Affirmative Action Plan
2021

Executive Summary

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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 had 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 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, and 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 by federal regulation 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.

The CU Boulder Plan summarized here 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, 2020. Additionally, data on hires, promotions, and separations were compiled from November 1, 2019 through October 31, 2020 ("plan year").

Workforce Profile for Women and Minorities

The current Plan includes a total of 8,454 faculty, research faculty, and staff employees. Representation of minorities 2,048 (24.23%) for this plan year shows a slight increase in the percentage of minorities in the employee population

compared to the prior year (23.42%). The percentage of minority employees has increased each plan year from 19.71% in 2017. The percentage of women 4,136 (48.92%) in the employee population is essentially the same as last year (48.91%) and has remained fairly consistent over the past several plan years.

Figure 1 displays the representation of minorities and women in the employee population by employee groups of 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 gender and 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. Except for Officers/Administration, each employee group showed an increase in minorities compared to the prior plan year. The percentage of women increased among faculty, classified staff, and university staff compared to the prior plan year, but decreased among officers/administration and research faculty. **Figure 2** breaks down the employee population by women and the individual minority populations.

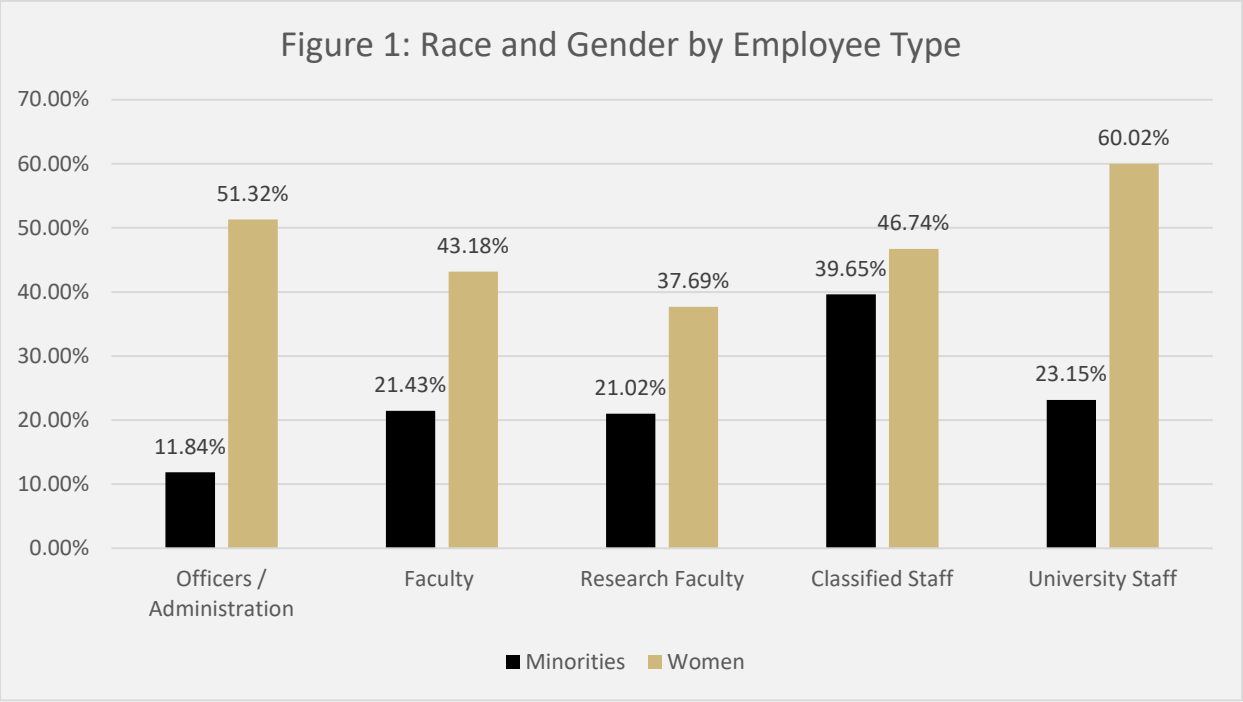

Figure 2: Employee Population Demographics

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
8,454	4,136	2,048	899	163	830	42	14	100
%	**48.92%**	**24.23%**	**10.63%**	**1.93%**	**9.82%**	**0.50%**	**0.17%**	**1.18%**

