

AFFIRMATIVE ACTION PROGRAM

University of Wisconsin-La Crosse

November 1, 2011 - October 31, 2012

This program has been reviewed by:



Joe Gow, Ph.D., Chancellor
University of Wisconsin-La Crosse

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I. INTRODUCTION

41 C.F.R. §60-2.10

The University of Wisconsin-La Crosse Affirmative Action Program has been prepared to meet the requirements of Executive Order 11246, as amended, and more specifically to comply with its implementing regulations, standards, and guidelines as set forth in 41 CFR Chapter 60: Equal Employment Opportunity, Office of Federal Contract Compliance Programs, and U.S. Department of Labor. In addition to women and racial/ethnic minorities, the UW-L Affirmative Action Program includes persons with disabilities protected under the Rehabilitation Act of 1973, the Americans with Disabilities Act, and the implementing regulations set forth in 41 CFR Chapters 60-250 and 741; and disabled veterans and veterans of the Vietnam Era under the Vietnam Era Veterans Readjustment Assistance Act of 1974.

Affirmative Action requires employers to do more than ensure employment neutrality for women, racial/ethnic minorities, and persons with disabilities. As the phrase implies, affirmative action requires the employer to make additional, positive efforts to recruit, hire, and promote qualified members of underutilized groups, even if their underutilization cannot be traced to particular discriminatory actions on the part of the employer. Affirmative Action is premised on the belief that unless positive action is undertaken to overcome the effects of prior exclusion and discrimination, even color-blind and gender-neutral employment practices may perpetuate the underutilization of qualified women and racial/ethnic minorities indefinitely.

Consistent with the expectations specified by the Office of Federal Contract Compliance Programs, the UW-L Affirmative Action Program outlines the university's commitment to equal opportunity in employment and education, analyzes the campus workforce by job title and group, identifies those areas of the university in which women and racial/ethnic minorities are currently underutilized, and establishes goals to correct underutilization for any job group. This program also notes progress toward the goals identified in last year's AA Plan, identifies current problem areas, and recommends action-oriented initiatives designed to eliminate those problems, and to attain established goals and objectives.

The 2012 UW-L Affirmative Action Program was prepared by Judith Albert, Equal Opportunity Specialist in the Office of Affirmative Action. Incumbency data was provided by the UW System Office of Equal Opportunity Compliance and Policy Studies based on data provided by the UW-L Human Resources Office and Financial Administration Office for employees at the university on November 1, 2011. UW-L utilized the Peopleclick AA Planner Affirmative Action software program to generate availability data, job group and underutilization analyses, and goals for any job group where women or racial/ethnic minorities are underutilized.

Questions about the University's Affirmative Action Program or policies should be directed to Judith Albert, Affirmative Action Office, 135 Graff Main Hall, UW-La Crosse, WI 54601, (608) 785-8541.

II. CHANCELLOR'S STATEMENT ON EQUAL EMPLOYMENT OPPORTUNITY POLICY

The University of Wisconsin-La Crosse is totally committed to a program of equal opportunity for all faculty, academic staff, classified staff and students, and will actively carry out all federal and state regulations and executive orders. No person may be denied employment or related benefits or admission to the University or to any of its programs or activities, either academic or nonacademic, curricular or extracurricular, because of race, color, creed, religion, sex, gender identity or expression, marital status, age, ancestry, disability, veterans status, national origin, sexual orientation, relationship to other employees, arrest or conviction records, political affiliation, religious practice, or memberships in the national guard, state defense force or any other reserve component of the military forces of the United States or the State of Wisconsin.

The University of Wisconsin-La Crosse Affirmative Action Program of nondiscrimination imposes an obligation to eliminate all past and present effects of discrimination and to correct underutilization of women and minorities at all levels of employment and in all academic programs and activities within the University. Individuals with disabilities are protected under the appropriate laws and policies for equal opportunities. All employment policies, practices and procedures for discrimination based on race, color, religion, sex, gender identity or expression, national origin, age, ancestry or physical handicap are periodically reviewed and remedial actions taken to correct such discrimination if found to exist. The University will take responsibility to enhance every campus member's awareness of the policy requiring equal compensation or credit for comparable work and for equal opportunities for merited advancement for all faculty, academic staff, classified staff and students.

