Affirmative Action Plan
Gender, Race, Ethnicity

For the period
October 2014 to September 2015
# Table of Contents

President's Message

I. Statement of Purpose 1
   A. Purpose, Access, and Applicability of the Affirmative Action Plan 1
      1. Purpose 1
      2. Access to the Plan 1
      3. Applicability 2
   B. Definitions 2
   C. Equal Employment Opportunity Objectives 2

II. Equal Employment Opportunity and Non-Discrimination Statement 4

III. Dissemination of the Non-Discrimination Policy and Affirmative Action Program 5
   A. Internal Dissemination 5
      1. Published Documents and Postings 5
      2. Programs and Presentations 5
   B. External Dissemination 6
      1. Advertisements and Other Notices 6
      2. Other Methods 6

IV. Implementation and Responsibility (41 CFR § 60-2.17) 8
   A. Board of Governors 8
   B. Executive Staff, Line Management and Supervisors 8
   C. Affirmative Action Officer 9
   D. Cross Reference to Regulations 9

V. Organizational Profile (41 CFR § 60-2.11) 10
   A. Identification of Establishment 10

VI. Utilization Analyses (41 CFR §§ 60-2.12-2.16) 11
   A. Job Group Analysis (41 CFR§ 60-2.12) 11
      1. EEO-6 Categories 11
      2. Job Groups 11
   B. Placement of Incumbents in Job Groups (41 CFR § 60-2.13) 12
   C. Determination of Availability (41 CFR § 60-2.14) 12
   D. Comparing Incumbency to Availability 13
   E. Placement Goals (41 CFR § 60-2.16) 13
      1. Establishment of Placement Goals 13
      2. The Exact Binomial Test 13
      3. Placement Goals 14
VII. Identification of Problem Areas and Corrective Action
(41 CFR § 60-2.17)

A. Workforce by Unit and Job Group and Personnel Activity

1. Tenured and Tenure track Faculty
   a. Workforce Composition
   b. Hires
   c. Promotions
   d. Layoffs and Recalls
   e. Terminations
   f. Progress Toward Placement Goals for Tenured and Tenure track Faculty

2. Non-Tenure track Instructional Faculty
   a. Workforce Composition

3. Executive, Administrative, and Managerial Staff
   a. Workforce Composition
   b. Promotions and Transfers
   c. Layoffs and Recalls
   d. Terminations
   e. Progress Toward Placement Goals for Executive, Administrative, and Managerial Staff

4. Professional, Technical and Paraprofessional, Clerical and Secretarial, Skilled Crafts, and Service and Maintenance Staff
   a. Workforce Composition
   b. Promotions and Transfers
   c. Layoffs and Recalls
   d. Terminations
   e. Progress Toward Placement Goals

1. Professional
2. Technical and Paraprofessional
3. Clerical and Secretarial
4. Skilled Crafts
5. Service and Maintenance

B. Salary Studies

1. Faculty
2. Executive, Administrative, and Managerial and Professional Non-Faculty, Technical and Paraprofessional, Clerical and Secretarial, Skilled Crafts, and Service and Maintenance Staff

C. Selection, Recruitment, Referral, and General Personnel Procedures

1. Job Requirements and Descriptions
2. Referral Procedures
3. Pre-Employment Inquiries
   a. Faculty
b. Executive, Administrative, and Managerial and Professional Non-Faculty, Technical and Paraprofessional, Clerical and Secretarial, Skilled Crafts, and Service and Maintenance Staff 28

4. Appropriateness of Recruitment Strategies and Outreach 29

D. Other Areas 29

1. Seniority Practices, State Classified, and Lines of Progression 29
2. Education 30
   a. Faculty 30
   b. Executive, Administrative, and Managerial and Professional Non-Faculty, Technical and Paraprofessional, Clerical and Secretarial, Skilled Crafts, and Service and Maintenance Staff 31

3. Workforce Attitudes 31
4. Posters and Notices 32
5. Contract Compliance 33

VIII. Action-Oriented Programs (41 CFR § 60-2.17(c)) 34

A. 2013-2014 Affirmative Action Plan Year Action-Oriented Steps 34
B. Monitoring of Position Specifications 34
   1. Staff 34
   2. Faculty 34
C. Distribution of Position Announcements 34
   1. Staff 34
   2. Faculty 34
D. Selection Procedures 35
   1. Staff Test Validation 35
   2. Selection Process 35
   3. Education of Selection Personnel 35
   4. Adherence to Uniform Guidelines on Employee Selection 35
E. Advertising 36
F. Publications 36
G. Special Initiatives by Organizational Unit 36

IX. Internal Audit and Reporting System (41 CFR § 60-2.17(d)) 41

A. Recruitment and Selection Procedures 41
B. Internal Reporting of Affirmative Action Program Reports and Analyses 42
AAP Year 2014-2015

Office of the President
102 Administration Building
Fort Collins, Colorado 80523-0100

To All Members of the Colorado State University Community:

I am pleased to reaffirm Colorado State University's commitment to equal opportunity through affirmative action as it is prescribed under federal regulations and University policy.

Colorado State University is committed to the principles of equal opportunity and equal access in education and employment. As a Land-Grant University, Colorado State is founded on a mission of access and opportunity, and we are made stronger and better by the full, diverse contributions of all members of our campus community. We take seriously our responsibility to provide leadership in ensuring that equal employment opportunity is the norm across our institution. The University's Affirmative Action Plans describe the policies and procedures the University pursues in furtherance of its goals of equal employment opportunity and affirmative action.

Further, the University is committed to creating and maintaining a community that recognizes and values all individuals and their contributions while fostering inclusivity, sensitivity, understanding, and mutual respect among its members. Colorado State University's non-discrimination policy statement prohibits discrimination against any member of the University community on the basis of race, age, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, or gender identity or expression. This policy applies to all employment practices, including recruitment, selection, promotion, transfer, merit increases, salary, training and development, demotion, and separation.

Colorado State's Vice Presidents, Vice Provosts, Deans, Directors, Academic Department Chairs, and heads of offices and units are responsible for promoting equal employment opportunity and for making good faith efforts to achieve the University's affirmative action goals. Anyone seeking additional information concerning Colorado State University's Affirmative Action Plans should contact the Office of Equal Opportunity, 101 Student Services Building, Fort Collins, CO 80523; by telephone, (970) 491-5836; or by email, oeo@colostate.edu.

As always, any comments and suggestions for ways to improve equal access and equal opportunity for all members of the Colorado State community are welcome and encouraged.

Sincerely,

Dr. Tony Frank
President
I. Statement of Purpose

A. Purpose, Access, and Applicability of the Affirmative Action Plan

1. Purpose

Because Colorado State University receives more than $212 million in federal contracts, it is required by federal law to develop a written affirmative action program. Federal guidelines define an affirmative action program as “a management tool designed to ensure equal employment opportunity... [and] includes those policies, practices, and procedures that the contractor implements to ensure that all qualified applicants and employees are receiving an equal opportunity for recruitment, selection, advancement, and every other term and privilege associated with employment.” (41 CFR § 60-2.10.) This process requires an analysis of the present quantity and quality of employment of women and minorities within the University to determine if there are areas where the number of incumbent women and minorities is less when compared to the number that would be reasonably expected of women and minority employment candidates available in the recruitment area. If it is found that the number of women and minorities employed at the University is less than the expected availability in the relevant labor market, the University must use its best efforts, in good faith, to develop and implement procedures that are designed to increase the number of qualified women and minority candidates in the applicant pool, which will lead to the establishment of placement goals for women and minorities in areas where they are needed. A complete affirmative action program also includes mechanisms that enable the University to continually monitor and evaluate its employment practices to ensure that they are free of bias and discrimination based on race, age, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, or gender identity or expression.

The purpose of the Affirmative Action Plan for Colorado State University is to reaffirm the University’s continuing commitment to the principles of affirmative action and equal employment opportunity. In addition, the Affirmative Action Plan serves as a working document to report academic and staff personnel actions and to apprise the campus of information relevant to the development, analysis, enforcement, evaluation, dissemination, and monitoring of the plan and its policies.

This Affirmative Action Plan is developed in accordance with the requirements of Executive Order 11246 (as amended), and the implementation guidelines published by the Office of Federal Contract Compliance Programs (OFCCP) in 41 CFR § 60-2. The plan is also adopted and implemented in good faith, in conformity with, and in reliance upon, the language of the Equal Employment Opportunity Commission Affirmative Action Guidelines (29 CFR § 1608.5).

2. Access to the Plan

The University maintains and renews this plan annually. It is available for inspection Monday through Friday from 8:00 a.m. to 12:00 p.m. and 1:00 p.m. to 5:00 p.m. in the
Office of Equal Opportunity, 101 Student Services Building, Fort Collins, CO 80523-0160. The text and data of the plan is also available for viewing on the Office of Equal Opportunity website: http://www.oeo.colostate.edu/affirmative-action.

Additional questions about the University’s Affirmative Action Plan or about affirmative action may be directed to the Office of Equal Opportunity at (970) 491-5836.

3. Applicability

This Affirmative Action Plan applies to the operations of all colleges, divisions, and departments managed on and affiliated with the Colorado State University campuses in Fort Collins, including organizational units and the central administration of the University. Independent entities that share or utilize the University facilities, including the Colorado State University Research Foundation, may maintain their own affirmative action plans.

