Affirmative Action Plan
2020

Executive Summary

Prepared by:

David Pacheco,

Affirmative Action Officer

Executive Summary

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 was expected to take involved eliminating existing barriers to equal opportunity that have disproportionally 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 based on 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 (PRAs). 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, 2019. Additionally, data on hires, promotions, and separations were compiled from November 1, 2018 through October 31, 2019 ("plan year").

Workforce Profile for Women and Minorities

The current affirmative action plan includes a total of 8,775 faculty, research faculty, and staff employees. Representation of minorities 2,055 (23.42%) and women 4,292 (48.91%) for this plan year shows a slight increase in the percentage

of minorities and women in the employee population compared to the prior year (23.11% and 48.59% respectively). The percentage of female employees for the campus has remained fairly consistent over the past several plan years, while the percentage of minority employees has increased each of the past four 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. Employees are given the opportunity to voluntarily disclose their gender and race/ethnicity upon hire and at any point during their career through the employee portal. **Figure 2** breaks down the employee population by women and the individual minority populations.

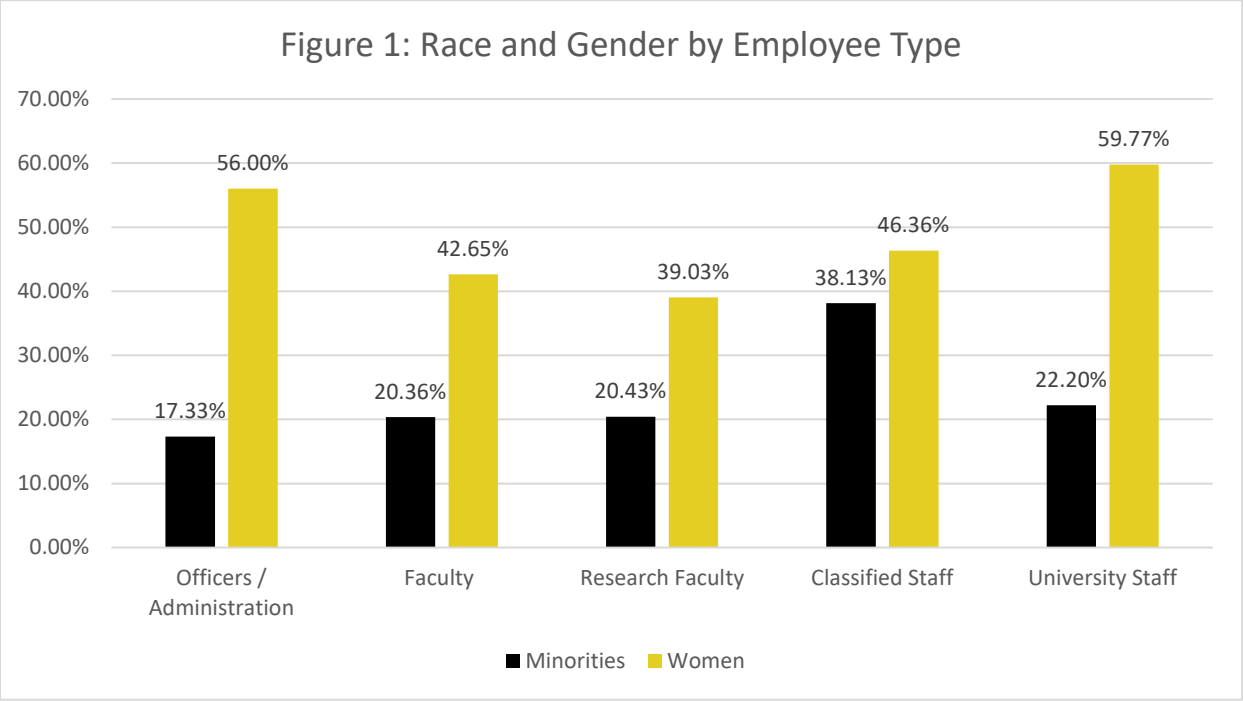

Figure 2: Employee Population Demographics

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
8,775	4,292	2,055	918	163	677	41	14	242
%	**48.91%**	**23.42%**	**10.46%**	**1.86%**	**7.72%**	**0.47%**	**0.16%**	**2.76%**

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 2019-20 affirmative action plan has identified a total of 9 job groups with placement goals, 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 the tenured and tenure-track faculty in the Leeds School of Business and research professor series, as well as architects/engineers/electronics, laboratory workers, and production/materials/operators for staff. As explained above, placement goals are established if there is a statistically significant difference (usually two standard deviations) between estimated availability and the current workforce. Statistical

significance can be impacted by factors such as the numbers of employees within the job group. Thus, while some of the job groups below have large differences in terms of percentage between the placement goal and workforce representation, the number of female and minority employees needed to meet those goals may actually only be a few employees.