Equal employment opportunity is a legal, social, and economic necessity for the University of Wisconsin-La Crosse. Although ultimate responsibility for compliance rests with the Chancellor, to implement this policy affirmative action must be continuous and aggressive and requires personal commitments of all University administrators, faculty and staff. Supplemental policies and procedures will be adopted as needed to ensure the success of the University's Affirmative Action Program, which is monitored by the affirmative action officer who reports directly to the Chancellor. The affirmative action officer should have an adequate budget and support staff to meet institutional needs.

Realistic goals for the hiring of minority individuals and women will be established annually. Recruitment and hiring will be continuously monitored to ensure every good faith effort is made to achieve those hiring goals. The University also realizes the need to take affirmative action as necessary to achieve equal opportunity and affirmative action principles in all areas of employment practices, including but not limited to recruiting, interviewing, hiring, transfer, promotions, training, compensation, benefits, layoffs, terminations, retentions, certification, and testing. In response to an employee's request for religious accommodation and/or handicapped accommodation, efforts will be made to make reasonable accommodation where possible. For represented employees, such accommodation will conform to the current labor agreement. The University also seeks to further equal employment opportunity with those outside the University with whom we deal by use of equal opportunity clauses in all contracts.

Harassment by supervisors or co-workers because of race, color, sex, gender identity or expression, national origin, age, ancestry, disability or other protected status is an unlawful employment practice prohibited by the University. Similarly, retaliation against a person who files a discrimination complaint is also a form of discrimination and is prohibited. Harassment based on any protected status in service delivery or instructor-student relationship is also prohibited. Therefore, the University will make every effort to prevent and eliminate harassment. The complaint procedures provide for bypassing the immediate supervisor if the supervisor is involved in the alleged discrimination or harassment.

The University in accordance with Section 86.9 of the regulations implementing Title IX of the Education Amendments of 1972 gives notice that it is the policy of the University of Wisconsin-La Crosse not to discriminate on the basis of gender in admission to any education program or activity administered by this institution. All University personnel responsible for any phase of advisement, counseling, guidance, or placement of students will refrain from the use of, or reference to, sex- or race-oriented stereotypes. This policy extends to employment as well as admission to programs and activities.

In accordance with Section 105 of the Americans with Disabilities Act of 1990 and with Section 84.8 of the regulations implementing Section 504 of the Rehabilitation Act of 1973, the University gives notice that it is the policy of the

University of Wisconsin-La Crosse not to discriminate against qualified individuals with disabilities. Reasonable accommodations for persons with disabilities will be provided in accordance with our policy to ensure equal access to employment and benefits. Such notice is also contained in the *University of Wisconsin-La Crosse Employee Handbook: Information for Faculty, Classified, And Academic Staff*. Any questions or complaints concerning possible noncompliance with Titles VI and VII of the Civil Rights Act of 1964, the Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, Sections 503 and 504 of the Rehabilitation Act of 1973, The Americans with Disabilities Act of 1990, Executive Order 11246 and Executive Order 28, or Chapter 230 of Wisconsin State Statutes and all other applicable laws should be directed to the Affirmative Action Officer. These procedures include a provision for the complainant to bypass the immediate supervisor if the supervisor is involved in the alleged discrimination or harassment. A copy of complaint procedures is available from Judith Albert, Equal Opportunity Specialist, 135 Graff Main Hall, or on the Affirmative Action website www.uwlax.edu/AAOD/

Additionally, in accordance with the University of Wisconsin System Equal Employment Opportunity Policy, UW-La Crosse gives notice that it is committed to maintaining a written affirmative action plan available to the campus community; to making summaries available for distribution and publication; to preparing a yearly affirmative action report that includes analyses of progress and specific corrective actions necessary to meet goals and objectives of the plan; to establishing and maintaining an affirmative action committee and other relevant committees; and to distributing the Affirmative Action Program and relevant policies throughout the University community.

While this statement of policy is derived partly from state, federal, and University System guidelines, its overriding emphasis is on the moral and social responsibility of this University for fair and equal treatment of all.



APPROVED: Joe Gow, Ph.D., Chancellor
March 2012

Presence of the Chancellor's signature above establishes the attached document as official University of Wisconsin-La Crosse policy.