B. Definitions

Discrimination, within the context used in this Affirmative Action Plan, refers to the process of illegally differentiating between people on the basis of group membership rather than individual merit. Systemic discrimination may occur when unequal treatment results from "neutral" institutional practices that continue the effect of past discrimination. Individual discrimination may result when a person is subjected to unequal treatment on the basis of race, age, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, or gender identity or expression.

The concept of equal employment opportunity proclaims the right of each person to apply and be evaluated for employment opportunities without regard to race, age, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, or gender identity or expression. It guarantees everyone the right to be considered solely on the basis of his/her ability to perform the duties of the job in question, with or without reasonable accommodation(s).

The principle of affirmative action requires that aggressive efforts be utilized to employ and advance women and minorities in areas where they are employed in fewer numbers than is consistent with their availability in the relevant labor market. The University’s objective is to employ and promote the best person for the job.

C. Equal Employment Opportunity Objectives

In support of these policies and considerations, specific equal employment opportunity objectives at the University include the following:

1. To recruit, hire, train, transfer, and promote persons in all job classifications without regard to race, age, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, or gender identity or expression.

2. To base decisions within all stages of the employment process so as to further the
principles of equal employment opportunity.

3. To ensure that criteria for all personnel actions, including recruitment, hiring, promotion, granting of tenure, compensation, employee benefits, University-sponsored education, selection for education, tuition assistance, recreation programs, transfer, demotion, layoff, return from layoff, discipline, termination, and all other terms, conditions, and privileges of employment, are job-related and realistic.

4. To vigorously apply the principles of affirmative action to correct problems and ensure equal opportunity in areas where there are placement goals for women and/or minorities.
II. Equal Employment Opportunity and Non-Discrimination Statement

To meet its commitment under federal and state laws, the University promulgates policies and programs to ensure that all persons have equal access to its educational programs, employment opportunities, facilities, and all other University activities without regard to race, age, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity or expression, or pregnancy. Additionally, the University promotes the full realization of equal employment opportunity through its affirmative action program.

In furtherance of the University’s equal employment opportunity and affirmative action obligations, the University communicates its Non-Discrimination Statement to the campus community and others: Colorado State University does not discriminate on the basis of race, age, creed, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity or expression, or pregnancy. The University complies with the Civil Rights Act of 1964, as amended, related Executive Orders 11246 and 11375, Title IX of the Education Amendments Act of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, Section 402 of the Vietnam Era Veterans’ Readjustment Assistance Act of 1974, as amended, the Age Discrimination in Employment Act of 1967, as amended, The Pregnancy Discrimination Act of 1978, Americans with Disabilities Act of 1990, the Civil Rights Act of 1991, the ADA Amendments Act of 2008, the Genetic Information Nondiscrimination Act of 2008, and all civil rights laws of the State of Colorado. Accordingly, equal opportunity of employment and admission shall be extended to all persons. The University shall promote equal opportunity and treatment in employment through a positive and continuing affirmative action program for ethnic minorities, women, persons with disabilities, and veterans. (See http://oeo.colostate.edu/non-discrimination-statement.)
III. Dissemination of the Non-Discrimination Policy and Affirmative Action Program

The University disseminates its equal employment opportunity policy both internally and externally utilizing the following process:

A. Internal Dissemination

1. Published Documents and Postings


   The Non-Discrimination Statement is in the Academic Faculty and Administrative Professional Manual as well as the Human Resources Manual.

   A link to the University's equal opportunity statement is at the bottom of the University's webpages and on the Office of Equal Opportunity's website. The equal employment opportunity statement is included in all job announcements.

   Equal employment opportunity posters, the President’s letter on equal employment opportunity and affirmative action, and other required notices are displayed in locations where employment applications are received, where employment interviews are routinely conducted, and on public bulletin boards in campus buildings.

   Other published materials such as brochures and other informational and promotional materials include an equal opportunity statement.

2. Programs and Presentations

   The President and senior executive staff continue to periodically emphasize equal opportunity in meetings with top administrators, Deans, Department Heads/Chairs, Directors, and heads of departments, offices, and other faculty and staff advisory groups.

   The Office of Equal Opportunity informs unit heads of their EO/EA/AA responsibilities at the beginning of the faculty or staff selection process. Thereafter, the leaders of the hiring units as well as the chairs of the search committees inform each search committee of its EO/EA/AA responsibilities at the beginning of each search.

   The Search Manual for Faculty and Administrative Professional Hires contains information on equal employment opportunity and affirmative action regulations,
policies, and procedures. A copy of the manual may be found at http://www.oeo.colostate.edu/Data/Sites/1/pdfs/CSUSearchManual.pdf.

This Affirmative Action Plan is distributed, reviewed, and discussed annually with appropriate administrators at the University and is utilized in affirmative action education programs presented by the Office of Equal Opportunity.

Colorado State University's Division of External Relations ensures that women and minorities are represented in advertising and promotional materials.

The University publishes articles covering equal employment opportunity programs and the achievements of minority and women faculty, staff, and students in University publications and on the University's websites.

B. External Dissemination

1. Advertisements and Notices

Each advertisement of a vacant position placed by a University employee must state in clear distinguishable type: “Colorado State University is committed to providing an environment that is free from discrimination and harassment based on race, age, creed, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity or expression, or pregnancy. Colorado State University is an equal opportunity/affirmative action employer fully committed to achieving a diverse workforce and complies with all Federal and Colorado State laws, regulations, and executive orders regarding non-discrimination and affirmative action. The Office of Equal Opportunity is located in 101 Student Services.”

The Employment Team within Human Resources and the Recruitment and Selection Team in the Office of Equal Opportunity inform recruiting sources of the University’s equal opportunity and affirmative action policy, and stipulate that these sources actively recruit and refer minorities and women for all positions listed.

Applicants are informed of the policy through posters displayed in the reception area of Human Resources and the Office of Equal Opportunity and in materials included in the employment application process.

Contracting Services and Procurement Services send written notification of the equal opportunity clause to all sub-contractors, vendors, and suppliers doing business with the University.

Facilities Management includes the policy and equal opportunity clause in the general conditions of all contracts that are bid on for construction, rehabilitation, alteration, conversion, renovation, extension or repair of buildings, roadways, or other real property. When a contract is signed, those conditions are referred to in the contract text.

2. Other Methods

Members of the Office of Equal Opportunity communicate with organizations
representing minorities, women, individuals with disabilities, veterans, and community agencies and leaders about the Affirmative Action Plan and the University policies regarding equal employment opportunity, equal access and affirmative action.

Affirmative action information is distributed across campus using links available through the Office of Equal Opportunity’s website: [http://www.oeo.colostate.edu/affirmative-action](http://www.oeo.colostate.edu/affirmative-action).

University and University-related publications, websites, and public television programming periodically include articles on minority and female employees as well as activities related to the affirmative action program.
IV. Implementation and Responsibility (40 CFR § 60-2.17)

Ultimate responsibility for compliance with the applicable non-discrimination and affirmative action laws and policies rests with the Board of Governors and with the University's executive officers.

A. Board of Governors

The University is governed by a fifteen-member Board of Governors, nine of whom are appointed by the Governor of the State of Colorado. Its charge includes selecting the President of the University, deciding major policy lines, approving the financial program and budget, approving the President's nominations for major appointments, and approving construction and major contracts. (See http://www.csusystem.edu/board-of-governors/board-members.)

B. Executive Staff, Line Management, and Supervisors

Anthony A. Frank, President of Colorado State University, assumes full responsibility for the successful implementation of the University's Equal Opportunity Policy and the Affirmative Action Plan for the University.


The Vice Presidents and Deans are responsible for establishing action-oriented programs to strive toward meeting placement goals within their units, and integrating equal opportunity and affirmative action principles and objectives into all employment-related decisions within their areas of responsibility. The Vice Presidents and Deans (or their designees) are also responsible for reviewing recommendations for hiring, compensation, promotion, transfer or reassignment, and termination to ensure compliance with the University's affirmative action program in both procedure and outcome, and for reviewing the qualifications of applicants and reasons for selection to ensure that minorities, women, veterans, and persons with disabilities are given full opportunities for hire and promotion.

Directors, Department Heads/Chairs, and supervisors are responsible for promoting equal employment opportunity and making good faith efforts to achieve affirmative action goals.
C. **Affirmative Action Officer**

Diana Prieto, Executive Director for Human Resources and Equal Opportunity, is the University’s Affirmative Action Officer, reporting directly to the Vice President for University Operations, and is responsible for developing, coordinating, and maintaining an annual Affirmative Action Plan for Colorado State University. The staff of the Office of Equal Opportunity assists the Executive Director with implementing and monitoring the Affirmative Action Plan.

D. **Cross Reference to Regulations**

The contents of this plan are in compliance with the regulations contained in 41 CFR § 60-2 (required contents of affirmative action programs for women and minorities).
V. Organizational Profile (41 CFR § 60-2.11)

A. Identification of Establishment

Colorado State University is a state-supported university founded in 1870 as Colorado’s land-grant college established under the Morrill Act. Colorado State University employs approximately 7,166 employees, and is the largest employer in Fort Collins. The University’s workforce includes 1,778 tenure track and other faculty, 2,162 administrative professional staff, 1,862 state classified staff, 982 research associates, and 382 other salaried employees.

The University’s eight academic colleges offer a wide range of undergraduate and graduate degree programs. In August 2014, student enrollment exceeded 27,000; of whom about 51% are female and about 17% are underrepresented minorities.