Figure 3: Placement Goals

Job Group	*Goal for*	*Placement Goal %*	*Current Employment %*
Faculty Directors	Women	62.07%	22.22%
College of Arts & Sciences (Tenured and Tenure-Track Faculty) Natural Sciences	Women	41.16%	30.84%
Leeds School of Business (Tenured and Tenure-Track Faculty)	Women	36.09%	23.88%
Research Professor series (Full, Associate, and Assistant Professors)	Women	50.21%	36.21%
Laboratory (Lab Tech, Coordinator, and Support)	Women	64.78%	44.00%
PRA LASP – Natural Sciences	Minorities	24.91%	7.17%
Architect/Engineer/Electronics	Minorities	17.67%	7.37%
Production/Materials/Operators	Minorities	33.64%	20.27%
Directors – Business Services	Minorities	21.14%	3.57%

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 10 placement goals in 9 job groups. Each year, CU Boulder must determine whether the placement goals from the prior year have been 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, in the job group for tenured and tenure-track faculty in the College of Arts & Sciences – Natural Sciences division, CU Boulder met the placement goal from last year of 42.48% for women by placing women in new hires or promotions at an overall rate of 50%, or five of ten total selections.

In looking at the ten placement goals from last year, three of those goals were for job groups that no longer exist. In prior years, several of the research

faculty job codes—such as Research Associate, PRA, and postdoctoral associate—were grouped together in large job groups that spanned several departments and institutes, regardless of the type of research and area of expertise. These large job groups did not reflect the varied nature of the work performed by employees in those job groups, nor did they allow an accurate calculation of the labor pool and applicant availability. As a result, the job groups consisting of several of the research faculty job codes were reorganized to reflect the type of research and work performed by employees in each job group. Thus, the data regarding whether placement goals were met reflect the current job group structure.

Looking at the remaining placement goals from the prior year, CU Boulder successfully met two of the seven placement goals through new hires and promotions. The two placement goals that were met were for minorities in the Business Services Directors job group and for women in the tenured and tenure-track faculty of the College of Arts & Sciences – Natural Sciences division. Two of the seven placement goals were not met—the first for minorities in the LASP PRA job group and the other for women in tenured and tenure-track faculty in the College of Arts & Sciences – Social Sciences division. For the remaining three placement goals from last year, each had limited opportunities—meaning they had few or no vacancies and promotional opportunities.

Because the determination of whether a placement goal was met or not is based on new hires and promotions from the past year, 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 division in the College of Arts & Sciences at a rate sufficient to meet the placement goals from last year, as well as minorities in the Business Services Directors job group, placement goals for these groups still exist this year based on current employment demographics.

Overall, CU Boulder has been able to eliminate or reduce its placement goals over the past few years. However, the fact that new placement goals continue to arise based on personnel transactions during the plan year means that 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. The analysis includes only those job postings that were available to applicants external to CU Boulder. 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 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, as well as applicants who declined an offer of employment, 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, were not reviewed, or withdrew from consideration were excluded from analysis, per the Internet Applicant Rule established by the OFCCP. Those applicants who chose during the application process 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
Pool*	28,275	12,764 **45.14%**	8,315 **29.41%**	4,666 **16.50%**	897 **3.17%**	2,300 **8.13%**	141 **0.50%**	40 **0.14%**	271 **0.96%**
Selected	1,621 **5.73%**	799 **49.29%**	455 **28.07%**	263 **16.22%**	35 **2.16%**	136 **8.39%**	7 **0.43%**	5 **0.31%**	9 **0.56%**

