

Affirmative Action Plan 2022



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” refer 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, 2021. Additionally, data on hires, promotions, and separations were compiled from November 1, 2020, through October 31, 2021 (“plan year”).

Workforce Profile for Women and Minorities

The current Plan includes a total of 8,614 faculty, research faculty, and staff employees. Representation of minorities 2,156 (25.03%) for this plan year shows a slight increase in the percentage of minorities in the employee population

compared to the prior year (24.23%). The percentage of minority employees has increased each plan year from 19.71% in 2017. The number of women 4,262 (49.48%) in the employee population increased slightly from last year (48.92%) and has remained 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 can update the information at any point during their career through the employee portal. All the employee groups showed an increase in minorities compared to the prior plan year. The percentage of women increased among all employee groups compared to the prior year, with one exception. Classified staff showed a slight decrease of 0.35% in percentage of women. **Figure 2** breaks down the employee population by women and the individual minority populations.

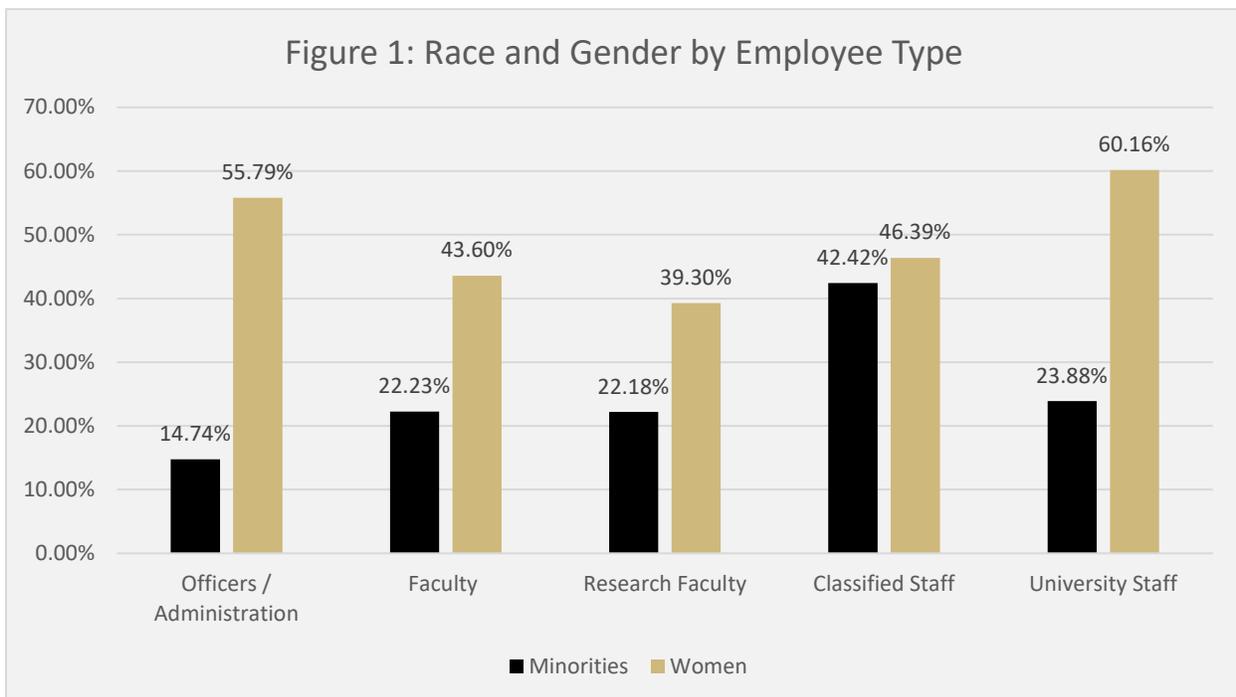


Figure 2: Employee Population Demographics

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
8,614	4,262	2,156	977	173	840	40	11	115
%	49.48%	25.03%	11.34%	2.01%	9.75%	0.46%	0.13%	1.34%

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. 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 2021-22 affirmative action plan has identified a total of eight job groups with placement goals, as shown below in **Figure 3**. Some job groups had a placement goal held over from the last plan year (discussed below). Other job groups had newly identified placement goals in this plan year. These include the tenured and tenure-track faculty in the Natural Sciences and Social Sciences

divisions of the College of Arts and Sciences, and the non-tenure-track faculty in the College of Engineering and Applied Sciences. 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 significant 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: 2022 Placement Goals