Colorado State University prepares annually a Workforce Analysis kept in the Office of Equal Opportunity, located at 101 Student Services on the main campus.
VI. Utilization Analyses (41 CFR §§ 60-2.12-2.16)

A. Job Group Analysis (41 CFR § 60-2.12)

1. EEO-6 Categories

For the purpose of conducting meaningful workforce analyses, the University staff is first grouped by occupational duties into segments having broad similarities. These macro-groupings, called EEO-6 categories, are defined in the Higher Education Staff Information (EEO-6) Report for Public/Private Institutions of Higher Education that is issued by the Equal Employment Opportunity Commission. The categories and their corresponding 2-digit identification codes used by the University reports are:

01 Ladder Rank Faculty (Tenure and Tenure track Faculty), Clinical and Research Faculty
03 Non-Ladder Rank Instructional (Non-Tenure track Faculty)\(^1\)
05 Executive, Administrative, Managerial
06 Professional
07 Technical and Paraprofessional
08 Clerical and Secretarial
09 Skilled Crafts
10 Service and Maintenance

2. Job Groups

Within each major category, staff are subdivided into job groups, breaking them into segments with greater similarities, based on the criteria outlined in 41 CFR § 60-2.12(b) and five additional criteria:

a. Jobs within a group have similar content, promotional opportunities, and wage rates or salary patterns.

b. In order to provide meaningful comparisons, job groups closely parallel the employment categories used in published data on the availability of minorities and women.

c. Job groups should take into consideration the reporting structure of the organization.

d. The University strives to have each job group contain a number of employees sufficient for valid statistical analyses.

Job group definitions are developed by the staff of the Office of Equal Opportunity. More

\(^1\) Individuals appointed as Instructors or other non-tenure track positions labeled EEO-6 category 03 are included as part of the workforce and compensation tables, but placement goals are not established for this group. By definition, the positions are of a limited duration.
than 1,129 individual job titles in the University’s salary administration system are assigned to approximately 107 job groups.

Each job group is assigned an eight-digit identification code starting with “JG.” A synopsis of the job groups within EEO-6 categories may be found in the Office of Equal Opportunity.

B. Placement of Incumbents in Job Groups (41 CFR § 60-2.13)

In accordance with Department of Labor guidelines, the University categorizes each employee of the University by job group in order to track the number and percentages of incumbents in the approximately 107 job groups at the University. The University’s Affirmative Action Plan sets forth the percentages of minority and female employees, by job group, in the data tables found at http://www.oeo.colostate.edu/affirmative-action.

C. Determination of Availability (41 CFR § 60-2.14)

In accordance with Department of Labor guidelines, the following factors are considered in developing an estimate of the availability of women and minorities for each job group:

1. The percentage of minorities and women with requisite skills in the reasonable recruitment area. The reasonable recruitment area is the geographical area from which the employer usually seeks or reasonably could seek employees to fill the positions in a job group.

2. The percentage of minorities and women among those promotable, transferable, and trainable employees within the employer’s organization.

Availability estimates are determined in the following manner: data are sought from reliable published sources on the race, ethnicity, and sex composition of the potential pool relevant to the job group in question. For example, sources for the data used to calculate the availability estimates may include: counts of doctorate degrees by field and recent survey data of Postsecondary Faculty (faculty); nationwide 2006 – 2010 ACS data from the Census (administrative and professional); and Larimer and Weld county 2006 – 2010 ACS data from the Census (state classified). The raw data by race, ethnicity, and sex is then weighted according to the best estimates of the proportions of hires made from each pool so that the sum of factor weights (expressed as a percentage) is 100 percent.

An estimation of the proportion drawn from each pool is done by the Office of Equal Opportunity, using input from units having substantial numbers of staff in the job group. Then, computer files are built containing basic information on raw percentages and the weighting factors. A computer program is used to calculate weighted estimates for each job group, incorporating the required factors.

In the determination of weights, the relevance and applicability of the data obtainable for each pool are important considerations. Specifically, if the source combines several disciplines, because of the small total numbers involved in each, and the proportions of
each protected class in the different disciplines are widely spread, the reliability of the source to reflect the true composition of the pool is in question. In such cases, the weighting of that pool would be lowered and the weighting of a more accurate pool would be increased, until better data becomes available.

Once they are computed, the availability estimates give participation standards against which to measure proportions of females and minorities in each job group in the University's workforce.

D. Comparing Incumbency to Availability

Once availability has been determined, the analysis of comparing incumbency to availability is a simple yes or no query. Each job group's minority and female availability figure (a percentage) is compared to the percentage of minority and female incumbents in that job group. If the percentage of incumbents is equal to or greater than the relevant availability figure, then that job group is at “parity” with availability, and there is no establishment of placement goals. If the percentage of female or minority incumbents falls below availability, placement goals are established and are set equal to the percentage of minorities and females that would reasonably be expected in the job group based on availability. This comparison, along with any placement goals that must be set pursuant to 41 CFR § 60-2.16, are set forth in tables found at [http://www.oeo.colostate.edu/affirmative-action](http://www.oeo.colostate.edu/affirmative-action).

E. Placement Goals (41 CFR § 60-2.16)

1. Establishment of Placement Goals

   The establishment of a placement goal does not amount to an admission of impermissible conduct. It is neither a finding of discrimination nor a finding of a lack of good faith affirmative action efforts. Rather, the establishment of a placement goal is designed to be a technical targeting term used exclusively by affirmative action planners who seek to apply good faith efforts to increase in the future the percentage employment of minorities and women in a workforce.

   In every job group where underutilization is found, placement goals are set for the entire campus or, in the case of faculty, for each college. A placement goal is defined as the University established target, which the University makes a good faith effort to achieve. Separate placement goals are set for minorities and for women.

2. The Exact Binomial Test

   When there is not parity in a job group, a placement goal is set according to the Exact Binomial Test. The Exact Binomial Test calculates the likelihood of hiring the incumbent number of women or minorities (or fewer) for a job group if all employees in the job group were selected without regard to gender or race/ethnicity from an applicant pool with percentages of women and minorities equal to the availability estimation. If that probability is significantly low (less than 0.1), a placement goal is set, with the purpose of working toward the incumbency of women and minorities in a job group mirroring the availability of women and minorities for that job group. A 0.1 (10%) level of
significance is used instead of the more common 0.05 (5%), in order to be less lenient and to identify areas with less significant potential underutilization.

a. Placement Goals for Ladder Rank Faculty (Tenure and Tenure track)

For ladder rank faculty, the analysis of comparing incumbency to availability will determine whether minorities and/or women lack parity in the various academic units. Where there is a lack of parity and thus a placement goal for an academic unit, the unit should be aware of the placement goal and consider it in their hiring efforts.

b. Placement Goals for Non-Ladder Rank Instructional Faculty (Non-Tenure)

Many non-ladder rank faculty hold positions of a limited duration. Pursuant to OFCCP guidelines, setting placement goals for temporary employees is not required. Accordingly, no placement goals are set for temporary non-ladder rank faculty.

c. Placement Goals for Non-Faculty Areas

Placement goals are established for all regular non-faculty job groups campus-wide and in each unit where there is a lack of parity between incumbency and availability of minorities and/or women. Each unit should be aware of unit and campus placement goals and consider them in their hiring efforts.

3. Placement Goals

Pursuant to 41 CFR § 60-2.16, whenever the term “placement goal” is used, it is expressly intended that it should not be used to discriminate against any applicant or employee because of race, color, religion, sex, sexual orientation, gender identity, or national origin. All placement goals are voluntarily adopted in a good faith effort to support affirmative action efforts. Where placement goal commitments exceed the percentage estimates of availability, the University acknowledges that these are not required by OFCCP or by order of any court.

Affirmative action placement goal setting at the University is done on a yearly cycle. This cycle grants each unit a horizon in which to develop and carry out its objectives.

Each organizational unit must adopt one or more specific, realistic commitments to be accomplished during the year period. Commitments include both percentage placement goals for any job groups that significantly lack parity between incumbency and availability, as well as programmatic goals. Other problem areas should also be targeted for commitment and action on behalf of women, minorities, veterans, and persons with disabilities.

Tables which summarize campus-wide placement goals for the current Affirmative Action Plan year are displayed on the Office of Equal Opportunity’s website at http://www.oee.colostate.edu/affirmative-action. The tables also display the percentage of women and/or minorities required to achieve full parity between incumbency and availability.
VII. Identification of Problem Areas and Corrective Action (41 CFR § 60-2.17)

In order to identify problem areas, an in-depth analysis of several reports and processes is customarily made, paying particular attention to the patterns revealed by the distribution of minorities and women in various job groups. The Office of Equal Opportunity also conducts an impact analysis in connection with personnel actions during the Plan year. Findings of this impact analysis, findings of the in-depth analysis of reports and processes, and corrective actions to be taken are briefly summarized in this section.

A. Workforce by Unit and Job Group and Personnel Activity

Colorado State University's workforce, by organizational unit and by job group, is carefully analyzed to determine whether there are concerns with minority or female utilization, or of minority or female distribution. Additionally, an impact ratio analysis is conducted annually for each organizational unit by EEO-6 category to analyze mobility. Fisher's Exact Test is used to compare the demographics of applicants to the demographics of hired individuals for each job title. A 0.05 (5%) level of significance is used to indicate significance. The same method is employed to compare the demographics of those who held each title from Oct. 1, 2013 to Sept. 30, 2014 to those who were promoted and to those who were terminated during the same time period. The workforce analysis is based on an annual October snapshot file.2

1. Tenured and Tenure track Faculty

The faculty job group is comprised of individuals who are tenured or on the tenure track and engage in teaching, research, or hold academic positions that directly support these activities.

a. Workforce Composition

For the period between October 2013 and September 20143, the data for Colorado State University show the following for faculty:

- The number of female faculty increased by two this year (from 387 to 389); and the percentage of female faculty decreased (from 36.8% to 36.6%).