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 under-representation 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. Good faith efforts are the actions taken by the campus to increase the diversity of the applicant pool, such as additional outreach when positions with placement goals become available. 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 2020-21 affirmative action plan has identified a total of 13 job groups with placement goals, as shown below in **Figure 3**. Some job groups continue to have a placement goal holding over from last plan year. Other job groups had newly identified placement goals in this plan year. These include tenured and tenure-track faculty in the College of Music, non-tenure-track faculty in the Leeds School of

Business and in the College of Media, Communication and Information (CMCI), Space/Astrophysics research faculty with PhDs (Senior Research Associate, Research Associate, and Postdoctoral Associate), Institute of Behavior Genetics (IBG) non-PhD research faculty (Senior PRA and PRA), as well as Directors in Information Technology, Arts/Media staff, and Groundskeepers 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 only be a few employees.

Figure 3: 2021 Placement Goals

Job Group	*Goal for*	*Placement Goal %*	*Current Employment %*	*Shortfall*
College of Music (Tenured and Tenure-Track Faculty)	Women	43.43%	29.69%	1
Leeds School of Business (Tenured and Tenure-Track Faculty)	Women	38.15%	18.03%	5
Space/Astrophysics PhD (Senior Research Associate, Research Associate, and Postdoctoral Associate)	Women	27.22%	0.00%	1
Arts/Media	Women	47.52%	18.75%	1
Laboratory (Lab Tech, Coordinator, and Support)	Women	70.49%	44.83%	3
Leeds School of Business (Non-Tenure-Track Faculty)	Minorities	23.05%	8.77%	2
College of Media, Communication and Information (Non-Tenure-Track Faculty)	Minorities	33.46%	13.04%	1
Institute of Behavior Genetics (IBG) Non-PhD research faculty (Senior PRA and PRA)	Minorities	30.01%	9.09%	1
PRA LASP	Minorities	24.91%	7.43%	33
Groundskeeper	Minorities	53.59%	38.00%	1
Production/Materials/Operators	Minorities	35.83%	22.73%	1
Directors – Business Services	Minorities	22.33%	5.88%	1
Directors—Information Technology (IT)	Minorities	23.27%	8.57%	1

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 nine placement goals. 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 41.16% for women by placing women in new hires or promotions at an overall rate of 53.33%, or eight of fifteen total new hires and promotions.

Figure 4: 2020 Placement Goal Attainment

Job Group	*Goal for*	*Placement Goal %*	*Current Employment %*	*Goal Attainment/ Opportunities*
Faculty Directors	Women	62.07%	22.22%	No (No opportunities)
College of Arts & Sciences (Tenured and Tenure-Track Faculty) Natural Sciences	Women	41.16%	30.84%	Yes (8 of 10)
Leeds School of Business (Tenured and Tenure-Track Faculty)	Women	36.09%	23.88%	No (0 of 7)
Research Professor series (Full, Associate, and Assistant Professors)	Women	50.21%	36.21%	Yes (2 of 3)
Laboratory (Lab Tech, Coordinator, and Support)	Women	64.78%	44.00%	Yes (3 of 4)
PRA LASP – Natural Sciences	Minorities	24.91%	7.17%	No (0 of 17)
Architect/Engineer/Electronics	Minorities	17.67%	7.37%	Yes (1 of 7)
Production/Materials/Operators	Minorities	33.64%	20.27%	Yes (2 of 7)
Directors – Business Services	Minorities	21.14%	3.57%	Yes (1 of 7)

In looking at the placement goals from last year in **Figure 4**, CU Boulder successfully met six of the nine placement goals through new hires and promotions. One of those, the placement goal for women in tenure-track faculty of the College of Arts & Sciences – Natural Sciences division, resulted in there no longer being a placement goal for that job group for the first time since the inception of that job

group. 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 Leeds School of Business. For the remaining placement goal from last year amongst Faculty Directors, there were no vacancies and promotional opportunities. Faculty Directors is a job group with very few employees because most employees who hold that title also have a tenured or tenure-track faculty appointment and are thus reported elsewhere in the affirmative action data.

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 minorities were hired or promoted last year in the Business Services Directors and Production/Materials/Operators job groups at a rate to meet the placement goal, yet placement goals for these groups still exist this year based on current employee demographics.