<i>Job Group</i>	<i>Goal for</i>	<i>Placement Goal %</i>	<i>Current Employment %</i>	<i>Shortfall</i>
College of Arts & Sciences Natural Sciences Division (Tenured and Tenure-Track Faculty)	Women	42.16%	32.29%	14
College of Arts & Sciences Social Sciences Division (Tenured and Tenure-Track Faculty)	Women	56.73%	48.30%	1
Space/Astrophysics PhD (Senior Research Associate, Research Associate, and Postdoctoral Associate)	Women	24.50%	0.00%	1
Arts/Media	Women	47.59%	20.00%	1
Laboratory (Lab Tech, Coordinator, and Support)	Women	76.45%	50.00%	2
College of Engineering (Non-Tenure-Track Faculty)	Minorities	26.10%	16.67%	2
PRA LASP	Minorities	17.35%	9.12%	11
Directors – Business Services	Minorities	24.88%	5.56%	2

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 thirteen 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 non-tenure-

track faculty in the Leeds School of Business, CU Boulder met the placement goal from last year of 23.05% for women by placing women in new hires or promotions at an overall rate of 25%, or one of four total new hires and promotions.

Figure 4: 2021 Placement Goal Attainment

<i>Job Group</i>	<i>Goal for</i>	<i>Placement Goal %</i>	<i>Current Employment %</i>	<i>Goal Attainment/ Opportunities</i>
College of Music (Tenured and Tenure-Track Faculty)	Women	43.43%	29.69%	No (No opportunities)
Leeds School of Business (Tenured and Tenure-Track Faculty)	Women	38.15%	23.94%	No (No opportunities)
Space/Astrophysics PhD (Senior Research Associate, Research Associate, and Postdoctoral Associate)	Women	27.22%	0%	No (0 of 3)
Arts/Media	Women	47.52%	20%	No (No opportunities)
Laboratory (Lab Tech, Coordinator, and Support)	Women	70.49%	50%	No (No opportunities)
Leeds School of Business (Non-Tenure-Track Faculty)	Minorities	23.05%	10%	Yes (1 of 4)
College of Media, Communication and Information (Non-Tenure-Track Faculty)	Minorities	33.46%	7.69%	No (0 of 1)
Institute of Behavior Genetics (IBG) Non-PhD research faculty (Senior PRA and PRA)	Minorities	30.01%	4.55%	No (0 of 1)
PRA LASP	Minorities	24.91%	9.12%	No (3 of 19)
Groundskeeper	Minorities	53.59%	46.51%	Yes (3 of 6)
Production/Materials/Operators	Minorities	35.83%	21.88%	No (2 of 10)
Directors – Business Services	Minorities	22.33%	5.56%	No (0 of 5)
Directors—Information Technology (IT)	Minorities	23.27%	9.38%	Yes (1 of 8)

In looking at the placement goals from last year in **Figure 4**, CU Boulder successfully met three of the thirteen placement goals through new hires and promotions. While it does not appear on its face that CU Boulder addressed several of the prior year’s placement goals, CU Boulder overall made fewer new hires and promotions due to the pandemic. Thus, for four of the job groups with placement goals, there were no vacancies and promotional opportunities. An additional two job groups with a placement goal only filled one vacancy or promotional opportunity. Only in four job groups with placement goals were those goals not met through filling multiple vacancies or promotional opportunities: the

Space/Astrophysics research positions requiring a PhD, PRAs in LASP, production/materials/operators staff positions, and directors of business services. As noted above, three of those groups continue to have a placement goal during the upcoming plan year and thus CU Boulder must demonstrate its good faith efforts to hire or promote women and/or minorities in those positions.

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. Alternatively, even if a placement goal from a prior year was not met through new hires and promotions, the placement goal may not be present during the current plan due to factors such as attrition and changes in labor pool availability.