- On Oct. 1, 2014, the number of minority faculty was 181 and was distributed as follows: 1.3% are Black, 5.1% are Hispanic, 9.3% are Asian, 0.4% are American Indian or Alaska Native, and 0.9% are two or more races (not Hispanic). Minority faculty increased by 11. The percentage of minority faculty increased (from 16.2% to 17.0%).

---

2 The October snapshot file is an annual file that contains information on all employees as of September 30, 2014.
3 Movements are measured using the October 2014 workforce data.
Detailed data by job group for faculty is available in the tables on the website of the Office of Equal Opportunity at http://www.oeo.colostate.edu/affirmative-action.

**Findings:**

- For the October 2013 - September 2014\(^4\) period, the numbers for both minority and female faculty increased. The overall percentage of minority faculty increased while the overall percentage of female faculty decreased slightly.
- Minorities are underrepresented in three of 54 faculty job groups.
- Women are underrepresented in four of 54 faculty job groups.

**Corrective Action:**

- The Office of Equal Opportunity will continue to monitor placement goal setting activity in each academic college and department.
- Progress toward achieving placement goals will be monitored by the Office of Equal Opportunity and reported annually to each Dean and the Provost and Executive Vice President.
- Each Department Head/Chair will be informed by the Office of Equal Opportunity of departmental affirmative action placement goals at the start of each search for a new faculty member.
- The Office of Equal Opportunity will provide recruitment resources and education regarding effective and affirmative recruitment and retention activities.

b. Hires

There were 61 faculty hired in 2013-2014\(^5\). Of these, 26 were women, and 15 were minorities.

**Findings:**

- There was no significant adverse impact against women in the faculty job groups. There may have been significant adverse impact against minorities in the faculty job groups.

**Corrective Action:**

- If necessary, the category will be examined closely to see if there is a pattern indicating possible discrimination.

c. Promotions

Tenure and tenure track faculty promotions in 2013-2014\(^6\) consisted of the following:

\(^{4}Id.\)  
\(^{5}Id.\)  
\(^{6}Id.\)
• Associate to Full: 15 females and six minorities out of a total of 32 were promoted from Associate Professor to Full Professor.

• Assistant to Associate: 49 Assistant Professors were promoted to Associate Professor. 20 of them were females and 19 were minorities.

Findings:

• There was no significant adverse impact against women or minorities in the faculty job groups.

Corrective Action:

• The Office of Equal Opportunity will continue to monitor promotions for adverse impact.

d. Layoffs and Recalls

Findings

• There was one layoff of a faculty member.

Corrective Action:

• The Office of Equal Opportunity will continue to monitor any possible layoffs for adverse impact.

e. Terminations

There were a total of 38 faculty terminations in 2013-2014. Of these, 13 were female and six were minorities. Of these, three were Hispanic, two were Asian and one was Black.

The Office of the Provost and Executive Vice President monitors terminations. In addition, all cases of involuntary termination are referred to the Office of General Counsel.

The Office of Equal Opportunity conducts impact ratio analyses to identify areas in which termination rates are higher for minorities and females.

Findings:

• There was no significant adverse impact against women or minorities.

Corrective Action:

• The Office of Equal Opportunity will continue to monitor terminations for adverse impact.

---

7 Id.
adverse impact.

f. Progress Toward Placement Goals for Tenured and Tenure track Faculty

The final step in the analysis of problem areas in employment is to establish placement goals where parity is needed between incumbency and availability and the action to be taken to achieve placement goals. The applicable regulations provide that “placement goals may not be rigid and inflexible quotas which must be met,” but must be “targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work.” (41 CFR § 60-2.16.)

The establishment of a meaningful timetable requires specific consultation with those who have primary hiring responsibility by asking them to establish reasonable estimates of placement goal attainment in light of the magnitude of the discrepancy and their anticipated vacancies. Such timetables must involve a collaborative effort based upon complete information, and the 2014-2015 plan will do so.

- One of the eight faculty job groups (Microbiology, Immunology and Pathology) with a placement goal in 2013-2014 to increase minority representation showed progress toward the placement goal. Progress toward minority representation was not made in seven job groups, although in three of those job groups, no new tenured or tenure track faculty were hired.

- Five of the eight faculty job groups with a placement goal in 2013-2014 to increase female representation showed progress toward the placement goal. Progress was made in Animal Sciences; Art; Music, Theatre and Dance; Clinical Sciences; Biomedical Sciences; and Environmental and Radiological Health Sciences. Progress was not made in three job groups, although no new tenured or tenure track faculty were hired for any of the three.

Data providing a summary analysis of progress toward placement goals made within the faculty job groups can be found on the website of the Office of Equal Opportunity at http://www.oeo.colostate.edu/affirmative-action.

The Office of Equal Opportunity continues to review and revise the tools used to assist the faculty in achieving its placement goals. In the last year, the Office of Equal Opportunity has accomplished the following:

- Conducted campus-wide search presentations open to all faculty and support staff that serve on Search Committees.

- Met or spoke with academic administrators to discuss search processes and strategies.

2. Non-Tenure Track Instructional Faculty

Non-Tenure Track Instructional Faculty includes Instructors and other non-tenure track positions that by definition are intended to be positions of a limited duration. Non-Tenure Track Instructional Faculty are included as part of the workforce and compensation tables, but placement goals are not established for this group.
a. Workforce Composition

For the period between October 2013 and September 2014,\(^8\) the data show the following for non-tenure track faculty:

- There are 715 Non-Tenure Track Instructional Faculty, representing an increase of 50 from 665 to 715. The number of female non-tenure track faculty increased from 399 to 427 (59.7% of total).

- Out of the total of 715, 70 are minority Non-Tenure Track Instructional Faculty and are distributed as follows: 0.7% are Black; 4.2% are Hispanic; 4.1% are Asian; and 0.8% are two or more races (not Hispanic). The number of minority non-tenure track faculty stayed the same.

3. Executive, Administrative, and Managerial Staff

a. Workforce Composition

For the period between October 2013 and September 2014,\(^9\) the data show the following for executive, administrative, and managerial staff:

- The number of females at the executive, administrative, and managerial level increased from 199 to 206.

- The number of minorities at the executive, administrative, and managerial level increased from 45 to 46. Minority staff in this category were distributed as follows: 1.7% are Black, 5.7% are Hispanic, 2% are Asian, 0.5% are American Indian, and 1.5% are two or more races (not Hispanic).

Detailed data by job group of Executive, Administrative, and Managerial Staff are available in tables on the website of the Office of Equal Opportunity at http://www.oeo.colostate.edu/affirmative-action.

Findings:

- The number of females in this category increased by seven.
- The number of minorities in this category increased by one.
- There was no significant adverse impact against women or minorities in hires for the executive, administrative, and managerial category.
- Minorities are underrepresented in four of the six high level executive and managerial job groups.
- Women are underrepresented in three of the six high level executive and managerial job groups.

\(^8\) Id.  
\(^9\) Id.
Corrective Action:

- The Office of Equal Opportunity will continue to monitor hires for adverse impact.
- The Office of Equal Opportunity will assist hiring supervisors and search committees to develop appropriate recruitment resources.

b. Promotions and Transfers

It is University policy to encourage transfers and promotions to further employee growth and development. Whenever a regular vacancy occurs, including promotion and transfer opportunities, the department head and/or supervisor must make this known to his/her regular staff members by the most effective means. In addition, the position must be posted through the search process in the Office of Equal Opportunity.

Findings:

- There was no significant adverse impact against women or minorities in promotions and transfers for the executive, administrative, and managerial category.

Corrective Action:

- The Office of Equal Opportunity will continue to monitor promotions and transfers for adverse impact.

c. Layoffs and Recalls

If the University has any layoffs or recalls, the Office of Equal Opportunity working with the Office of General Counsel will monitor the proceedings to ensure fair application of those procedures.

Findings:

- There were no layoffs at the executive, administrative, and managerial level.

Corrective Action:

- The Office of Equal Opportunity will continue to monitor any possible layoffs for adverse impact.
d. Terminations

Human Resources and the Office of Equal Opportunity monitor terminations. In addition, all cases of involuntary termination are referred to the Office of General Counsel.

The Office of Equal Opportunity conducts impact ratio analyses to identify areas in which termination rates are higher for minorities and females.

Findings:

- For the October 2013 - September 2014\textsuperscript{10} period, there was no adverse impact against women or minorities at the executive, administrative, and managerial level.

Corrective Action:

- The Office of Equal Opportunity will continue to monitor terminations for adverse impact.

e. Progress Toward Placement Goals for Executive, Administrative, and Managerial Staff

The final step in the analysis of problem areas in employment is to establish placement goals where parity is needed between incumbency and availability and the action to be taken to achieve these placement goals. The applicable regulations provide that “placement goals may not be rigid and inflexible quotas which must be met,” but must be “targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work.” (41 CFR 60-2.16.)

The establishment of a meaningful timetable requires specific consultation with those who have primary hiring responsibility by asking them to establish reasonable estimates of placement goal attainment in light of the magnitude of the discrepancy and their anticipated vacancies. Such timetables must involve a collaborative effort based upon complete information, and the 2014-2015 plan will do so.