III. DISSEMINATION OF THE POLICY

41 C.F.R. §60-2.21

Internal Dissemination of the UW-L equal employment opportunity policy:

◆ The Chancellor's Policy Statement on Equal Opportunity is printed in the *University of Wisconsin-La Crosse Affirmative Action Program* which is available online (without Appendices) at <http://www.uwlax.edu/AAOD/>. A hardcopy of the *UW-L Affirmative Action Program* (with Appendices) is available in the Office of Affirmative Action, Room 135 of Graff Main Hall, and on reserve in Murphy Library. All campus employees are notified of the availability of the program through a campus-wide email from the Affirmative Action Officer. In addition, employment policies and procedures for faculty, academic staff and classified staff are available via Internet on the Human Resources' web page, <http://www.uwlax.edu/hr/>. An abridged version of the UW-L equal opportunity policy is posted on bulletin boards in every classroom building. Links to the UW System Board of Regents and the UW-L Sexual Harassment Policy Statements, the UW-L Affirmative Action Grievance Procedures, the UW System and UW-L Policies on Students with Disabilities, the UW-L Policy Statement on AIDS, and the UW-L Policy on Accommodation of Religious Beliefs can all be found on the Human Resources web pages. In addition, all of these documents are available via Internet on the UW-L Affirmative Action web page, <http://www.uwlax.edu/AAOD/>. A statement of equal opportunity is printed in the *University of Wisconsin-La Crosse Undergraduate Catalog 2011-2013*.

◆ The *Eagle Eye* (http://www.uwlax.edu/studentlife/eagle_eye.htm), a publication prepared for and distributed to students annually, publishes University of Wisconsin System and UW-L policies related to equal opportunity and discrimination, including the UW System policy on "Equal Opportunities in Education" (adopted by the Board of Regents on April 12, 1974 and amended on October 7, 1983), Board of Regent's policy on racist and discriminatory conduct (adopted October 1988), the UW-L "AIDS Policy Statement," the UW-L "Sexual Harassment Policy and Hearing Procedures: Conduct Subject to Disciplinary Action" (approved by the Board of Regents in February 1982 and revised in February 1992), and the UW-L "Student Grievance Policy and Procedures" that students may invoke by filing a complaint or grievance alleging discrimination based on a prohibited factor.

◆ Intermittent reports on affirmative action are published online in the university newsletter, *Campus Connection*. Topics have included updates on the Affirmative Action Program availability, new hires reports, sexual harassment, grievance summary data for the institution, and other relevant topics of interest to the campus. The Affirmative Action Office also supplies data upon request to various campus committees, including the Joint Minority Affairs Committee, Women's Advisory Council, Campus Climate Council, the Gender Equity in Athletics Committee, and governance groups.

◆ Affirmative action is an integral component of the recruitment and hiring process for unclassified employees. The affirmative action officer's authorization is required at four stages in the recruitment and hiring process. Each search and screen committee must meet with the affirmative action officer at the beginning of the recruitment process and prior to obtaining access to PeopleAdmin, UW-L's online recruitment software. At this "charging meeting," the AAO explains the university's commitment to affirmative action, reviews the hiring goals of the unit and provides resources and tips designed to maximize the success of the search, in other words, to attract a large and diverse pool of highly qualified candidates and to hire the very best person in the pool. Next, the AAO must approve the "Recruitment Efforts Plan" submitted by the S&S Chair when requesting posting approval. The Recruitment Efforts Plan includes the department/unit's affirmative action hiring goals and recruitment methods; advertisement text; the composition of the search committee; and the position description, selection criteria, and search procedures adopted by the committee for evaluating candidates. All job advertisements posted on the main web portal for UW-L employment contain the following statement:

"UW-La Crosse is an affirmative action/equal opportunity employer. Please contact the Search and Screen Committee if you have a special need/accommodation to aid your participation in our hiring process. Employment will require a criminal background check. A pending criminal charge or conviction will not necessarily disqualify an applicant. In compliance with the Wisconsin Fair Employment Act, UW-La Crosse does not discriminate on the basis of arrest or conviction record."