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, the number of placement goals decreased from thirteen last year to eight this year. As can be seen in **Figure 3**, six of the eight job groups needed only one or two female or minority employees for the shortfall to not be statistically significant. The placement goal for minorities among PRAs in LASP remains the largest placement goal in terms of statistical significance. The shortfall of fourteen women among tenured and tenure-track faculty in the Natural Sciences division of the College of Arts and Sciences is large, but it is also one of the largest groups on campus with 319 employees. 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*	22,629	10,291 45.48%	7,208 31.85%	3,673 16.23%	1,043 4.61%	2,117 9.36%	146 0.65%	30 0.13%	199 0.88%
Selected	1,231 5.44%	615 49.96%	389 31.60%	200 14.70%	36 4.47%	145 10.24%	8 0.73%	2 0.24%	7 1.22%
Faculty Pool*	3,908	2,201 33.73%	1,835 46.95%	1,274 32.60%	170 4.35%	341 8.73%	15 0.38%	1 0.03%	34 0.87%
Selected	96 2.46%	44 45.83%	44 45.83%	14 14.58%	11 11.46%	14 14.58%	2 2.08%	1 1.04%	2 2.08%
Research Faculty Pool*	5,887	1,240 34.79%	2,217 37.66%	1,497 25.43%	214 3.64%	422 7.17%	38 0.65%	4 0.07%	42 0.71%
Selected	505 8.58%	216 42.77%	149 29.50%	94 18.61%	11 2.18%	36 7.13%	1 0.20%	1 0.20%	6 1.19%
Officers/ Admin Pool*	412	55 36.89%	116 28.16%	22 5.34%	46 11.17%	40 9.71%	1 0.24%	2 0.49%	5 1.21%

Selected	8 1.94%	6 75.00%	3 37.50%	1 12.50%	1 12.50%	1 12.50%	0 0.00%	0 0.00%	0 0.00%
University Staff Pool*	11,932	6,353 54.53%	2,902 24.32%	822 6.89%	597 5.00%	1,253 10.50%	89 0.75%	23 0.19%	118 0.99%
Selected	529 4.43%	303 57.28%	144 27.22%	44 8.32%	31 5.86%	56 10.59%	5 0.95%	1 0.19%	7 1.32%
Classified Staff Pool*	490	866 54.29%	138 28.16%	58 11.84%	16 3.27%	61 12.45%	3 0.61%	0 0.00%	0 0.00%
Selected	93 18.98%	46 49.46%	49 52.69%	28 30.11%	1 1.08%	19 20.43%	1 1.08%	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 female applicants decreased slightly from 46.51% of total applicants last year to 45.48% this year. In terms of selections, women were selected in 49.96% of searches this plan year compared to 50.55% last year, a slight decrease of 0.59%. However, women were selected at a 4.48% greater rate than which they applied, which indicates no barriers to women during the selection process. Conversely, for minorities, the percentage of applicants self-identifying as minority increased from 30.76% last year to 31.85% this plan year. The percentage of minority applicants hired or offered a position, though, decreased from 33.59% last year to 31.60% this year, a decrease of about 2% in selection rate. The selection rate for minority applicants was approximately equal to their representation in the applicant pool, with a difference of only 0.25%. Even with the decrease in selection rate for minorities this plan year, the overall selection rates for minority applicants indicate an upward trend from 20.72% in 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 sixth 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 Asian applicants. Asian applicants were selected at a rate 1.53% lower than which they applied. Compared to the existing employee population, Asians, Blacks, Hispanics, Native Americans, and Pacific Islanders were all selected at a greater percentage than their respective representation in the current employee population. Only those applicants identifying as two or more races were selected at a lower rate (1.22%) than their representation in the current employee population (1.34%).

When examining applicant selections among the employee groups at CU Boulder, for the third 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 the last five years. This year, that difference, 4.83%, is a much smaller disparity than last year, when it was 20.94%. While the data for classified staff indicates that CU Boulder needs to continue to monitor its hiring practices to ensure there are no barriers for female applicants, the selection disparity rate for women among classified staff positions is decreasing. In contrast, among the other employee groups, women were selected at a rate between 2.75% to 38.11% greater than which they applied.