- Four job groups had placement goals for minorities. Progress toward minority placement goals was not made in any group.

- Three job groups had placement goals for females. No progress toward female placement goals was made in any group.

4. Professional, Technical and Paraprofessional, Clerical and Secretarial, Skilled Crafts, and Service and Maintenance Staff

a. Workforce Composition

\textsuperscript{10} \textit{Id.}
For the period between October 2013 and September 2014,\textsuperscript{11} the data show the following for professional non-faculty, technical and paraprofessional, clerical and secretarial, skilled crafts, and service and maintenance staff:

- The total workforce increased by 199 persons to 4,604. The number of females increased by 79, and the number of minorities increased by 20.

- The number of women increased in two of the five EEO-6 categories, while minorities increased in three of the five categories.

- \textit{Professional Staff} – The number of females in this category increased from 1,510 to 1,611. Of the professional staff, 458 are minorities: 2\% are Black, 6.2\% are Hispanic, 4.4\% are Asian, 0.4\% are American Indian, 0.5\% are Native Hawaiian or Other Pacific Islander, and 1.6\% are two or more races (not Hispanic). Minority staff increased by 47.

- \textit{Technical and Paraprofessional} – The number of females in this category increased from 329 to 347. Of the technical and paraprofessional staff, 61 are minorities: 0.6\% are Black, 9.5\% are Hispanic, 1.2\% are Asian, and 0.2\% are American Indian, and 0.6\% are two or more races (not Hispanic). Minority staff decreased by 21.

- \textit{Clerical and Secretarial} – The number of females in this category decreased from 405 to 369. Of the clerical and secretarial staff, 51 are minorities: 0.5\% are Black, 8\% are Hispanic, 1.5\% are Asian, 1.2\% are American Indian, and 1.5\% are two or more races (not Hispanic). Minority staff decreased by nine.

- \textit{Skilled Crafts} – The number of females in this category remained at 14. Of the skilled crafts staff, 39 are minorities: 13.9\% are Hispanic, 0.4\% are Asian, 0.9\% are American Indian, and 1.7\% are two or more races (not Hispanic). The number of minority staff increased by one.

- \textit{Service and Maintenance} – The number of females in this category decreased from 219 to 215. Of the service and maintenance staff, 173 are minorities: 1.1\% are Black, 30.5\% are Hispanic, 1.9\% are Asian, 1.7\% are American Indian, 0.2\% are Native Hawaiian or Other Pacific Islander, and 1.1\% are two or more races (not Hispanic). Minority staff increased by two.

Detailed data by job group for Professional, Technical and Paraprofessional, Clerical and Secretarial, Skilled Crafts, and Service and Maintenance are set forth in tables on the website of the Office of Equal Opportunity at \url{http://www.oeo.colostate.edu/affirmative-action}.

\textbf{Findings:}

- Females and minorities are represented in all EEO categories. There was no adverse impact against women in these job titles. There is possible adverse

\textsuperscript{11} Id.
impact against minorities in hiring for two job titles (in the Other Professionals category).

- Minorities are underrepresented in nine of the 20 professional job groups, three of the nine technical and paraprofessional categories, none of the four clerical and secretarial categories, one of the six skilled crafts categories, and one of the six service and maintenance categories.
- Women are underrepresented in three of the 20 professional job groups, one of the nine technical and paraprofessional categories, two of the four clerical and secretarial categories, one of the six skilled crafts categories, and one of the six service and maintenance categories.

Corrective Action:

- If necessary, the category will be examined closely to see if there is a pattern indicating possible discrimination.
- Colorado State University employs state classified employees. The classification system for state classified employees is dictated by the State of Colorado. Information about the State’s system for classified staff can be found at http://www.hrs.colostate.edu/employment/classification-sc-positions.html.
- The Office of Equal Opportunity and Human Resources work with hiring supervisors and search committees to expand recruitment resources for these job groups.
- The Office of Equal Opportunity will monitor openings for which there is a placement goal and, working with hiring supervisors, will demonstrate good faith efforts to find qualified minority and/or female candidates for administrative professional positions in these job groups.
- Human Resources will monitor openings for which there is a placement goal and, working with hiring supervisors, will demonstrate good faith efforts to find qualified minority and/or female candidates for state classified positions in these job groups.

b. Promotions and Transfers

It is the University’s policy to encourage transfers and promotions to further employee growth and development. Whenever a regular vacancy occurs, including promotion and transfer opportunities, the department head and/or supervisor must make this known to his/her regular staff members by the most effective means. In addition, the position must be posted through the Office of Equal Opportunity if it is an administrative professional position or through Human Resources if it is a state classified position.
Findings:

- Females and minorities are represented in all EEO categories. There was one job title (in the Technical and Paraprofessionals category) with potentially significant adverse impact against women in promotions and transfers. There were two job titles (one in Other Professionals and one in Service/Maintenance) with potentially significant adverse impact against minorities in promotions and transfers.

Corrective Action:

- If necessary, the category will be examined closely to see if there is a pattern indicating possible discrimination.

c. Layoffs and Recalls

If the University has any layoffs or recalls, the Office of Equal Opportunity for administrative professional employees or Human Resources for state classified positions will monitor the proceedings to ensure fair application of those procedures.

Findings:

- There were reductions in force in this group.

Corrective Action:

- If necessary, the category will be examined closely to see if there is a pattern indicating possible discrimination.

d. Terminations

Human Resources and the Office of Equal Opportunity monitor terminations. In addition, all cases of involuntary termination are referred to the Office of General Counsel.

The Office of Equal Opportunity conducts impact ratio analyses to identify areas in which termination rates are higher for minorities and females.

Findings:

- For the October 2013 - September 2014\(^{12}\) period, there was one job title (in the Other Professionals category) with potentially significant adverse impact against women. There were two job titles (in the Technical and Paraprofessionals category) with potentially significant adverse impact against minorities.

---

\(^{12}\) Id.
Corrective Action:

- If necessary, the category will be examined closely to see if there is a pattern indicating possible discrimination.

e. Progress Toward Placement Goals

The final step in the analysis of problem areas in employment is to establish placement goals where parity is needed between incumbency and availability and the action to be taken to achieve these placement goals. The applicable regulations provide that “placement goals may not be rigid and inflexible quotas which must be met,” but must be “targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work.” (41 CFR § 60-2.16.)

The establishment of a meaningful timetable requires specific consultation with those who have primary hiring responsibility by asking them to establish reasonable estimates of placement goal attainment in light of the magnitude of the discrepancy and their anticipated vacancies. Such timetables must involve a collaborative effort based upon complete information, and the 2014-2015 plan will do so.

1. Professional:

- Progress toward minority placement goals was made in none of 10 groups with placement goals (Academic Administration Professionals; Administrative Services Professionals; Agricultural and Food Science Professionals; Conservation and Social Science Professionals; Educational Service Professionals; Extension and Outreach Professionals; Math, Statistics, and Computer Professionals; Medical and Veterinary Professionals; Residential and Dining Professionals; and Sports and Recreation Professionals).

- Progress toward female placement goals was made in none of the three groups with placement goals (Extension and Outreach Professionals; Other Service Professionals Including Library Technicians; and Sports and Recreation Professionals).

2. Technical and Paraprofessional:

- Progress was made toward one of the three groups with minority placement goals (Media and Academic Technicians) but not toward the other two groups (Computer and Telecommunications Technicians, and Medical and Veterinary Technicians).

- Progress toward female placement goals was not made in the one group with a placement goal (Media and Academic Technicians).

3. Clerical and Secretarial:

- There were no placement goals for minorities in any of the groups.

- Progress toward female placement goals was made in the one group with a placement goal (Administrative Assistants and Office Managers).
4. *Skilled Crafts:*

- Progress toward minority placement goals was not made in the one group with a placement goal (Construction and Carpentry Workers).
- Progress toward female placement goals was not made in the one group with a placement goal (Auto and Equipment Mechanics and Operators).

5. *Service and Maintenance:*

- Progress toward minority placement goals was not made in the one group with a placement goal (Grounds and General Laborers).
- Progress toward female placement goals was not made in the one group with a placement goal (Animals Care Workers).

**B. Salary Studies**

1. **Faculty**

   The Office of Institutional Research conducts an annual Faculty Salary Equity Study using regression and log analyses. These analyses consider rank, tenure, service time, department, and other variables to identify cases of possible salary inequity. The results are reported to the Provost and Executive Vice President and the Deans, and include recommendations for correcting any disparities that appear to be based on gender, race, or ethnicity. Adjustments will be made by the Provost and Executive Vice President and/or by Deans, as appropriate.

2. **Executive, Administrative, and Managerial and Professional Non-Faculty, Technical and Paraprofessional, Clerical and Secretarial, Skilled Crafts, and Service and Maintenance Staff**

   The Office of Equal Opportunity conducts an annual salary equity study for all University non-faculty employees. This regression study considers service time; College or Division; and Regular, Temporary, or Special assignment status to identify cases of possible salary inequity. The results are analyzed and disparities that appear to be based on gender, race, or ethnicity are brought to the attention of the appropriate unit head for exploration and, if required, correction.

**Findings:**

- Where the salary equity studies indicate that there are academic and non-academic units that have patterns of residuals for women and/or minorities that need to be scrutinized carefully, the Office of Institutional Research and the Office of Equal Opportunity address appropriate administrators with the patterns raising concerns for further scrutiny.