If cost is a factor for print ads, this statement may be shortened, but only with prior approval of the affirmative action officer and at a minimum must contain the words, “An AA/EEO employer.”

In addition, search & screen committees are encouraged to include in their advertising text a strong statement of our institution’s value of and commitment to diversity and an inclusive environment. Following are examples of statements UW-L has crafted for this purpose. The committee or hiring unit may use these as a guide or develop their own.

“We seek a colleague who shares the department’s commitment to diversity and who will be a dedicated teacher, active scholar, and mentor for students with diverse backgrounds, preparation, and career goals.”

“We are an inclusive learning community that values varying perspectives that come with diverse faculty, staff and student populations.”

“UW-La Crosse is proud to be an equal opportunity employer. We strive to recruit, develop, and retain the most talented people from a diverse candidate pool, and we encourage applications from persons with varied backgrounds and perspectives.”

The affirmative action officer authorizes candidate interviews (after reviewing the applicant list to verify that the search attracted a sufficiently diverse pool of applicants); and lastly, the AAO approves the extension of offers to successful candidates.

Each stage in this process provides an opportunity for ongoing dialogue between the affirmative action officer, deans, department chairpersons, unit directors, and other faculty and staff. These procedural and substantive discussions are intended to sensitize more members of the university community about the meaning of affirmative action, the university’s legal and moral commitment to recruiting qualified women and minorities into job groups where they are currently underutilized, and individual responsibility for effective implementation of affirmative action at UW-La Crosse.

- ◆ The affirmative action officer guest lectures in classes and before student groups on affirmative action, reverse discrimination, sexual harassment and other issues related to equal employment opportunity and campus climate.
- ◆ When photographs of employees or students are included in university publications, minority and non-minority men and women, as well as individuals with disabilities are featured.
- ◆ All campus employees are notified of the availability online of The University of Wisconsin-La Crosse *Affirmative Action Program* (without appendices) at <http://www.uwlax.edu/AAOD/> and that hardcopies of the plan (with appendices) are available for viewing at the Reserve Desk in Murphy Library or the Affirmative Action Office, 135 Graff Main Hall. Hardcopies of the plan without appendices may be requested from the Affirmative Action Office.

External Dissemination of the UW-L equal employment opportunity policy:

- ◆ All correspondence from the Affirmative Action Office contains the phrase “An Affirmative Action/Equal Opportunity Employer” beneath the university address.
- ◆ All prospective employees are made aware of the university’s affirmative action program and its commitment to equal employment opportunity when they first search or apply for employment at UW-L. The following statement appears on the UW-L web portal for Employment listing all vacancies, as well as on the application for employment: “UW-La Crosse is an affirmative action/equal opportunity employer. Please contact the Search and Screen Committee if you have a special need/accommodation to aid your participation in our hiring process.”

All individuals applying for positions at the university are given the opportunity to complete voluntary demographic data during the online process which asks applicants to specify their racial, ethnic, veteran, handicap and citizenship status, as well as their gender and whether they are over 40 years of age. This request is preceded by the following statement: “The University of Wisconsin-La Crosse is committed to equal employment opportunity, regardless of race, color, religion, national origin, sex, marital or parental status, age or handicap/disability. To assist the UW-L Affirmative Action & Diversity Office in meeting the university's EEO objectives, please complete the following information. This information is being requested on a voluntary basis; refusal to provide it will not subject the applicant/employee to any adverse treatment. EEO information will be collected separately from the application and your responses will be kept confidential.”

◆ The university’s EEO policy is conveyed in writing and verbally to all recruiting sources, stipulating that women and minorities must be actively recruited and referred for all positions listed.

◆ The equal opportunity clauses found at 41 C.F.R. §§ 60-1.4, 60-250.5, and 60-741.5 will be referenced in all purchase orders, leases, and contracts covered by Executive Order 11246, as amended; the Readjustment Assistance Act of 1974; and the Rehabilitation Act of 1973.

◆ This policy is communicated in writing to minority and women’s organizations, community agencies, community leaders, and secondary schools.

◆ Subcontractors, vendors and suppliers receive written notification of the university’s equal employment opportunity policy that requests appropriate action on their part.