Overall, CU Boulder has been able to eliminate or reduce the size and number of its placement goals over the past few years. This year, while the number of placement goals increased from nine last year to thirteen, most of those placement goals are small. As can be seen in **Figure 3**, ten of the thirteen job groups needed only one or two female or minority employees for the shortfall to not be statistically significant. Two of the three remaining placement goals show shortfalls of three and five female employees respectively. The placement goal for minorities among PRAs in LASP remains the largest placement goal in terms of both size and statistical significance. While CU Boulder has made progress in decreasing the size and number of its placement goals, the fact that new placement goals continue to arise based on personnel transactions during the plan year requires that CU Boulder continue to monitor and improve 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 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 5 shows the applicant pool and selections derived from data pulled from the applicant tracking system (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 5: Applicant Analysis

	Total	Women	Total Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
Pool*	23,039	10,715 **46.51%**	7,086 **30.76%**	3,964 **17.21%**	802 **3.48%**	1,980 **8.59%**	105 **0.46%**	45 **0.20%**	190 **0.82%**
Selected	1,185 **5.14%**	599 **50.55%**	398 **33.59%**	200 **16.88%**	36 **3.04%**	145 **12.24%**	8 **0.68%**	2 **0.17%**	7 **0.59%**
Faculty Pool*	6,641	2,201 **33.14%**	2,682 **40.39%**	2,031 **30.58%**	153 **2.30%**	425 **6.40%**	14 **0.21%**	7 **0.11%**	52 **0.78%**
Selected	129 **1.94%**	52 **40.31%**	44 **34.11%**	18 **13.95%**	6 **4.65%**	17 **13.18%**	1 **0.78%**	0 **0.00%**	2 **1.55%**
Research Faculty Pool*	3,676	1,240 **33.73%**	1,314 **35.75%**	918 **24.97%**	105 **2.86%**	250 **6.80%**	15 **0.41%**	3 **0.08%**	23 **0.63%**
Selected	380 **10.34%**	150 **39.47%**	128 **33.68%**	93 **24.47%**	4 **1.05%**	29 **7.63%**	0 **0.00%**	1 **0.26%**	1 **0.26%**

Officers/ Admin Pool*	162	55 **33.95%**	59 **36.42%**	18 **11.11%**	23 **14.20%**	13 **8.02%**	1 **0.62%**	2 **1.23%**	2 **1.23%**
Selected	5 **3.09%**	3 **60.00%**	1 **20.00%**	0 **0.00%**	1 **20.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**	0 **0.00%**
University Staff Pool*	11,296	6,353 **56.24%**	2,714 **24.03%**	883 **7.82%**	491 **4.35%**	1,139 **10.08%**	67 **0.59%**	30 **0.27%**	104 **0.92%**
Selected	568 **5.03%**	345 **60.74%**	190 **33.45%**	74 **13.03%**	22 **3.87%**	84 **14.79%**	6 **1.06%**	1 **0.18%**	3 **0.53%**
Classified Staff Pool*	1,264	866 **68.51%**	317 **25.08%**	114 **9.02%**	30 **2.37%**	153 **12.10%**	8 **0.63%**	3 **0.24%**	9 **0.71%**
Selected	103 **8.15%**	49 **47.57%**	35 **33.98%**	15 **14.56%**	3 **2.91%**	15 **14.56%**	1 **0.97%**	0 **0.00%**	1 **0.97%**

*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 both female and minority applicants and female and minority selections increased across campus as a whole. The percentage of female applicants slightly increased to 46.51% of total applicants this year from 45.14% last plan year. In terms of selections, women were selected in 50.55% of searches this plan year compared to 49.29% last year. Women were thus selected at a 4.04% greater rate than which they applied. For minorities, the percentage of applicants self-identifying as minority increased from 29.41% to 30.76% this plan year. The percentage of minority applicants hired or offered a position increased from 28.07% to 33.59% this year, an increase of 5.52% from the prior year. This selection rate for minority applicants was also 2.83% higher than their representation in the applicant pool. Overall, the selection rates for minority applicants indicate an upward trend from the 20.72% selection rate of minorities during the 2016 plan year.

Looking at the selection rates compared with the employee population, the percentage of selections for minorities and women continues to be greater than their representative percentage in the employee population. Overall, this was the fifth 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 their representation in the applicant pool, apart from Hispanics. Hispanics were selected at a rate 3.65% higher than which they applied. Hispanics and Native Americans were both selected at a higher rate than their representation in the applicant pool, while Asians, Blacks, Pacific Islanders, and those identifying as two or more races were selected at a slightly lower rate than which they applied. Compared to the existing employee population, Asians, Blacks, Hispanics, and Native Americans were all selected at a greater percentage then their respective representation in the current employee population, while Pacific Islanders were selected at the same rate as their current representation. Only those applicants identifying as two or more races were selected at a lower rate than their representation in the current employee population.

