women were selected at a rate almost 20% lower than which they applied. Last year, women were selected at a rate 15% lower than which they applied amongst classified staff, indicating that CU Boulder needs to examine its hiring practices in classified staff selections to ensure there are no barriers to female applicants.

For minority applicants, minorities were selected at a higher rate for both university staff and classified staff positions. However, minorities were selected at a lower rate amongst both research faculty and teaching faculty. For research faculty, this is only a one-year trend as last year minorities were selected at a higher rate, so this group will require monitoring to determine if there is a trend. For teaching faculty, though, this is the second straight year minorities have been

selected at a lower rate than which they applied—15.56% last year and 18.73% this plan year. In an effort to change this trend, CU Boulder implemented both online and in-person training on diversity search and hiring practices for tenure-track faculty search committees beginning in approximately August 2018. The training focuses on implicit bias and modifying the selection criteria to increase the diversity amongst both the applicant pool and those selected for faculty positions.

## New Hires and Promotions

The next two figures (**Figure 5** and **Figure 6**) show the breakdown of new hires and promotions during the plan year. “New Hires” includes those employees who are new to CU Boulder and who have not previously been CU Boulder employees. This number is lower than the number of “Selections” listed above in the applicant analysis because that number included all successful applicants, including current and past CU employees. Overall, the general pattern of women amongst new hires reflects the same trends as the “Selections” described above. For minorities, while there are a higher percentage of minority new hires amongst faculty and research faculty than successful applicants, both numbers are lower than the percentage of minority applicants. Conversely, even though minority new hires amongst university and classified staff are lower than the percentage of applicant selections for those populations, both numbers are still higher than the percentage of minorities in the applicant pool.

**Figure 5: New Hires**

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
839	445	225	116	19	58	6	1	25
%	53.04%	26.82%	13.83%	2.26%	6.91%	0.72%	0.12%	2.98%
Faculty	54	21	13	3	4	0	0	1
% (95 total)	56.84%	22.10%	13.68%	3.16%	4.21%	0.00%	0.00%	1.05%
Research Faculty	109	71	54	2	6	2	0	7
% (262 total)	41.60%	27.09%	20.61%	0.76%	2.29%	0.76%	0.00%	2.67%
Officers/ Admin	1	0	0	0	0	0	0	0
% (3 total)	33.33%	0.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%
University Staff	246	109	47	12	34	4	1	11
% (401 total)	61.35%	27.18%	11.72%	2.99%	8.48%	1.00%	0.25%	2.74%
Classified Staff	35	24	2	2	14	0	0	6
% (78 total)	44.87%	30.76%	2.56%	2.56%	17.95%	0.00%	0.00%	7.69%

**Figure 6: Promotions**

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
544	329	112	40	13	39	1	0	19
%	60.48%	20.59%	7.35%	2.39%	7.17%	0.18%	0.00%	3.49%
Faculty	31	14	6	3	2	0	0	3
% (61 total)	50.82%	22.96%	9.84%	4.92%	3.28%	0.00%	0.00%	4.92%
Research Faculty	16	14	10	1	2	0	0	1
% (44 total)	36.36%	31.82%	22.73%	2.27%	4.55%	0.00%	0.00%	2.27%
Officers/ Admin	6	0	0	0	0	0	0	0
% (11 total)	54.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
University Staff	243	64	19	7	26	0	0	12
% (349 total)	69.63%	18.34%	5.44%	2.01%	7.45%	0.00%	0.00%	3.44%
Classified Staff	33	20	5	2	9	1	0	3
% (79 total)	41.77%	25.32%	6.33%	2.53%	11.39%	1.27%	0.00%	3.80%

“Promotions” are movements of current employees into new job codes that reflect a 5% or greater increase in compensation. This past plan year, minorities were promoted at a rate 2.52% less than their representation in the employee population. This a reversal of last year when minorities had a slightly higher overall promotion rate, 1.02%, compared to their representation. Of the employee groups, minorities received 18.34% of university staff promotions. Because university staff accounted for the largest number of promotions by far (349 of the 544 total), this group had the highest impact on the overall percentage.

Women were promoted this past plan year at a rate 11.89% greater than their presence in the employee population, continuing the trend from 2018 and 2017 when women were promoted at rates 20.82% and 6.92% higher rate than their respective representation in the employee population.