IV. RESPONSIBILITY FOR IMPLEMENTATION OF THE AFFIRMATIVE ACTION PROGRAM

41 C.F.R. §60-2.17(a)

Chancellor

The chancellor of the university assumes ultimate responsibility for the success of the Affirmative Action Program. Final local authority for all hires, promotions, transfers, salary increases, and terminations rests with the chancellor. The chancellor has delegated specific responsibility for furthering equal employment goals with respect to contracts and purchases outside the university to the vice chancellor for administration and finance and the director of purchasing.

Provost/Vice Chancellor

As chief academic officer of the university, the provost/vice chancellor is charged with the responsibility for coordinating and supervising the development of educational programs for women, minorities, individuals with disabilities, and the educationally disadvantaged at the University of Wisconsin-La Crosse and for monitoring all ongoing programs to assure relevance and effectiveness. The provost/vice chancellor coordinates these activities with system-wide counterparts and with the Office of the Senior Vice President for Academic Affairs. In addition, the provost/vice chancellor, with the assistant chancellor & dean of students and the associate dean for campus climate & diversity, is responsible for implementing the UW System Inclusive Excellence plan.

Assistant Chancellor & Dean of Students

The assistant chancellor and dean of students is charged with the responsibility of leading the units included in student development and academic services. The assistant chancellor and dean of students, with the provost/vice chancellor and the associate dean for campus climate & diversity, is responsible for implementing the UW System Inclusive Excellence plan.

The associate dean for campus climate and diversity reports to the assistant chancellor and dean of students and oversees the Campus Climate Office, the Office of Multicultural Student Services, Disability Resource Services, the PRIDE Center (for GLBT students, faculty and staff), Student Support Services, and Upward Bound. The associate dean is responsible for the coordination of efforts to improve diversity across campus based on the Equity Score Card and the Campus Climate Survey results.

Executive Director for Human Resources

The executive director for human resources (HR) is charged with the responsibility of integrating all campus human resources functions; monitoring the hiring, retention, promotion and tenure policies of the university; developing, implementing and evaluating orientation and mentoring programs for new hires, as well as professional development plans for current employees that allow for individual diversity.

The Office of Human Resources has responsibility for facilitating the recruitment and hiring process of faculty, academic staff, and limited term appointments. In addition, HR is responsible for ensuring that all personnel actions affecting classified employees comply with policies and procedures set forth in the Affirmative Action Program of the University of Wisconsin-La Crosse. This includes, but is not limited to, assisting in analyzing the employment status of women, minorities, and individuals with disabilities, and establishing goals for the hiring of women, minorities, and individuals with disabilities in the classified service as well as authorizing the use of Expanded Certification when filling classified vacancies.

Affirmative Action Officer

The chancellor has delegated leadership responsibility for developing, recommending, monitoring, reviewing, and disseminating affirmative action policies and procedures to the affirmative action officer, who functions as the university compliance officer. In addition, the affirmative action officer is responsible for the coordination of affirmative action planning, development, and training; ADA; and faculty and staff equal opportunity training, including training workshops on disability, gender and racial/ethnic discrimination, sexual harassment, and Title IX.

The affirmative action officer reports directly to the chancellor and, in this capacity, recommends and monitors compliance with policies regarding affirmative action and equal opportunity, and recommends corrective measures in instances of non-compliance. The affirmative action officer is responsible for preparing a number of AA/EEO related reports, including the annual UW-L Affirmative Action Program, the UW-L Affirmative Action/Equal Employment Opportunity Plan (submitted to the Office of State Employment Relations [OSER]), and other miscellaneous compliance reports. The affirmative action officer also consults with other campus offices on the compilation of data and preparation of other reports related to affirmative action or equal employment opportunity.

Specific responsibility for Title IX, Section 504, and ADA rests with the affirmative action officer. Responsibilities include coordination, implementation of all policies, and staff training of Title IX and Section 504/ADA compliance efforts and investigation of any grievance or complaints based on these statutory requirements.