For minority applicants, minorities were selected at a higher rate among university staff, classified staff, and officers/administrator positions. However, minorities were selected at a lower rate amongst research faculty and teaching faculty. For research faculty, this disparity increased from 2.07% last year to 8.16% this year after decreasing the prior two years. For teaching faculty, this is the fifth straight year minorities have been selected at a lower rate than which they applied, However, in the past five years, this difference has been 15.56%, 18.73%, 7.87%, 6.28%, and down to a 1.12% this year. This is a positive continuing 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 three years since the training requirement was implemented, the selection rate for minorities in searches for teaching faculty increased each year from 18.69% to 28.02% to 34.11% and finally 45.83% this year. This increase is 27.14% and more than doubles the minority selection rate in faculty searches from three years ago. These numbers show that

the combined effects of diversity training for faculty search committees, campus diversity initiatives, and the increased diversity and inclusions efforts of the academic departments and search committees themselves have 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, former student 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. Of note is that among teaching faculty, minorities accounted for 55.38% of new hires, a higher rate than their selection percentage noted above.

Figure 6: New Hires

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
744	385	252	108	24	62	2	0	7
%	51.75%	33.87%	17.07%	3.36%	11.02%	0.40%	0.00%	2.02%
Faculty	32	36	20	6	10	0	0	0
% (65 total)	49.23%	55.38%	30.77%	9.23%	15.38%	0.00%	0.00%	0.00%
Research Faculty	130	101	71	3	20	1	0	6
% (289 total)	44.98%	34.95%	24.57%	1.04%	6.92%	0.35%	0.00%	2.08%
Officers/ Admin	3	2	0	1	1	0	0	0
% (3 total)	100.00%	66.67%	0.00%	33.33%	33.33%	0.00%	0.00%	0.00%
University Staff	202	94	28	14	42	2	0	8
% (344 total)	58.72%	27.33%	8.14%	4.07%	12.21%	0.58%	0.00%	2.33%

Classified Staff	18	19	8	1	9	0	0	1
% (43 total)	41.86%	44.19%	18.60%	2.33%	20.93%	0.00%	0.00%	2.33%

Figure 7: Promotions

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races
545	308	142	53	11	64	3	3	8
%	56.51%	26.06%	9.72%	2.02%	11.74%	0.55%	0.55%	1.47%
Faculty	47	26	11	4	8	0	2	1
% (93 total)	50.54%	27.96%	11.83%	4.30%	8.60%	0.00%	2.15%	1.08%
Research Faculty	32	13	11	1	1	0	0	0
% (71 total)	45.07%	18.31%	15.49%	1.41%	1.41%	0.00%	0.00%	0.00%
Officers/ Admin	8	3	1	0	2	0	0	0
% (16 total)	50.00%	18.75%	6.25%	0.00%	12.50%	0.00%	0.00%	0.00%
University Staff	200	86	27	6	46	3	1	3
% (315 total)	63.49%	27.30%	8.57%	1.90%	14.60%	0.95%	0.32%	0.95%
Classified Staff	21	14	3	0	7	0	0	4
% (50 total)	42.00%	28.00%	6.00%	0.00%	14.00%	0.00%	0.00%	8.00%

“Promotions” are movements of current employees into new job codes that reflect a 5% or greater increase in compensation. Notably, as the pandemic took hold, the number of promotions last plan year decreased from 641 to 298. This year, CU Boulder had 545 promotions, which was not quite back to pre-pandemic level but a significant increase in the number of promotions. This past plan year, minorities were promoted at a rate 1.03% greater than their presence in the employee population. Last plan year, minorities were promoted at a rate 1.08% less than their representation in the employee population. In fact, this plan year reversed a three-year trend in which 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 (315 of the 545 total), this group had the highest impact on the overall promotion percentage. Minorities constituted 23.88% of university staff but received 27.3% of university staff promotions. This was an increase of 5.14% for promotions of minorities within university staff compared to last year, when minorities were promoted at a lower rate than their presence in the university staff population. Of all the employee groups, besides university staff, teaching faculty and officers and administrators also had minorities promoted at a greater rate than which they are represented in the employee population. Minority employees were promoted at a lower rate than their representation amongst research faculty and classified staff.

Women, on the other hand, were promoted this past plan year at a rate 7.03% greater than their presence in the employee population. Last year, women were promoted at a rate 10.48% greater than their presence in the employee population. This is the sixth year in a row that women have been promoted at a higher rate than their representation among all CU Boulder employees. The higher promotion rate of women was impacted highly by the 63.49% promotion rate for women among university staff, where most promotions on campus occurred. With respect to the individual employee groups, women were promoted a greater rate than their representation among faculty, research faculty, and university staff. Women were promoted at a lower rate than their representation in the campus population among classified staff and officers/administrators, though for classified staff this difference was only 0.42%.