When examining applicant selections among the employee groups at CU Boulder, for the second straight year, 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 than which they applied in classified staff positions for at least the last four years. This year, that difference, 20.94%, is a greater disparity than last year. This selection data indicates that CU Boulder needs to continue to monitor its hiring practices in classified staff selections to ensure there are no barriers for female applicants. In contrast, among the other employee groups, women were selected at a rate between 4.34% to 26.05% 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 research faculty, teaching faculty, and officers and administrators. (With only five selections, it can be difficult to draw any conclusions from the latter group.) For research faculty, this disparity decreased for the second year in a row. Two years ago, minorities were selected at a rate 13.75% lower than which they applied among research faculty, 5.32% lower last year, and 2.07% this year. This is a positive trend for research faculty searches and hopefully continues beyond this plan year. For teaching faculty, this is the fourth straight year minorities have been selected at a lower rate than which they applied, However, in the past four years, this difference has been 15.56%, 18.73%, 7.87%, and 6.28% this year. Like research faculty, this is a positive trend for teaching faculty. 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. In the two years since the training requirement was implemented, the selection rate for minorities in searches for teaching faculty increased from 18.69% two years ago, 28.02% last year, and 34.11% this year. This increase is 15.42% and almost doubles the minority selection rate in faculty searches from two years ago. These numbers show that the diversity training, campus diversity initiatives, and the increased diversity and inclusions efforts of the academic departments and search committees themselves has made a marked difference.

New Hires and Promotions

The next two figures (**Figure 6** and **Figure 7**) 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 among 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 6: New Hires

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
628	305	205	108	24	62	2	2	7
%	48.57%	32.64%	17.20%	3.82%	9.87%	0.32%	0.32%	1.11%
Faculty	43	24	11	4	8	0	0	1
% (79 total)	54.43%	30.38%	13.92%	5.06%	10.13%	0.0%	0.00%	1.27%
Research Faculty	84	85	58	4	19	0	1	3
% (236 total)	35.59%	36.02%	24.58%	1.69%	8.05%	0.00%	0.42%	1.27%

Officers/ Admin	1	1	0	1	0	0	0	0
% (3 total)	33.33%	33.33%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%
University Staff	153	78	29	14	29	2	1	3
% (265 total)	57.74%	29.43%	10.94%	5.28%	10.94%	0.75%	0.38%	1.13%
Classified Staff	24	17	10	1	6	0	0	0
% (45 total)	53.33%	37.78%	22.22%	2.22%	13.33%	0.00%	0.00%	0.00%

Figure 7: Promotions

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
298	177	69	23	8	32	1	1	4
%	59.40%	23.15%	7.72%	2.68%	10.74%	0.34%	0.34%	1.34%
Faculty	6	3	0	1	2	0	0	0
% (14 total)	42.86%	21.43%	0.00%	7.14%	14.29%	0.00%	0.00%	0.00%
Research Faculty	23	10	6	0	3	0	0	1
% (58 total)	39.66%	17.24%	10.34%	0.00%	5.17%	0.00%	0.00%	1.72%
Officers/ Admin	4	2	0	0	1	0	1	0
% (6 total)	66.67%	33.33%	0.00%	0.00%	16.67%	0.00%	16.67%	0.00%
University Staff	129	41	11	5	21	1	0	3
% (185 total)	69.73%	22.16%	5.95%	2.70%	11.35%	0.54%	0.00%	1.62%
Classified Staff	15	13	6	2	5	0	0	0
% (35 total)	42.86%	37.14%	17.14%	5.71%	14.29%	0.00%	0.00%	0.00%

"Promotions" are movements of current employees into new job codes that reflect a 5% or greater increase in compensation. Notably, like hires at CU Boulder, the number of promotions during this plan year decreased from 641 to 298, less than half the number the prior year. This difference is likely due to personnel

practices instituted by CU Boulder during the pandemic. This past plan year, minorities were promoted at a rate 1.08% less than their representation in the employee population. This is the third year in a row that minority employees were promoted at a lower rate than their workforce representation, though that disparity decreased from 2.05% last year. Of the employee groups, because university staff accounted for the largest number of promotions by far (185 of the 298 total), this group had the highest impact on the overall promotion percentage. Minorities constituted 23.15% of university staff but received 22.16% of university staff promotions. Of all the employee groups, officers and administrators was the only group in which minorities were promoted at a greater rate than which they are represented in the employee population, though minorities among faculty members were promoted at exactly the same rate as their representation in the faculty population. Minority employees were promoted at a lower rate than their representation amongst research faculty, classified staff, and university staff.