Specifically the affirmative action officer has the following duties:

- ▶ Analyzing the present employment of women, minorities, and persons with disabilities for compliance with the university's affirmative action plan
- ▶ Working cooperatively within the campus community to coordinate the establishment and monitoring of goals and timetables for the hiring and promotion of women and minorities
- ▶ Assisting departments and units including HR, in developing salary, award, admission, recruitment, and promotion policies and procedures to ensure equitable treatment for women, minorities and individuals with disabilities, as well as compliance with federal and state regulations
- ▶ Receiving, investigating, and resolving or otherwise recommending to the chancellor the disposition of discrimination and sexual harassment complaints by students, faculty, and staff
- ▶ Initiating proposals for new or revised affirmative action-related policies
- ▶ Serving as the chancellor's spokesperson on affirmative action and acting as the chancellor's liaison with university offices on affirmative action issues
- ▶ Conducting exit interviews with staff, including minorities and women, leaving the institution to determine their reasons for leaving
- ▶ Chairing or serving as the chancellor's representative on a number of campus committees related to affirmative action, equal opportunity and diversity issues including the Equal Opportunity/Affirmative Action Council
- ▶ Developing an aggressive and innovative recruitment program to achieve a diversified faculty and staff and assisting with the search and screen process
- ▶ Developing, arranging and/or conducting educational programming and/or training sessions for faculty, staff, and students aimed at identification and prevention of discriminatory treatment
- ▶ Preparing annual reports including the Federal Affirmative Action Plan, State of Wisconsin's Affirmative Action/EEO Plan, Civil Rights Compliance Plan, etc.
- ▶ Serving as the Title IX, and Section 504 Coordinator and also as a member of the Chancellor's Senior Management Team
- ▶ Serving as the ADA coordinator

Deans and Division Heads (Academic Deans, Assistant Chancellors, Associate Vice Chancellor)

The deans of the colleges and division heads are responsible for the implementation of the affirmative action program within their unit and within all divisions or units reporting to them. Thus, deans and division heads are responsible for collecting data required by the Affirmative Action office for monitoring the affirmative action program, maintaining equitable hiring and promotional practices, reviewing termination practices and policies for nondiscrimination, maintaining salary equity, creating and maintaining a working environment free of discrimination and harassment, and for providing accommodations to employees with disabilities or who are pregnant.

The deans of the colleges and division heads are expected to take a leadership role within their respective colleges and divisions for both equal opportunity and affirmative action. Thus, they are responsible for annually reviewing unit and department criteria for hiring, retention, salary, and promotion to ensure that all criteria are legitimately job-related, that criteria are applied consistently regardless of race, sex, age, color, religion, marital status, national origin, handicap, veteran's status or sexual orientation, and that no criteria are applied that deliberately exclude or have the effect of excluding women or members of minority groups. The deans and division heads are required to monitor the recruitment processes and to ensure that the principles of nondiscrimination have been applied in the final selection process. This includes careful assessment of candidate strengths and weaknesses.

They are further responsible for making their colleges and divisions aware of the implications of equal opportunity and affirmative action, playing a leadership role by assisting departments and units in developing recruitment plans which include formal advertising activities (journal advertising, notice to professional associations) and informal activities (building informal networks of trusted colleagues knowledgeable about women and minorities), assisting in analyzing the employment status of women and minorities in the college, and assisting in establishing realistic and timely goals for the hiring and promotion of women and minorities. Additionally, they are responsible for monitoring and evaluating the progress of departments in accomplishing such goals.

Search and Screen Committees

Search and screen committees are responsible for making a special effort to recruit minorities and women, for ensuring that individuals with disabilities and veterans are appropriately recruited and hired, and for providing reasonable accommodation for individuals with disabilities in the hiring process. Search and screen committees are further responsible for establishing non-discriminatory selection criteria before reviewing candidate files, as well as for conducting selection interviews in a nondiscriminatory manner. Chairs of search and screen committees are required to document affirmative action efforts.

Department Chairpersons and Unit Directors

Specific responsibility for ensuring that students are guaranteed equal opportunities in all programs and activities is shared by the faculty and staff involved in, or responsible for, a program or activity. Department chairpersons and unit directors are charged with responsibility for ensuring that their departments and units comply with all affirmative action and recruitment procedures outlined in the Unclassified Recruitment Search and Screen Procedures, which appear in Appendix A.