## Separations

Data on separations provides CU Boulder with information about its retention efforts. Retention rates are indicative of whether CU Boulder is welcoming and inclusive once a hire is made. Many times, understanding why an employee decides to leave an employer is difficult. However, capturing data on race and gender can allow us to determine if certain groups are leaving at a higher rate than other groups and how those percentage rates differ from hires and promotions. **Figure 7** shows the number and percentage of separations from CU Boulder, both voluntary and involuntary, for the plan year.

**Figure 7: Separations\***

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
981	435	251	116	30	74	2	1	28
%	44.34%	25.59%	11.82%	3.06%	7.54%	0.20%	0.10%	2.85%
Faculty	40	18	11	0	3	0	0	4
% (98 total)	40.82%	18.36%	11.22%	0.00%	3.06%	0.00%	0.00%	4.08%
Research Faculty	145	109	72	7	17	1	1	11
% (410 total)	35.37%	26.58%	17.56%	1.71%	4.15%	0.24%	0.24%	2.68%
Officers/ Admin	2	0	0	0	0	0	0	0
% (3 total)	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
University Staff	195	88	27	18	33	1	0	9
% (352 total)	55.40%	25.00%	7.67%	5.11%	9.38%	0.28%	0.00%	2.56%
Classified Staff	53	36	6	5	21	0	0	4
% (118 total)	44.92%	30.51%	5.08%	4.24%	17.80%	0.00%	0.00%	3.39%

\*Includes both voluntary and involuntary separations

In comparison to the employee population for the plan year, women left CU Boulder at a rate 4.25% lower than their presence in the employee population. Combined with the selection rate of 54.82%, this means that overall the number of female employees increased the past plan year. The same was true the prior year,

as well. Minorities, however, left employment at CU Boulder at a 2.48% higher rate than their presence in the employee population. This number offsets the selection rate of minorities 5.8% higher than their respective representation in the employee population, meaning the overall increase in percentage of minority employees was lower than would be indicated by looking at selection rates alone.

### ***Protected Veterans and Individuals with Disabilities***

Since March 2014, federal contractors have been required to meet hiring targets for protected veterans each year and individuals with disabilities. Similar to minorities and women, if the goal or representation is not met, CU Boulder must engage in effective outreach efforts to attract and employ both groups.

The federal government annually establishes the protected veteran hiring benchmark using the annual national percentage of veterans in the civilian labor force. For this past plan year, the benchmark was 6.7% of all hires. Between November 1, 2017 and October 31, 2018, CU Boulder hired 2.27% protected veterans, a slight decrease of .005% from the prior year. However, protected veterans accounted for only 2.11% of the total applicant pool, slightly lower than the selection rate. This data indicates that veterans are being hired at approximately the same rate at which they apply for jobs. While the hiring benchmark for the upcoming year has been decreased to 6.4%, CU Boulder's hiring of veterans has not approached the federal benchmark since its inception in 2014. While veterans are being hired at the rate approximately equal to which they apply, meaning there does not appear to be any barriers in the selection process itself, CU Boulder is not attracting protected veterans to apply for jobs at a rate necessary to meet the federal benchmark. Further, only 1.87% of employees at CU Boulder self-identified as being a protected veteran. Thus, the campus needs to focus on targeted outreach to attract and employ protected veterans in its workforce.

During the same time period, 3.55% of applicants hired at CU Boulder identified as an individual with a disability, a slightly lower rate than the representation in the applicant pool (4.22%). The percentage of hires of applicants with a disability is almost exactly the same as the prior plan year (3.59%), while the federal hiring benchmark is 7%. Similarly, only 319 employees (3.77%) of the current workforce identify as having a disability. However, this has been an increase from 125 last plan year and 46 the plan year before that. This increase has been

the result of two efforts. In October 2017, the Affirmative Action Officer sent out a campus email to the current employee population inviting employees to update their self-identification of race/ethnicity, veteran status and disability status. Second, this past plan year the Affirmative Action Officer worked with the Office of the Americans with Disabilities Act (ADA) Coordinator at CU Boulder to obtain a count of employees requesting an employment accommodation in order to achieve a more accurate representation of the employee population having a disability. While the number of employees who identified as having a disability has thus increased overall, employee self-identification remains low and the hiring rate of individuals with a disability remains approximately half of the federal benchmark. Consequently, CU must identify and engage in specific outreach recruitment efforts to attract qualified applicants with disabilities and ensure that they do not face obstacles during the selection process. These efforts will be especially important in the coming years as the OFCCP has begun to initiate focused audits that examine the practices of federal contractors only with respect to their practices regarding individuals with a disability.