Women, on the other hand, were promoted this past plan year at a rate 10.48% greater than their presence in the employee population, which is approximately the same rate as the prior year. This is the fifth year in a row women have been promoted at a higher rate than their representation among all CU Boulder employees. With respect to the individual employee groups, women were promoted a greater rate than their representation among officers and administrators, research faculty, and university staff. Women were promoted at a lower rate of their representation in the campus population among classified staff and faculty.

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 8** shows the number and percentage of separations from CU Boulder, both voluntary and involuntary, for the plan year.

Figure 8: Separations*

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
818	388	206	105	19	70	0	3	9
%	47.43%	25.18%	12.84%	2.32%	8.56%	0.00%	0.37%	1.10%
Faculty	50	16	5	5	3	0	1	2
% (106 total)	47.17%	15.09%	4.72%	4.72%	2.83%	0.00%	0.94%	1.89%
Research Faculty	133	90	66	4	17	0	1	2
% (320 total)	41.56%	28.13%	20.63%	1.25%	5.31%	0.00%	0.31%	0.63%
Officers/ Admin	3	1	0	0	1	0	0	0
% (5 total)	60.00%	20.00%	0.00%	0.00%	20.00%	0.00%	0.00%	0.00%
University Staff	179	76	28	9	36	0	1	2
% (322 total)	55.59%	23.60%	8.70%	2.80%	11.18%	0.00%	0.31%	0.62%
Classified Staff	23	23	6	1	13	0	0	3
% (65 total)	35.38%	35.38%	9.23%	1.54%	20.00%	0.00%	0.00%	4.62%

*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 (47.43%) slightly lower than their presence in the employee population (48.92%). Combined with the representation for women of 48.57% among new hires, this indicates a net slight increase of female employees during the past plan year. In looking at the individual employee groups, women left CU Boulder at higher rates than their employee representation among officers and administrators, faculty, and research faculty. Women left at a lower rate than their representation among university staff and classified staff.

Minorities, however, left employment at CU Boulder at a 0.95% higher rate than their presence in the employee population. This is a decrease from last year when minorities left CU Boulder at a rate 4.95% greater than their representation. Minorities accounted for 32.64% of new hires, but only 25.28% of terminations. This means that there was a net gain in the number of minority employees this year as shown by the overall increase of 0.81% in minority employees as a whole. If these

numbers had occurred in a non-pandemic year with the usual higher number of new hires, the net increase might have been greater. Among the specific employee groups, minorities separated from CU Boulder at lower rates than their representation in the employee population among faculty and classified staff. However, minorities left at higher rates than their representation among officer and administrators, research faculty, and university staff. Specifically, minorities among research faculty left at a rate 8.16% higher than representation in employee population. The separation rate of minorities among research faculty was greater than their representation among new hires, explaining why research faculty showed a decrease in percentage of minorities compared to the prior plan year.

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. As with 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 5.9% of all hires. Between November 1, 2019 and October 31, 2020, CU Boulder hired protected veterans in 2.52% of its searches, an increase from 1.48% the prior year. Protected veterans accounted for only 1.60% of the total applicant pool, nearly identical to the prior year (1.62%). The data indicates that this past year, veterans were hired at a higher rate than which they applied for jobs. While the hiring benchmark for the upcoming year has been decreased to 5.7%, 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 slightly higher than 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. Further, only 1.9% of employees at CU Boulder self-identified as being a protected veteran, slightly up from 1.81% last year. Because of the lack of

protected veterans in CU Boulder's applicant pools, the prior plan 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. During this past year, those efforts were hindered by the pandemic. During the upcoming year, Human Resources will continue to explore ways to increase the number of veteran applicants during hiring processes that are all occurring virtually and with little opportunity for in-person networking.