Faculty Pool*	9,268	3,370 **36.36%**	3,326 **35.89%**	2,385 **25.73%**	220 **2.37%**	602 **6.50%**	34 **0.37%**	11 **0.12%**	74 **0.80%**
Selected	182 **1.96%**	97 **53.30%**	51 **28.02%**	29 **15.93%**	7 **3.85%**	10 **5.49%**	2 **1.10%**	1 **0.55%**	2 **1.10%**
Research Faculty Pool*	5,585	2,156 **38.60%**	1,922 **34.41%**	1,327 **23.76%**	134 **2.40%**	358 **6.41%**	26 **0.47%**	8 **0.14%**	69 **1.24%**
Selected	777 **13.91%**	316 **40.67%**	226 **29.09%**	156 **20.08%**	11 **1.42%**	49 **6.31%**	2 **0.26%**	3 **0.39%**	5 **0.64%**
Officers/ Admin Pool*	50	18 **36.00%**	6 **12.00%**	2 **4.00%**	2 **4.00%**	2 **4.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**
Selected	3 **6.00%**	2 **66.67%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**
University Staff Pool*	12,095	6,468 **53.48%**	2,786 **22.03%**	875 **7.23%**	504 **4.17%**	1,192 **9.86%**	75 **0.62%**	19 **0.16%**	121 **1.00%**
Selected	522 **4.32%**	317 **60.73%**	146 **27.97%**	65 **12.45%**	16 **3.07%**	59 **11.30%**	3 **0.57%**	1 **0.19%**	2 **0.38%**
Classified Staff Pool*	1,277	752 **58.89%**	275 **21.53%**	77 **6.03%**	37 **2.90%**	146 **11.43%**	6 **0.47%**	2 **0.16%**	7 **0.55%**
Selected	137 **10.73%**	67 **48.91%**	32 **23.36%**	13 **9.49%**	1 **0.73%**	18 **13.14%**	0 **0.00%**	0 **0.00%**	0 **0.00%**

*The pool totals include applicants who did not self-identify a race, ethnicity, or gender when applying

Compared to the previous plan year, the overall percentage of minority applicants increased, while the percentage of female applicants decreased. Female applicants declined from 51.16% of total applicants last plan year to 45.14% this year. In terms of selections, women were selected in 49.29% of searches this plan year compared to 54.82% last year. While the selection rate for women decreased from last year, women were still selected at a rate 4.15% higher than their representation in the applicant pool. For minorities, the percentage of applicants self-identifying as minority increased from 27.08% to 29.41% this plan year. Minority selections overall remained at approximately the same rate as last year,

with minorities being selected in 28.07% of searches compared to 28.91% last plan year. This selection rate was 1.34% less than the representation of minorities in the applicant pool. However, these selection rates for minorities still indicate an upward trend from the 20.72% selection rate during the 2016 plan year.

Looking at the selection rates compared with the employee population, the percentage of selections for minorities and women is greater than their representative percentage in the employee population. Overall, this was the fourth 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, the selection rate for each group was within 1% of the representation in the applicant pool. Hispanics and Pacific Islanders were both selected at a slightly higher rate than their representation in the applicant pool, while Asians, Blacks, Native Americans, and those identifying as two or more races were selected at a slightly lower rate than which they applied. Of these groups, Asians, Blacks, Hispanics, and Native Americans were selected at a greater percentage then their respective representation in the current employee population.

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 have been selected at a lower rate in classified staff positions for at least the last three years. The prior two years, women were selected at rates 15% and 20% lower than which they applied. This year, that difference has declined to about 10%. While an improvement, the selection data indicates that CU Boulder needs to continue to monitor its hiring practices in classified staff selections to ensure there are no barriers to female applicants. In contrast, amongst searches for teaching faculty, women were selected at a rate almost 17% greater than which they applied.

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. (With only three selections, it is difficult to draw any conclusions from the data for officers and administrators.) For research faculty, last year minorities were selected at a rate 13.75% lower than which they applied, compared to 5.32% lower this year. While

the selection rate for research faculty requires continued monitoring, it is an improvement from the prior year. For teaching faculty, this is the third straight year minorities have been selected at a lower rate than which they applied, However, in the past two years this difference was 15.56% and 18.73% compared to the applicant pool, while this year the difference was decreased to 7.87%. Beginning in August 2018, CU Boulder implemented both online and in-person training on diversity search and hiring practices for tenure-track faculty search committees. 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. This year was the first year since the training was implemented for which data is available. The selection rate for minorities in searches for teaching faculty increased almost 11% from last year. While it can be difficult to draw conclusions based on one year of data, the diversity training and efforts of the academic departments and search committees themselves show a marked improvement from prior years.

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, and applicants who were offered a position but declined. Overall, the general pattern of women and minorities amongst new hires reflects the same trends as the "Selections" described above. As was the case with "Selections," both women and minorities constituted greater percentages of new hires than their respective representation in the current CU Boulder employee population.