**Corrective Action:**

- The Provost and Executive Vice President will review the results of the Faculty Salary Equity Study and, working with the Deans, will initiate corrective action
when necessary to eliminate any disparities that are based on gender, race, or ethnicity.

- The Office of Equal Opportunity will review the results of the non-faculty employee salary equity study and work with unit heads to initiate corrective action when necessary to eliminate any disparities that are based on gender, race, or ethnicity.

C. Selection, Recruitment, Referral and General Personnel Procedures

The University must observe requirements of the Uniform Guidelines on Employee Selection Procedures. Where adverse impact is found, the applicant flow data, selection criteria, and all elements of the selection process will be reviewed to ensure that only job-related, non-discriminatory factors are considered in making employment decisions, and that minorities and females have been considered. Selected officials will be informed of the need to take corrective action when adverse impact is found in the recruitment or selection process.

1. Job Requirements and Descriptions

The Deans and/or Department Heads/Chairs, often with the participation of faculty in the department, create job descriptions for faculty positions. The Office of Equal Opportunity reviews these descriptions whenever a faculty position vacancy is being filled, or when circumstances dictate. The Office of Equal Opportunity reviews the job descriptions created by hiring supervisors for a vacancy being filled for administrative professional positions, or when circumstances dictate.

The Employment Team within Human Resources works with hiring supervisors to create the required State of Colorado Position Description Questionnaire (PDQ) for vacant state classified positions, and maintains all PDQs for state classified jobs. Staff from the Employment Team review PDQs whenever a position vacancy is being filled or when other circumstances dictate. In addition, reviews may be requested by a unit supervisor or by the state classified employee.

2. Referral Procedures

After a faculty or administrative professional position has been posted and/or advertised, the search committee chair refers the credentials of all applicants to the search committee in the relevant academic department or administrative unit.

For the Executive, Administrative, and Managerial job group and the non-faculty and non-administrative job groups where the position is state classified, the Employment Team within Human Resources refers the credentials of qualified applicants, including those who may fulfill affirmative action placement goals, to the hiring supervisor.

3. Pre-employment Inquiries

Federal laws do not expressly prohibit inquiries concerning race, color, religion, sex, national origin, age, disability, or genetic information, but the EEOC regards such
inquiries as potentially discriminatory. Both Sections 503 and 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 limit the use of pre-employment inquiries and medical examinations. Specifically, any identification of a disability by inquiry or examination during the pre-offer stage, including all job pre-tests, reference checks, interview forms/questions, and other information gathering procedures, is prohibited except for self-identification for affirmative action purposes.

a. Faculty

Findings:

- Although search committee members possess greater awareness that they are responsible for promoting equal employment opportunity and making good faith efforts to ensure appropriate outreach and consideration of all qualified applicants, not all search committee members are aware of the recommended practices to use in effectuating the University’s commitment to equal employment opportunity.

Corrective Action:

- The Office of Equal Opportunity will continue to distribute a publication entitled Search Manual for Faculty and Administrative Professional Hires (See http://www.oeo.colostate.edu/Data/Sites/1/pdfs/CSUSearchManual.pdf) to members of faculty and administrative professional search committees and will provide education to search committee members regarding effective employment practices that promote and support equal employment opportunity and affirmative action.

b. Executive, Administrative, and Managerial and Professional Non-Faculty, Technical and Paraprofessional, Clerical and Secretarial, Skilled Crafts, and Service and Maintenance Staff

Findings:

- Some job descriptions for administrative and professional positions and some PDQs for state classified positions are outdated and do not include clear documentation that physical and mental requirements have been reviewed.

Corrective Action:

- The Classification and Compensation and Employment Teams within Human Resources will review position descriptions for administrative professional positions and PDQs for state classified positions before a position announcement for an open position is posted.
- In connection with the new AP Framework, the Classification and Compensation Team within Human Resources is reviewing job descriptions for new and vacant administrative professional positions and placing them in AP job families prior to posting. Human Resources is also reviewing positions converting from state classified to administrative professional pursuant to State of Colorado legislative
House Bill 1301.

4. Appropriateness of Recruitment Strategies and Outreach

The Office of Equal Opportunity reviews recruitment efforts for faculty positions each time there is an opening. Recruitment efforts are judged, in part, on the scope of advertising for the position. Faculty positions are announced on a national basis.

The Office of Equal Opportunity reviews recruitment efforts for executive, administrative, managerial, professional non-faculty, clerical, and service staff positions if they are administrative professional. If these positions are state classified, the Employment Team within Human Resources reviews the recruitment efforts. Hiring departments are responsible for the recruitment strategy. Recruitment efforts are judged, in part, on the scope of advertising for the position. Positions at the executive, administrative, and managerial level are announced on a national basis. Professional non-faculty positions are typically announced on a national basis, or limited to a regional or state basis depending on the level of the position. Clerical and service positions could be limited to local recruiting areas.

Departments should make good faith efforts in their recruitment processes, actively seeking out minorities and women, particularly in those areas where there are placement goals.

The Office of Equal Opportunity maintains a list of recruitment sources to assist departments in their recruitment efforts for faculty and administrative professional positions. (See http://www.oio.colostate.edu/recruitment-resources.) Departments, however, should be familiar with the principal sources specific to their particular area of expertise.

Human Resources lists state classified positions through NEOGOV, the State of Colorado’s applicant tracking website.

D. Other Areas

1. Seniority Practices, State Classified, and Lines of Progression

The University has formal tenure track and promotional procedures in place for tenure track faculty. Three committees, a department tenure and promotion committee, a college tenure and promotion committee, and the university tenure and promotion committee, review all annual nominations for faculty promotion and tenure.

The state classified system is determined and managed by the State of Colorado. The University follows prescribed practices in connection with promotions and transfers of state classified personnel per State rules.

The University has a developed research associate series that can be found under Researcher Job Series at http://www.hrs.colostate.edu/compensation/classification-fap.html. In addition, the University recently developed, with the assistance of a consultant, an AP Framework to create job families and lines of progression for

Findings:

- The Office of the Provost reviews faculty promotions each year. The Office of Equal Opportunity conducts an impact ratio analysis of faculty promotions. If there is adverse impact in faculty promotions, the Provost and Executive Vice President is contacted to discuss and initiate corrective action, if necessary.
- The University has no formal seniority system or current union contracts and maintains few formal lines of progression in the Executive, Administrative, and Managerial job group and non-faculty and non-administrative job groups though the new AP Framework provides some guiding structure.

Corrective Action:

- The Office of the Provost and the Office of Equal Opportunity will continue to review, on an annual basis, minority and female faculty progression through the tenure and promotion process and initiate corrective action, when appropriate.
- The Classification and Compensation Team within Human Resources will continue to review administrative professional positions to place them in the AP Framework.

2. Education

a. Faculty

All educational opportunities for faculty are open to participation by women and minorities. The Office of the Provost offers numerous professional development programs, such as the offerings from The Institute of Learning and Teaching. (See http://tilt.colostate.edu/about/.) In addition, academic departments and other administrative offices offer professional development opportunities to faculty including travel and other expenses incurred by faculty to attend conferences, meetings, and other professional opportunities.

Findings:

- Educational opportunity records are not maintained in a consistent manner by various units across campus.

Corrective Action:

- Efforts will be made to work with the appropriate offices to review data, as needed, showing the attendance or participation of faculty in these programs; thus, ensuring that all faculty, women and minorities specifically, are
b. Executive, Administrative, and Managerial and Professional Non-Faculty, Technical and Paraprofessional, Clerical and Secretarial, Skilled Crafts, and Service and Maintenance Staff

All educational programs offered through the University are open to participation by women and minorities. Some of the programs available include offerings through Training and Organizational Development (see http://www.training.colostate.edu/), the Professional Development Institute, the Office of Equal Opportunity, Human Resources, and Housing and Dining Services. In addition, departments at the University offer additional educational opportunities for their staff including attendance at conferences and workshops as well as subscribing to webinars attended by employees on campus.

Findings:

- Educational opportunity records are not maintained in a consistent manner by various units.

Corrective Action:

- The Office of Equal Opportunity and Human Resources as well as other departments will keep records showing the types of education opportunities offered through their units and attendance at those sessions.

3. Workforce Attitudes

Emphasis is place on creating an inclusive environment for minorities and women throughout the University. Organizational units are urged to include in their unit strategic and action plans activities that focus on valuing inclusion and diversity. The University's strategic planning process includes a focus on diversity.

Faculty and administrative professional staff have access to the Grievance Procedures. (See http://facultyandstaff.colostate.edu/ugo/UG01-Grievance%20ProceduresOverview0812.pdf.)

State classified staff have access to the State of Colorado Grievance and Appeal Process (See http://www.hrs.colostate.edu/employee-relations/sc-grievance-procedure.html.)

All employees may bring complaints of discrimination, harassment and retaliation in accordance with the Discrimination, Harassment, Sexual Harassment, Sexual Misconduct, Domestic Violence, Dating Violence, Stalking and Retaliation Policy. (See http://oeo.colostate.edu/discrimination-harassment-sexual-harassment-sexual-misconduct-domestic-violence-dating-violence-stalking-and-retaliation-policy.) The Office of Equal Opportunity is responsible for overseeing and coordinating the enforcement of policies and procedures that deal with discrimination and harassment. The Office of Equal Opportunity monitors complaints or requests for assistance. In addition, it pursues any patterns or trends that suggest areas requiring remedial actions. For example, a disproportionately high number of complaints from a particular
college, division, department, or unit may trigger a special inquiry by the Office of Equal Opportunity.