### ***Current Actions and Initiatives for the Future***

The University of Colorado Boulder 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 minorities, women, 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 towards making necessary good faith efforts.

During the prior plan year, the following initiatives were identified for CU Boulder to work towards:

- Enhance recruitment outreach efforts for underrepresented populations
- Enhance opportunities for professional development on diversity and inclusive excellence
- Define and promote an inclusive environment
- Design and implement a diversity and inclusive hiring practices training for faculty search committees

- Improve and refine data collection efforts, including data from CU Boulder's new applicant tracking system and the Office of the ADA Coordinator
- Utilize data more strategically to drive future decisions

Towards these goals, this past year there was a focus on improving the faculty search and recruitment process to increase diversity among CU Boulder faculty. First, an online course was developed by the Diversity Search and Outreach Program Manager and an Instructional Designer within Human Resources (HR). Along with the course, a faculty manual and guidebook were created to provide an overview of the faculty search and hiring process and best practices used to conduct an inclusive and compliant faculty search. Beyond the online course, the Affirmative Action Officer and/or the Diversity Search and Outreach Program Manager met with the majority of faculty search committees to discuss affirmative action requirements, inclusive recruitment and candidate evaluation practices, implicit bias, and the features of the new applicant tracking system, Avature, put into place by CU Boulder. These in-person trainings were designed to go beyond the material provided in the online course and were tailored specifically to each search in question. The only search committees that did not meet with HR representatives were those that engaged in their own extensive training offered within their college that covered inclusive hiring practices. The in-person trainings had the full support of both HR and the Provost.

The Affirmative Action Officer continues to be available to meet with departmental units to review their workforce demographics, recruitment planning efforts, and assist in strategic activities designed to support an inclusive and welcoming work environment. Further, the Affirmative Action Officer provides information to departments regarding the demographics of applicant pools for searches conducted by those departments, particularly faculty searches.

As noted above, beyond its general diversity goals, CU Boulder must increase its outreach efforts to veterans and individuals with disabilities specifically. With respect to veterans, the Office of Career Services and Rex Laceby, a veteran and CU Boulder employee, created a program specifically aimed towards increasing the employability of veterans, both current students and alums. These efforts include Career Services hosting a veterans' career fair and creating a mentorship program for student veterans in partnership with the Alumni Association. If the student and

alumni veterans complete all of the requirements of the mentorship program, they receive a free suit to wear during the job interview process. During the upcoming plan year, HR and the Affirmative Action Officer will continue to work with Career Services, Laceby, and other veteran-affiliated organizations on efforts to increase the hiring and retention of veterans in the CU Boulder workforce.

As noted last year, the Diversity and Inclusive Excellence team in Human Resources created an internship program at CU Boulder for individuals with disabilities. In partnership with the State of Colorado Division of Vocational Rehabilitation and Workforce Boulder County, the program offers a paid internship opportunity for individuals with disabilities (veterans are also eligible) in order to gain professional employment experience and enhance those individuals' future employment potential. This program placed an intern in the Libraries last year and an additional intern with Property Services this past year.

With respect to data, the Affirmative Action Officer and Human Resources transitioned collecting data for the annual Plan from Institutional Research to HR. Collecting the data internally within HR allows for quicker data collection and more flexibility in terms of the type of information collected. Further, this past year HR and CU Boulder adopted a new applicant tracking software system, Avature. The use of Avature will allow CU Boulder more direct control over recruiting data and how the data is collected. As a result, the recruiting data moving forward will be more complete and accurate. For this Plan, recruiting data was used from both Avature and the prior applicant tracking system.

The complete affirmative action plan is available for review at the CU Boulder Department of Human Resources by contacting the Affirmative Action Officer at 303-735-9019.