The federal government has established an annual hiring benchmark of 7% for individuals with a disability. During the past plan year, 3.55% of applicants hired at CU Boulder identified as an individual with a disability, a lower rate than the representation in the applicant pool (4.67%). The percentage of hires of applicants with a disability decreased 0.52% from the prior year and the representation in the overall applicant pool increased by 0.25%. Similarly, 389 employees (4.6%) of the current CU Boulder workforce identify as having a disability. The slight decrease in the number of hires of individuals with a disability, after an increase the prior year, indicates that the campus needs to continue to evaluate its hiring processes to determine if there are any barriers to applicants with disabilities. This evaluation needs to factor into account the virtual hiring process in place at CU Boulder during much of the prior plan year and in the immediate future due to the pandemic. Further, CU Boulder continues to fail to meet the federal hiring benchmark. Consequently, CU Boulder must identify and engage in specific outreach and 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, efforts that have been hindered during the pandemic. These partnerships and outreach efforts will be especially important in the coming years, as the OFCCP has initiated 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,

the campus remains 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, the campus recognizes 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 implicit bias and inclusive hiring practices training for faculty search committees, while also continuing the gains made in hiring more minorities in faculty searches
- Develop a training on implicit bias and inclusive hiring practices for staff searches
- 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 leadership and the Provost.

After two years, the data for the hiring of minorities among the teaching faculty showed significant gains. 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. Last year, the selection rate of minorities in faculty searches increased to 28.02%, despite the percentage of faculty minority applicants decreasing slightly. This plan year, not only was there an increase in the percentage of minority applicants in the faculty hiring pools, the selection rate of minorities in faculty searches increased to 34.11%. These efforts have been bolstered not only by diversity initiatives at the department level, but also at the highest levels of campus leadership. In June 2020, the Chancellor announced Eight Initiatives to combat racism and make the campus more inclusive, including in its hiring efforts.

Based on the success of the training for faculty search committees, other areas of campus have requested training on inclusive hiring practices and implicit bias. These include staff, research faculty, and officer/administration positions. This past year, the Affirmative Action Officer, the Diversity Search and Outreach Program Manager, and recruiters from the Talent Acquisition team conducted trainings with the search committees at the beginning of the search for the Dean of the Law School and for the Dean of the College of Music. Further, a version of the implicit bias and inclusive hiring practices training was developed and provided multiple times for staff searches this past year. Within the next year, an online version of the training for staff will likely become available.

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.

In addition to the Chancellor's Eight Initiatives, CU Boulder also implemented its Inclusion, Diversity and Excellence in Academics (IDEA) Plan this past year. The IDEA Plan is the campus' blueprint for diversity, equity and inclusive excellence outlining three key areas of impact: climate, infrastructure and leadership. The IDEA Plan also identifies specific actions to achieve results. As part of the implementation of the IDEA Plan, subcommittees were established to examine CU Boulder's diversity efforts in faculty and staff hiring. The Affirmative Action Officer

will provide hiring data to these subcommittees and assist where possible in order to achieve the goals of the IDEA Plan.

As noted above, beyond its general diversity goals, CU Boulder must increase its outreach efforts to veterans and individuals with disabilities specifically. As noted previously, HR began exploring efforts with respect to veterans. However, the pandemic caused several changes to CU Boulder's hiring practices as a whole. For much of this past year, CU Boulder was on a "hiring chill." This resulted not only in CU Boulder making 27% less hires than the year before, but also almost 53% less promotions. Further, the search process became wholly virtual, with no on-campus and no in-person interviews. The Human Resources and Talent Acquisition team spent much of the year adapting to these changes and making continual adjustments to the hiring process. As noted, there were decreased opportunities to make additional outreach efforts. While CU Boulder is hopeful for a return to "normal" hiring eventually, our immediate challenge is to find ways to expand outreach to veterans and individuals with disabilities in this pandemic-impacted hiring environment.

Lastly, on January 1, 2021, the Colorado Equal Pay for Equal Work Act (CEPEWA) went into effect. The CEPEWA amended existing legislation regarding compensation and enacted new provisions and processes with respect to wage discrimination. The requirements of the CEPEWA are expansive and apply to employee populations which the federal affirmative action regulations do not, such as student employees, temporary employees, and retirees. The affirmative action officer has worked closely with the Position Management and Compensation team and the Talent Acquisition team within Human Resources to prepare the campus for the implementation of the CEPEWA. Human Resources' efforts with respect to the CEPEWA are ongoing and the Affirmative Action Officer will continue to collaborate with these teams as these efforts evolve. As part of the work on the CEPEWA, the Position Management and Compensation team categorized similar work within a new compensation code that exists within each broad payroll job title. This change allows the campus to group substantially similar work within a more narrowly focused compensation code since the current job code structure is very broad. These new compensation codes for positions may also allow for future refinement of the job codes and job groups used in the creation of this Plan in order to provide more accurate data.

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.