Findings:

- Allegations of intolerance were brought forward during the past affirmative action plan year. Responses by administrative leaders and the Executive Director of the Office of Equal Opportunity stressed the importance of diversity and equity to the current and future progress of the University.
- The Office of Equal Opportunity is the central office that receives singular or comprehensive information regarding complaints of discrimination and harassment from University academic and non-academic areas. Areas are not consistently reporting information on complaints. Thus, a comprehensive analysis of complaints is difficult to accomplish for the entire campus.

Corrective Action:

- Programs on valuing all forms of diversity including race, ethnicity, and gender have been and will continue to be held by numerous units at the University to reinforce positive attitudes that contribute to a greater sense of community. The Vice President for Diversity's office offers many training options. (See http://diversity.colostate.edu/)
- The University has a Consultation Team for Incidents of Bias facilitated by the Vice President for Diversity. Faculty, staff, students, and visitors may report to this Team any bias incidents observed or experienced at Colorado State University. This Team assists in coordinating a University response as well as in the centralization of bias incident tracking and reporting.
- Individuals are also encouraged to report concerns in the University community, including concerns about intolerance, anonymously through the University's Compliance Reporting Hotline. (See http://reportinghotline.colostate.edu/.)

4. Posters and Notices

Required posters and notices with information on equal employment opportunity and affirmative action policies are placed in campus buildings. The Office of Equal Opportunity regularly distributes a message to all Building Proctors requiring them to conduct routine checks of employee bulletin boards and other relevant areas for required equal employment opportunity and affirmative action posters and notices. For the Building Proctors’ convenience, the message is accompanied by up-to-date posters for posting in place of outdated posters.

Findings:

- Building Proctors have inconsistently conducted checks of employee bulletin boards.

Corrective Action:

- The Office of Equal Opportunity will physically inspect buildings on an as-
needed basis, as well as on a regular basis.

- The Office of Equal Opportunity tracks responses from Building Proctors to its message, thereby permitting the University to monitor compliance with this requirement.

5. Contract Compliance

The University informs all contractors, vendors, and suppliers of the affirmative action policy, requesting appropriate action on their part.
VIII. Action-Oriented Programs (41 CFR § 60-2.17(c))


In addition the corrective action items identified in Section VII above, the following is a list of action-oriented steps the Office of Equal Opportunity has identified that are designed to demonstrate the University's good faith efforts to meet established goals and objectives.

B. Monitoring of Position Specifications

1. Staff

The Office of Equal Opportunity reviews all administrative professional positions specifications for job-relatedness and nondiscrimination on the basis of race, age, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, or gender identity or expression. The Employment Team within Human Resources conducts the same analysis for state classified positions.

2. Faculty

The Office of Equal Opportunity reviews all Faculty positions specifications for job-relatedness and nondiscrimination on the basis of race, age, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, or gender identity or expression.

C. Distribution of Position Announcements

1. Staff

The current job openings list posted through the Office of Equal Opportunity and Human Resources is accessible at the website: http://jobs.colostate.edu/. Human Resources has computers available for applicants to access the jobs.colostate.edu website. Each advertisement and search plan is reviewed by the Office of Equal Opportunity or Human Resources to see that it includes mechanisms likely to reach protected class members. When efforts appear inadequate, members of these offices will speak with the hiring supervisor or search committee chairs to urge additional and/or other strategies.

2. Faculty

The Office of Equal Opportunity monitors each faculty position announcement for an adequate search and recruitment plan. The office also checks for compliance with equal employment opportunity and affirmative action guidelines and statements.

Each advertisement and search plan is also reviewed to see that it includes mechanisms likely to reach protected class members. When efforts appear inadequate, a staff
member from the Office of Equal Opportunity will contact the Equal Opportunity Coordinator and the search committee chair to urge additional and/or alternative strategies, including networking with institutions and those colleges and universities with minority predominance.

D. Selection Process

1. Staff Test Validation

Tests used in the selection process are subject to review by the Office of Equal Opportunity and Human Resources to judge their validity and relevance.

2. Selection Procedures

Education, skills, and experience comparative analyses have been established for the ranking and referral of state classified applicants. The comparative analyses rely on job specification, and a comparison of each eligible applicant's work experience, skills, and knowledge. The comparative analyses used reflect the State of Colorado Department of Personnel Administration requirements.

3. Education of Selection Personnel

Unit managers, supervisors, and search committee members responsible for making hiring decisions are trained in equal employment opportunity and affirmative action requirements in training sessions regularly offered by the Office of Equal Opportunity. These include Equal Opportunity Coordinator (EO Coordinator), search chair, search committee member, and support staff training sessions. Presentations are offered at the start of the fall and spring semesters as well as at the start of summer. In order to serve as an EO Coordinator, an employee must attend an EO Coordinator training session as well as a search chair training session. To serve as chair of a search committee, an employee must attend search chair training. Lists of EO Coordinators and search chairs are maintained on the Search Resources section of the Office of Equal Opportunity. (See http://oeo.colostate.edu/search-resources.)

The Search Manual for Faculty and Administrative Professional Hires contains suggestions and guidelines for interviewing and hiring procedures. This manual is available from the Office of Equal Opportunity and may be accessed online at: http://www.oeeo.colostate.edu/Data/Sites/1/pdfs/CSUSearchManual.pdf.

The Employment Team within Human Resources works directly with hiring supervisors to facilitate and guide the search process for state classified employees.

4. Adherence to Uniform Guidelines on Employee Selection

The Office of Equal Opportunity and Human Resources adhere to the Uniform Guidelines on Employee Selection Procedures in its screening and referral processes. Close communication is maintained between the Office of Equal Opportunity and Human Resources staff handling selection and hiring with supervisors and chairs of search committees. Telephone and e-mail conversations and visits with supervisors are
conducted regularly by the Office of Equal Opportunity and Human Resources staff to ensure compliance with search processes.

E. Advertising

Advertisements are prepared by the respective college or unit. The Office of Equal Opportunity monitors all administrative professional and faculty advertisements for the inclusion of the statement: “Colorado State University is committed to providing an environment that is free from discrimination and harassment based on race, age, creed, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity or expression, or pregnancy. Colorado State University is an equal opportunity/equal access/affirmative action employer fully committed to achieving a diverse workforce and complies with all Federal and Colorado State laws, regulations, and executive orders regarding non-discrimination and affirmative action. The Office of Equal Opportunity is located in 101 Student Services.”

The Office of Equal Opportunity advises and assists colleges, schools, departments, or units regarding wording and tone that might have greater recruitment appeal for women and minorities.

Commencing fall 2013, per the direction of Provost and Executive Vice President Rick Miranda, a statement on diversity must be included in all job announcements for faculty and administrative professional positions. The Office of Equal Opportunity provides sample statements on diversity for consideration on the office website as well as in the search manual. Search committees and departments/units are encouraged to create their own for review and approval if that is preferred. The Office of Equal Opportunity will look for a statement on diversity in every job announcement as part of the approval process of the job announcement and recruitment strategy at the start of a search.

The Employment Team within Human Resources assists hiring supervisors to post announcements of open state classified positions on NEOGOV, the State of Colorado’s job board.

F. Publications

Colorado State University's Division of External Relations ensures that University publications contain the phrase “an equal opportunity/equal access university” or a similar phrase. It also checks to see that where there are pictures of students, faculty, staff, or visitors, there is a balanced representation of women and minorities.

G. Special Initiatives by Organizational Unit

The University’s various organizational units engaged in various special initiatives designed to promote equal opportunity for women and minorities. The list below is not exhaustive, but can be considered representative.

1. The President's Commission on Women and Gender Equity is charged by the University President to identify gender equity and women’s issues and forward concerns,
recommendations, and program ideas to the University administration through annual meetings with the President and Provost and Executive Vice President, and consistent connection and routine communication with the Vice President for Diversity, who reports to the President.

2. In the fall of 2014, the President established the Standing Committee on the Status of Women Faculty, a subcommittee of the President’s Commission on Women and Gender Equity. This committee focuses explicitly on issues impacting the work life, campus climate, and persistent barriers inhibiting the success of women faculty.

3. Several employee groups succeeded in changing the University’s parental leave policy to create greater consistency and equality across campus, including obtaining three weeks of additional paid leave to allow all women giving birth to have nine to eleven weeks of parental leave.

4. The Women and Gender Advocacy Center sponsors the Kathryn T. Bohannon Women at Noon Series, an ongoing seminar series focusing on topics of interest to women and featuring speakers from the CSU community including faculty and staff.

5. The Colorado State University Women’s Association is a University affiliated organization with membership open to all members of the community as well as CSU faculty and staff. It is an educational, service and social organization that provides scholarship opportunities to CSU students and offers support and assistance to projects which benefit the university and/or the community.

6. The Center for Women’s Studies and Gender Research annually awards distinguished CSU faculty or staff members with the Margaret B. Hazaleus Award. The award seeks to recognize CSU employees who serve as a role model for women on campus, make outstanding achievements that enhance the campus environment for women, have a sustained recorded of support to women, and actively work on behalf of women, including evidence of significant mentoring.

7. In October 2013, Colorado State University’s Institute for Entrepreneurship, located within the College of Business, hosted the Second Annual Women Entrepreneurs’ Leadership Summit to address challenges that women entrepreneurs face in today’s economic environment through practical advice, consultation and network connections to encourage the growth of women-led businesses.