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
1,154	547	278	121	26	108	8	2	13
%	47.40%	24.09%	10.49%	2.25%	9.36%	0.69%	0.17%	1.13%
Faculty	62	29	17	3	6	1	1	1
% (132 total)	46.97%	21.97%	12.88%	2.27%	4.55%	0.76%	0.76%	0.76%
Research Faculty	147	103	65	4	28	1	0	5
% (403 total)	36.48%	25.56%	16.13%	0.99%	6.95%	0.25%	0.00%	1.24%
Officers/ Admin	6	0	0	0	0	0	0	0
% (7 total)	85.71%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
University Staff	265	110	30	15	52	5	1	7
% (466 total)	56.87%	23.61%	6.44%	3.22%	11.16%	1.07%	0.21%	1.50%
Classified Staff	67	36	9	4	22	1	0	0
% (146 total)	45.89%	24.66%	6.16%	2.74%	15.07%	0.68%	0.00%	0.00%

*Includes both voluntary and involuntary separations

In comparison to the employee population for the plan year, women left CU Boulder at a rate (47.40%) lower than their presence in the employee population (49.48%). Combined with the representation for women of 51.75% among new hires, this indicates a slight net 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/administrators and faculty. Women left CU Boulder at a lower rate than their representation among research faculty, university staff, and classified staff.

Minorities, however, left employment at CU Boulder at a 0.94% lower rate than their presence in the employee population. While not a major difference, this number does represent a reversal of past trends of minorities leaving CU Boulder at higher rates than their representation in the employee population. Last year minorities left CU Boulder at a rate 0.95% greater than their representation, and in prior years it was rates of 4.95%, 2.48%, 1.7%, and 4.84% higher, respectively.

Minorities accounted for 33.87% of new hires, but only 24.09% 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 0.8% in minority employees as a whole. If these numbers continue trending in this direction in a non-pandemic year with the usual higher number of new hires, the net increase will be greater. With respect to the specific employee groups, minorities separated from CU Boulder at lower rates than their representation in the employee population among faculty, officers/administrators, university staff, and classified staff. Only among research faculty did minorities leave at a higher rate than their representation in the research faculty population. Specifically, minorities among research faculty left at a rate 3.38% higher than representation in employee population. Last year, minorities left CU Boulder at a rate 8.16% higher among research faculty, indicating some improvement this year. This improvement in the separation rate combined with the higher rate of research faculty new hires explains the increase in the percentage of minority research faculty overall.

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 5.7% of all hires. Between November 1, 2020, and October 31, 2021, CU Boulder hired protected veterans in 2.46% of its searches, nearly identical to the rate of 2.52% the prior year. Protected veterans accounted for only 1.64% of the total applicant pool, nearly identical to the prior two years (1.60% and 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 5.6%, CU Boulder's hiring of veterans has not approached the federal benchmark since its inception in

2014. This is the fifth consecutive plan year that protected veterans have had a higher rate of hire compared to application rate. The fact that veterans are consistently being hired at a rate higher than which they apply indicates that there does not appear to be any barriers in the selection process itself. However, CU Boulder is not attracting protected veterans to apply for jobs at a rate necessary to meet the federal benchmark and its protected veteran application rate has remained almost identical the past three plan years. The university's outreach and recruitment efforts of protected veterans needs to increase in effectiveness. Further, only 1.87% of employees at CU Boulder self-identified as being a protected veteran, almost identical to the 1.9% last year.

Because of the lack of protected veterans in CU Boulder's applicant pools, in the prior plan year Human Resources convened a group to explore options to increase that number, including attending veteran career fairs, posting jobs at specific hiring sites, and partnering with agencies that collaborate with veterans. These meetings were put on hold during the pandemic as the campus moved to a remote workforce and travel was no longer allowed for most campus employees, including Human Resources and our recruiting team. CU Boulder and Human Resources planned to return to an in-person/remote working hybrid model during the summer and fall of 2021. While some employees returned to work during that time, the surge in COVID-19 cases and its variants required most of the workforce to remain remote. CU Boulder as an institution has made fewer hires the past two plan years during the pandemic. Because of that, travel and participation in any events outside of campus requiring in-person attendance has been limited. During this plan year, Human Resources, our recruiting team, and the Affirmative Action Officer will seek to resume the effort explore ways to increase the number of protected veterans in the campus applicant pool.