More specifically, department chairpersons and unit directors are responsible for:

1. Obtaining approval from their deans to recruit for a vacancy
2. Preparing and securing the approvals for the position vacancy descriptions, with an appropriate deadline date that allows aggressive recruitment of underrepresented groups
3. Preparing a Recruitment Efforts Plan for approval by the affirmative action officer prior to posting or advertising any recruitment
4. Sending vacancy description forms to organizations and colleagues acting as contacts for women and minorities
5. Advertising the vacancy in appropriate professional journals and in job registries of disciplinary associations
6. Developing a network of persons knowledgeable of women and minority candidates
7. Ensuring that women, minorities, and individuals with disabilities are among the candidates to be considered, and documenting the efforts in this regard
8. Maintaining a list of all recruiting contacts made for a vacancy
9. Maintaining all required application materials received outside of PeopleAdmin for a particular vacancy for the required number of years, per records and retention policy, after that vacancy is filled
10. Obtaining approval from the affirmative action officer to schedule interviews with candidates
11. Conducting a nondiscriminating interview following Brief Guidelines for Contemporary Employment Interviewing (Appendix B)
12. Obtaining approvals from the affirmative action officer and provost/vice chancellor, if required, prior to making a job offer
13. Assisting in analyzing the employment status of women and minorities within the department or unit, and in establishing departmental or unit goals and timetables for the hiring and promotion of women and minorities

Faculty, Academic Staff, and Classified

All faculty, academic staff, and classified staff are responsible for complying with the policies and procedures set forth in the Affirmative Action Program of the University of Wisconsin-La Crosse.

V. PROGRESS TOWARDS LAST YEAR'S GOALS

(41 C.F.R. § 60-140(c))

This section identifies progress toward goals established in the 2011 Affirmative Action Program to hire women and minorities in job groupings where availability and utilization data reflected that they were underrepresented at UW-L.

Concerns: Before examining the data in tabular and narrative formats, it is appropriate to identify several problems with the data that made charting progress somewhat difficult and which ***underscore the need for caution in interpreting Table 1.***

- ◆ In the instructional academic staff and faculty categories, the data are based on colleges rather than individual departments within the colleges on the premise that larger units are necessary to produce statistical validity. Therefore, the data for colleges, for both instructional academic staff and faculty were analyzed to the extent the other job groups were. By using aggregate data, moreover, a college may show no underutilization of women and/or minorities yet have one or more departments with no faculty from either of these groups, despite their known availability.

“Goal” as used in this section: Table 6 identifies annual “Goals for Underutilized Groups,” by both a percentage and an actual number. AA Planner equates availability of women and minorities with the hiring goal for each protected group. This percentage is the “goal” used both in charting progress towards last year’s goals in this section and in establishing hiring and placement goals based on this year’s data. To determine the actual number of women or minorities who would need to be hired to attain this percentage goal, it is necessary to subtract the percentage of women or minorities in the “participation” column (which reflects the actual UW-L demographics in that job group) from the “annual goal” that specifies the percentage that would reflect full utilization of women and minorities shown to be available in the relevant labor pool.

Example: (see Table 6 (page 40)). In job group 21 (mid-management), the current annual goal for women is 58.4%, based on their availability. Since there are 52 employees in that job grouping, this would equate to a goal of 30 women under the whole person rule. Since AA Planner has identified 25 female mid-managers, five additional female placements would be needed to achieve the 58.4% affirmative action goal for the job group. Similarly, AA Planner indicates that minorities are underutilized in the mid-management group. There are currently 7.7% (4) minorities in that job group, despite an availability of 20.2%. AA Planner sets a goal of 20.2% minorities, which would be six additional minorities (using whole person rule) in a job group comprised of 52 employees.

Charting Progress toward Goals: One way to chart the university’s progress toward attaining its affirmative action goals is to note changes in any job group for which hiring/placement goals for women and/or minorities have been established. In Table 1, the first three columns show the numbers of minorities, women and total employees in each job group on 11/1/10. The next four columns show the percentage goals identified in last year’s plan for those job groups where minorities and women were underutilized and the actual number of placements needed to meet that goal, as indicated by AA Planner. The final three columns show the number of “placements,” i.e., new hires or promotions within each job group, using incumbency data for 11/01/11. This “snapshot” approach focuses on employees on a single date (November 1 of each year), and does not reflect the numbers (or demographics) of employees who may have been hired and left the university within the plan period. It is also important to remember that every “placement” does not necessarily reflect one additional employee, because minority females are counted in both the incumbency and the placement data reported in this table.