8. Colorado Women of Influence honored university distinguished professor Diana Wall and Director of CSU’s El Centro, Dr. Guadalupe Salazar, as 2012 Women of Vision.

9. In March 2011, Dr. Temple Grandin, Colorado State University’s pioneering expert in livestock behavior and welfare was inducted into the Colorado Women’s Hall of Fame, joining the ranks of innovators whose ideas and persistence have elevated Colorado women and shaped the world.

10. In September 2012, University President Tony Frank charged Vice President for University Operations Amy Parsons to include representation from faculty, staff, and students — asking them to create a plan to “transform Colorado State into simply the best place to work or learn — in any capacity — if you’re a woman.”
In August 2013, VP Amy Parsons unveiled the Ripple Effect, an initiative involving employees from all parts of the university to work toward this goal.

An innovative website was created, http://rippleeffect.colostate.edu, which is a forum for women and men to share ideas with the University and discuss ways to work towards better recruitment and retention of women with university officials.

In February and March 2014, The Ripple Effect sponsored safety workshops focusing on the interpersonal, psychological and physical aspects of self-defense and safety for students and employees who want to take an innovative, holistic approach to safety.

In December 2013, The Ripple Effect started a monthly financial fitness group, Power Hour for Financial Fitness, which meets every third Wednesday over the lunch hour (plus additional time) to individually work through personal finance tasks while sharing best practices and receiving training from experienced financial advisors. This was created in response to a request submitted on the Ripple Effect website.

In March 2014, the Ripple Effect sponsored events across campus for International Women's Day. In addition to the Ripple Effect's first keynote speaker, Lelia Janah, who spoke to a full house at CSU on March 6. For the second recognition of International Women's Day, Shiza Shahid was the keynote speaker and spoke on March 9, 2015.

Ripple Effect leadership and faculty held an open forum discussion session and report on progress made during the first six months of the initiative to make CSU the best place for women to work and learn.

On March 5, 2014, CSU held a free screening of “Girl Rising,” a film that follows nine girls who confront tremendous challenges and overcome nearly impossible odds to pursue their dreams.

On March 5, 2014, the Ripple Effect sponsored a session about women senior faculty at CSU, a panel discussion about concerns and challenges facing women senior faculty in their disciplines and at CSU and suggestions for what needs to change to address these concerns.

The Ripple Effect sponsored a seminar, “Women + Men = Transformational Leadership,” about transformational leadership building on the strengths of women and men, not just one gender.

In spring 2015, the Ripple Effect Grant Award was introduced funded by a friend of the University. Approximately 50 proposals were received and eight were funded.

11. All faculty, staff, and students are welcome to join the Women of Color & Allies Network,
whose overall objective is to provide empowerment and support to members, as well as to provide education and awareness to the campus community through a variety of events.

12. The Vice President for Diversity maintains a web page, “First Generation Faculty Profiles,” allowing first generation faculty to share their experiences.

13. In 2009, first generation CSU faculty shared their personal and inspirational stories during six radio ads that aired in Southern Colorado in both English and Spanish.

14. CSU annually awards the Multi-Ethnic Distinguished Service Award, created to honor academic faculty, administrative professional, or state classified employees in recognition of the service within the University and surrounding communities which has served to enhance the awareness and status of diverse individuals and groups; foster acceptance and understanding between the majority population and persons of color; and/or, strengthen multicultural and inclusion efforts for underrepresented people.

15. Campus Activities, Student Leadership, Involvement & Community Engagement (SLiCE), and the Lory Center Governing Board collaborate to administer the LSC Diversity Grant, open to students, faculty, and staff, through a funding committee, which consists of students from the Lory Center Governing Board, SLiCE and Campus Activities, and the general student body. The grant is intended to support a fundamental commitment to eliminate discrimination based on gender, race, national origin, socioeconomic status, age, sexual orientation or different abilities, in all aspects of the Student Center’s operation by developing programs, facilities, and services which celebrate diversity.

16. The Multicultural Staff and Faculty Network was formed to serve as a catalyst and influence campus climate and culture through recruitment, retention and development of multicultural employees. They are committed to promoting collaboration through active engagement with Colorado State University and the greater community. The Network’s vision is to be a visible and engaged community that supports, empowers, and sustains multicultural staff and faculty. The Network holds a series of events throughout the year.

17. CSU holds an annual Diversity Symposium lasting for three full days every September. Specially selected presenters lead workshops or host panels to create a safe place for conference attendees to explore issues surrounding race, color, gender, disability, religion, national origin, economical standing, and sexual orientation.

18. In October 2012, the organization Advancing Hispanics/Chicanos and Native Americans in Science, or SACNAS, honored Arlene Nededog, a CSU administrator, with the 2012 SACNAS Distinguished Service to Society Award for helping steer diverse groups into science degrees through mentoring.

19. For the month of April 2013, CSU celebrated the Asian and Pacific American cultures with the 30th annual Asian Fest, exploring diversity and how gender, ethnicity and other identities intersect and shape our experiences.

20. CSU’s Black/African American Cultural Center celebrated Black History Month in
February by hosting a black faculty/staff luncheon, movie viewings, speakers, seminars, and discussions throughout the month.

21. CSU’s Native American Cultural Center celebrated Native American Heritage Month with a series of events in November, including seminars, discussion groups, drum group performances, and book and art displays in the Lory Student Center.

22. CSU’s El Centro celebrated National Hispanic Heritage Month with events for students, faculty, staff, and community members, including seminars, film screenings, theatrical performances, music concerts, and more.

23. In June 2013, the Accion Empowerment Speaker Series, part of the Accion mission to focus on Hispanic/Latino interests in the community, sponsored a talk by author Chuck Solano, who shared the story of his life as a migrant farm worker, soldier, self-educated student, and barber shop owner.

24. In March 2013, Gloria Velasquez, Ph.D., an internationally acclaimed author who holds a Ph.D. from Stanford University, was a guest speaker for Colorado State University’s Cesar Chavez celebrations.

25. The Office of the Vice President for Diversity position was created and filled as a half-time position in the summer 2010 and made a full-time position in summer 2013. This senior administrator serves on the President’s senior leadership team and reports to the President. The position is responsible for collaborating with campus leaders on diversity efforts, coordinating diversity activities across campus, and addressing the diversity initiatives for faculty, staff, and students in the University’s strategic plan.

26. The Office of the Vice President for Diversity conducted a climate assessment in 2012 and in 2014 that helped the University assess the climate for diversity and inclusion. The processes of conducting this assessment included surveying faculty, staff, and students in addition to holding focus groups.

27. In the recent past, several positions have been created to assist with diversity efforts at the University. Among these positions is the Director of Diversity in the College of Agriculture.

28. Colorado State University offers two childcare centers, each of which offers slightly different learning experiences for children.
IX. Internal Audit and Reporting System (41 CFR § 60-2.17(d))

To comply with the Department of Labor regulations, the University must implement an auditing system that periodically measures the effectiveness of its total affirmative action program. Key actions include 1) monitoring records of personnel activity; 2) requiring periodic and regular internal reporting as to the degree to which equal employment opportunity objectives are achieved; 3) reviewing results with management; and 4) advising top management of program effectiveness and providing recommendations for improvement. The following section discusses the auditing and reporting processes that have been developed and implemented at the University in order to monitor, evaluate, and ensure that equal employment opportunity objectives are a norm rather than an aspiration.

A. Recruitment and Selection Procedures

The Office of Equal Opportunity, with the assistance of the Equal Opportunity Coordinator (EO Coordinator), monitors and analyzes the recruitment and selection process of each search committee for faculty and administrative professional positions through the approval process of each search decision making phase of the search process to ensure equal opportunity and non-discrimination.

The primary responsibility of the EO Coordinator is to ensure that the search process is conducted in a procedurally sound and ethical manner. The search procedures are designed to provide a framework for conducting a process that complies with all relevant laws and regulations and that allows the University to identify and hire individuals who contribute to the fulfillment of institutional goals, including that of enhancing diversity. As the liaison between the Office of Equal Opportunity and the search committee, the EO Coordinator serves as a resource person and provides initial review and approval of the various search steps that are then submitted for approval to the Office of Equal Opportunity.

Individuals appointed as EO Coordinators should have a strong personal and professional commitment to the concepts of equal opportunity, equal access, non-discrimination, affirmative action, and diversity. They should also have the organizational authority to ensure that the actions and decisions of the search committee are consistent with the University’s policies and goals. The EO Coordinator must maintain a balance: being a neutral observer and monitor of the process, yet actively involved to either prevent a committee from engaging in actions that are antithetical to the goals of equal opportunity and non-discrimination or to encourage a committee to be proactive in pursuing affirmative action goals in the advertising and recruitment of the applicant pool.

The Employment Team within Human Resources follows the prescribed State of Colorado selection process administered by the Department of Personnel Administration.
B. Internal Reporting of Affirmative Action Program Reports and Analyses

Following the generation of the analyses comparing incumbency and availability, the Executive Director of the Office of Equal Opportunity disseminates to the Deans and Vice Presidents the results of the previous year and new placement goals. Responsibility for disseminating this information to department and unit heads and to hiring supervisors rests with the respective Deans and Vice Presidents.

In 2013, the Executive Director of Equal Opportunity presented before the President’s Cabinet as well as the Council of Deans the affirmative action utilization analysis and impact ratio results.