

Executive Summary

Introduction

Signed into

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

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

Figure 2: Employee Population Demographics

Total	Women	Minorities	Asian	Black	Hispanic	Am Indian	Pacific Islander	Two or More Races
8,458	4,110	1,955	858	149	661	42	12	233
%	48.59%	23.11%						

Placement Goals

For women and minorities, the Plan identifies areas of underrepresentation by setting placement goals. Placement goals are determined annually by calculating differences between the

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

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

Applicants and Selections

One way CU Boulder can effectively measure outreach efforts is to examine the demographics of the applicant pools for the hires it has made during the plan year. Annually, the affirmative action plan analyzes the applicant pools to identify any potential barriers to equal opportunity in the hiring process and determine if outreach efforts have been successful in increasing the number of qualified minorities and women. Moreover, applicant pools are compared with candidate "selections" to identify where differences in rates of hire may exist. Selections from the applicant data include all applicants (external and internal) that have been hired or offered a position for employment within CU Boulder's applicant tracking systems. Due to a time lag between the hire decision and start date of the employee, the number of selections does not exactly match the number of new hires identified during the plan year date range.

Figure 4: Applicant Analysis

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

New Hires and Promotions

The next two figures (Figure 5 and Figure 6) show the breakdown of new hires and promotions during the plan year. "New Hires" includes those employees who are new to CU Boulder and who have not previously been CU Boulder employees. This number is lower than the number of "Selections" listed above in the applicant analysis because that number included all successful applicants, including current and past CU employees. Overall, the general pattern of women amongst new hires reflects the same trends as the "Selections" described above. For minorities, while there are a higher percentage of minority new hires amongst

Figure 6: Promotions

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Black or Latin

Separations

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

Figure 7: Separations*

Total	Women	Minorities	Asian	Black	Hispanic	Native American	Pacific Islander	Two or More Races

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

Protected Veterans and Individuals with Disabilities

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

The federal government annually establishes the protected veteran hiring benchmark using the annual national percentage of veterans in the civilian labor force. For this past plan year, the benchmark was 6.70%. Between November 1, 2017 and October 31, 2018, CU Boulder hired 2.27% protected veterans, a slight decrease of 0.05% from the prior year. However, protected veterans accounted for only 2.9% of the total applicant pool, slightly lower than the selection rate. This data indicates that veterans are being hired at approximately the same rate at which they apply for jobs. While the hiring benchmark for the upcoming year has been decreased to 6.4%, CU Boulder's hiring of veterans has not approached the federal benchmark since its inception in 2014. While veterans are being hired at the rate approximately equal to which they apply, meaning there does not appear to be any barriers in the selection process itself, CU Boulder is not attracting protected veterans to apply for jobs at a rate necessary to meet the federal benchmark. Further, only 1.87% of employees at CU Boulder self-identified as being a protected veteran. Thus, the campus needs focus on targeted outreach to attract and employ protected veterans into its workforce.

During the same time period, 3.55% of applicants hired at CU Boulder identified as an individual with a disability, a slightly lower rate than the representation in the applicant pool (4.22%). The percentage of hires of applicants with a disability is almost exactly the same as the prior plan year (3.59%), while the federal hiring benchmark is 7%. Similarly, only 319 employees (3.7%) of the current workforce identify as having a disability. However, this has been an increase from 125 last plan year and 46 the plan year before that. This increase has been

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

As noted last year