Figure 5: New Hires

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
983	505	294	147	35	78	7	4	23
%	51.37%	29.91%	14.95%	3.56%	7.93%	0.71%	0.41%	2.34%
Faculty	48	31	13	4	8	2	1	3

% (105 total)	45.71%	29.52%	12.38%	3.81%	7.62%	1.90%	0.95%	2.86%
Research Faculty	124	97	72	7	15	1	1	1
% (282 total)	43.97%	34.40%	25.53%	2.48%	5.32%	0.35%	0.35%	0.35%
Officers/ Admin	1	0	0	0	0	0	0	0
% (1 total)	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
University Staff	284	137	50	21	43	4	1	18
% (490 total)	57.96%	27.96%	10.20%	4.29%	8.78%	0.82%	0.20%	3.67%
Classified Staff	48	29	12	3	12	0	1	1
% (105 total)	45.71%	27.62%	11.43%	2.86%	11.43%	0.00%	0.95%	0.95%

Figure 6: Promotions

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
641	380	137	48	8	53	1	1	26
%	59.28%	21.37%	7.49%	1.25%	8.27%	0.16%	0.16%	4.06%
Faculty	33	13	7	0	2	1	0	3
% (69 total)	47.83%	18.84%	10.14%	0.00%	2.90%	1.45%	0.00%	4.35%
Research Faculty	32	19	13	0	5	0	0	1
% (63 total)	50.79%	30.16%	20.63%	0.00%	7.94%	0.00%	0.00%	1.59%
Officers/ Admin	7	1	0	0	0	0	0	1
% (11 total)	63.64%	9.09%	0.00%	0.00%	0.00%	0.00%	0.00%	9.09%
University Staff	269	84	24	8	35	0	0	17
% (416 total)	64.66%	20.19%	5.77%	1.92%	8.41%	0.00%	0.00%	4.09%
Classified Staff	39	20	4	0	11	0	1	4
% (82 total)	47.56%	24.39%	4.88%	0.00%	13.41%	0.00%	1.22%	4.88%

"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 2.05% less than their representation in the employee population. This is the second year in a row minority employees were promoted at a lower rate than their workforce representation. Of the employee groups, because university staff accounted for the largest number of promotions by far (416 of the 641 total), this group had the highest impact on the overall promotion percentage. Minorities constituted 22.20% of university staff but received 20.19% of university staff promotions. Of all the employee groups, only in research faculty promotions were minorities promoted at a greater rate than which they were represented in the research faculty employee population.

Women, on the other hand, were promoted this past plan year at a rate 10.37% greater than their presence in the employee population. This is the fourth year in a row women have been promoted at a higher rate than their representation among all CU Boulder employees. Further, women were promoted a greater rate than their representation in all employee groups this plan year.

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 CU Boulder at a higher rate than other groups and how those percentage rates differ from new 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
994	483	282	132	29	86	9	2	24
%	48.59%	28.37%	13.28%	2.92%	8.65%	0.91%	0.20%	2.41%
Faculty	52	19	7	4	5	1	0	2
% (97 total)	53.61%	19.59%	7.22%	4.12%	5.15%	1.03%	0.00%	2.06%
Research Faculty	153	119	82	3	25	1	0	8
% (392 total)	39.03%	30.36%	20.92%	0.77%	6.38%	0.26%	0.00%	2.04%
Officers/ Admin	1	0	0	0	0	0	0	0
% (4 total)	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
University Staff	224	113	38	18	38	5	2	12
% (391 total)	57.29%	28.90%	9.72%	4.60%	9.72%	1.28%	0.51%	3.07%
Classified Staff	53	31	5	4	18	2	0	2
% (110 total)	48.18%	28.18%	4.55%	3.64%	16.36%	1.82%	0.00%	1.82%

*Includes both voluntary and involuntary separations

In comparison to the employee population for the plan year, women as a whole left CU Boulder at a rate approximately equal to their presence in the employee population. Combined with the representation for women of 51.37% among new hires, this indicates a slight increase of female employees during the past plan year. In looking at the individual employee groups, this plan year female faculty left CU Boulder at a rate 10.96% greater than representation in the faculty population. This explains why the percentage of female faculty increased only slightly despite the higher selection rate for women amongst faculty applicants and the higher representation of women among new hires.

Minorities, however, left employment at CU Boulder at a 4.95% higher rate than their presence in the employee population. This number effectively offsets much of the 6.49% higher minority representation among new hires than their respective representation in the employee population. This indicates that while there was an increase in the percentage of minority employees overall, this amount

was lower than would have been indicated by looking at representation amongst new hires and selection rates alone. Specifically, minorities among both research faculty and university staff left CU Boulder at rates 6.7% and 9.93% greater than their representation in the employee population. Similar to female faculty, this explains why there was only a slight increase in the overall percentage of minority research faculty and university staff despite their higher representation among new hires.

Protected Veterans and Individuals with Disabilities

Since March 2014, federal contractors have been required each year to meet hiring targets for protected veterans and individuals with disabilities. Like 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. Applicants are asked to self-identify their veteran and disability status during the application process. Employees are invited to self-identify upon hire and at any point during their career through the employee portal.