The federal government has established an annual hiring benchmark of 7% for individuals with a disability. During the past plan year, 8.1% of applicants hired at CU Boulder identified as an individual with a disability, a higher rate than the representation in the applicant pool (7.19%). The percentage of hires of applicants with a disability showed a significant increase of 4.55% from the prior year and the representation in the overall applicant pool increased by 2.52%. Similarly, 439 employees (5.1%) of the current CU Boulder workforce identify as having a disability. This translates into 39 of the University's 152 occupied job groups

meeting the 7% utilization benchmark, also an increase from the prior plan year. The significant increase of hires of individuals with disabilities after decreasing last year is a key step for CU Boulder in its overall diversity efforts. The fact that a higher percentage of individuals with disabilities were hired compared to their presence in the applicant pool indicates that there were not any significant barriers to applicants with disabilities during the University's selection process. Importantly, while it is noted that meeting the federal benchmark is measured by each individual job group, this is the first year that CU Boulder as an institution overall has met the federal benchmark for hiring individuals with disabilities.

As CU Boulder enters the third year of the pandemic impacting its hiring process, the University will continue to evaluate the virtual hiring process currently in place and that will continue to be in place for at least part of the upcoming plan year. As noted above, CU Boulder as an institution has made fewer overall hires the past two plan years during the pandemic, but it is unclear if those numbers will increase (and to what extent) as the impact of the pandemic lessens. To continue the positive hiring trend of individuals with disabilities, CU Boulder must be strategic and efficient in its use of resources as travel and in-person participation of events outside of campus will continue to be limited. The University will strive to 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's efforts will hopefully result in the increase in both the number of applicants with disabilities and the hire of those with disabilities becoming a trend rather than a one-year anomaly.

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 an online and in-person training on implicit bias and inclusive hiring practices for staff searches
- Human Resources and the Affirmative Action Officer will assist and support the implementation of the campus' Inclusion, Diversity and Excellence in Academics (IDEA) Plan
- Review employee compensation under the Colorado Equal Pay for Equal Work Act (CEPEWA) and make equity adjustments when necessary
- 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 most 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 three 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. The following year, the selection rate of minorities in faculty searches increased to 28.02% and last year that rate was 34.11%. This plan year, the faculty selection rate for minorities was 45.83%, an increase of 27.14% from where faculty selection rates were three years ago. 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. Last, the campus also instituted its [Faculty Diversity Action Plan \(FDAP\)](#). The FDAP's primary objectives are "to achieve the university's commitment to and goal of improving diversity among the faculty in order to meet critical research and teaching needs" and to prevent discrimination in faculty hiring and retention. Including as part of FDAP are funds specifically committed to achieving these ends through the hiring of faculty that support these objectives. While committed to supporting diversity, these FDAP hires are required to follow equitable, inclusive, and unbiased hiring practices in making these hiring decisions. Human Resources also meets with and trains every FDAP search committee.

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 multiple positions including the Dean of the College of Arts and Sciences, the Dean of the College of Engineering and Applied Sciences, and the Vice Chancellor for Advancement. Further, HR developed a version of the implicit bias and inclusive hiring practices training and provided multiple times for staff searches this past year. Last, this past year HR developed an online version of the inclusive hiring practices and implicit bias training for staff and made available to campus.

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](#) two years ago. 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 to achieve the goals of the IDEA Plan. The efforts to implement the IDEA plan on campus are ongoing.

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 that continued to be in place. CU Boulder made 46 more hires overall compared to the prior year when the pandemic started but is still only 76% of the number of hires made during pre-pandemic plan year. Similarly, while the number of promotions increased this plan year, there were still only 85% of the number of promotions during the last pre-pandemic year. Further, the search process continued to be solely virtual, with no on-campus and no in-person interviews. The Human Resources and Talent Acquisition team spent much of the past two years 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 transitioning to a return to "normal" hiring process as restrictions loosen, our immediate challenge is to continue 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 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 to provide more accurate data. During that past plan year, the [review and analysis](#) of compensation at CU Boulder resulted in adjustments to the compensation of employee that will go into effect in January 2022.

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.