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 6.4% of all hires. Between November 1, 2017 and October 31, 2018, CU Boulder hired or made offers to protected veterans in 1.48% of its searches, a decrease from 2.27% the prior year. Protected veterans accounted for only 1.62% of the total applicant pool, slightly higher than their selection rate. Like last year, 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 5.9%, 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 do 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. The number of protected veteran applicants and selections in CU Boulder's hiring process both declined from the prior year. Further, only 1.81% of employees at CU Boulder self-identified as being a protected veteran, down from 1.87% last year. Because of the lack of protected veterans in CU Boulder's applicant pools, this past year Human Resources convened

a group to explore options to increase that number, including attending veteran career fairs in person and online, posting jobs at specific hiring sites, and partnering with agencies that work with veterans.

The federal government has established an annual hiring benchmark of 7% for individuals with a disability. During the past plan year, 4.07% of applicants hired at CU Boulder identified as an individual with a disability, a slightly lower rate than the representation in the applicant pool (4.42%). The percentage of hires of applicants with a disability increased 0.52% from the prior year and the representation in the overall applicant pool increased by 0.20%. Similarly, 397 employees (4.52%) of the current CU Boulder workforce identify as having a disability. While the slight increase in the number of hires of individuals with a disability indicates that the campus is moving in the right direction, CU Boulder continues to fail to meet the federal hiring 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. CU Boulder must continue to partner with local and state agencies to help increase the number of individuals who apply for jobs at CU Boulder and are ultimately hired. 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 solely 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:

- Continue recruitment outreach efforts for underrepresented populations, specifically veterans and individuals with disabilities
- Continue the diversity and inclusive hiring practices training for faculty search committees, while also making the training available to other populations on campus
- Enhance opportunities for professional development on diversity and inclusive excellence
- Improve and refine data in the plan with respect to research faculty
- Utilize data more strategically to drive future decisions

In the summer of 2019, CU Boulder began focusing on improving the faculty search and recruitment processes to increase diversity among CU Boulder faculty. To that end, an online course on inclusive hiring and implicit bias was developed by the Diversity Search and Outreach Program Manager, the Affirmative Action Officer, and an Instructional Designer within Human Resources. Along with the course, resources were made available on the HR website to faculty, academic departments, and research institutes to provide guidance on conducting an inclusive and compliant faculty search. Beyond the online course, the Affirmative Action Officer, the Diversity Search and Outreach Program Manager, and members of the Talent Acquisition team 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 CU Boulder applicant tracking system, Avature. The in-person trainings had the full support of both HR and the Provost.

The necessity of the training for faculty search committees was highlighted by the selection data from the last plan year for teaching faculty at CU Boulder. In the year before the training was implemented, applicants identifying as minority constituted 37.42% of the applicant pool, but were selected for hire in 18.69% of searches, roughly half the rate at which they applied. As was noted above, this is the first year since the training was implemented for which data is available. The difference between the application and selection rate for minorities was decreased to 7.87%, an almost 11% improvement in the selection rate for minorities. While it can be difficult to draw conclusions based on one year of data, the diversity training

and overall efforts of the academic departments and search committees themselves show a marked improvement from prior years.

Based on the success of the training for faculty search committees, other areas of campus requested training on inclusive hiring and implicit bias. These include staff, research faculty, and officer/administration positions. The training is available to individual search committees or entire departments. Human Resources continues to modify and adapt the training to suit the unique needs of the specific group being trained.

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, this past year Human Resources convened a group to explore options to increase the number of veterans in its applicant pools, including attending veteran career fairs in person and online, posting jobs at specific hiring sites, and partnering with external agencies that work with veterans. The group also plans to outreach to other colleges and universities to explore if any strategies have been successful in attracting veteran applicants at those institutions.

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 has not been extensively utilized to date. CU Boulder is also exploring other programs to provide work experience to individuals with disabilities.

With respect to data, the Affirmative Action Officer continually engages in efforts to provide more accurate and useful information for the campus. An example of this was how the research faculty job groups were organized in past campus plans. As explained above, previously several of the research faculty job codes—such as Research Associate, PRA, and postdoctoral associate—were grouped together in large job groups that spanned several departments and institutes, regardless of the type of research and area of expertise. This resulted in space scientists and researches being grouped with engineers and medical scientists. These large job groups did not reflect the varied nature of the work performed by employees in those job groups, nor did they allow an accurate calculation of the labor pool and applicant availability. The current research faculty job groups reflect the type of research and work performed by employees in each job group.

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.