Any job group for which goals for women and/or minorities were set that shows a decrease in the number of women and/or minority incumbents on 11/01/11 (indicated in Table 1 by placement figures in parentheses), has not made progress toward these goals, and in fact, may now be even further from attaining them.

Some position vacancies were filled with employees in other job groups; e.g., faculty positions filled with instructional academic staff or classified positions filled with limited term appointments. While these appointments may provide greater budgetary flexibility, they often reduce the ability of the institution to achieve its affirmative action goals, since many of these positions are filled following local or regional, as opposed to national searches. Thus, despite good faith efforts, some of the goals were not attained in the past year. However, with the graying of our faculty and staff, there will be substantial opportunity to increase diversity within certain job groups in future years. This is discussed in more depth in Section X, Identification of Problem Areas.

Table 1: Progress Toward Last Year's Goals
(41 C.F.R. § 60-140 (c))

Job Group	Incumbents on 11/1/10			2010-2011 AAP Annual Goals		2010-2011 AAP Annual Goals		Placements as of 10/31/11		
	Total Incum.	Total Min.	Total Females	% Goal Minorities	% Goal Females	Placement Goal Minorities	Placement Goal Females	Total Place.	Min. Place.	Female Place.
01 Admin/Spt	61	1	40	5.9%		2		0	(1)	(6)
02 Technicians	50	3	27		58.9%		2	(4)	0	(3)
03 Lib/Sr Clerical	75	1	69	5.7%		3		5	0	3
04 Gen Clerical	38	1	34		95.2%		2	(6)	(1)	(6)
05 Construction	10	0	0					0	0	0
06 Mech/Rprs	25	0	1	4.6%		1		2	0	0
07 Mat/Skfld	14	0	1	8.5%	30.1%	1	3	0	0	0
08 Unskilled	67	10	14		28.7%		5	10	6	3
20 Senior Admin	9	2	4		59.1%		1	1	0	0
21 Mid Mgmt	53	5	25	19.9%	57.9%	5	5	(1)	(1)	0
22 Res/Hlth	8	0	5	21.7%		1		2	0	1
23 St Spt Srv	68	10	33	20.4%	63.7%	3	10	11	2	7
24 Other Prof	98	6	56	19.9%	60.3%	13	3	7	(2)	10
40 IAS: BUS ADMIN	22	4	13					0	0	(2)
43 IAS: LS	99	7	55					7	2	3
44 IAS: SH	85	1	52	5.2%		3		(2)	0	(4)
50 FAC: BUS ADMIN	39	8	13	28.7%	39.0%	3	2	(2)	1	0
53 FAC: LS	150	25	76	20.5%	57.4%	5	10	(2)	0	3
54 FAC: SH	131	22	44	18.3%	42.9%	1	12	0	(3)	2
55 FAC: LIBRARY	8	0	4	22.5%	65.0%	1	1	(1)	0	(1)
119 Chancellors	1	0	0					--	--	--
TOTALS	1111	106	566					27	3	10

VI. WORKFORCE ANALYSIS/ORGANIZATIONAL PROFILE

41 C.F.R. § 60-2.11

Determination of the existence or absence of fair representation of women and minorities in the UW-La Crosse workforce is assessed by comparing their representation (the number employed at each level at the institution) with their estimated availability, based on appropriate national, state, and local data. This is accomplished in four steps: 1) the current workforce is analyzed; 2) each job title is placed into a job group; 3) the availability of women and minorities in each job group is calculated; and 4) incumbents within each job group are compared with estimates of the availability of women and minorities for each job group.

Workforce Analysis/Organizational Profile: As defined in 41 C.F.R. § 60-2.11, a workforce analysis is a listing of each job title as it appears in applicable collective bargaining agreements or payroll records, ranked from lowest to highest paid within each organizational unit. The Peopleclick Affirmative Action Planning Software program (AA Planner) is used to provide the campus with a federally compliant workforce analysis.

The *Workforce Analysis/Organizational Profile Summary* is included in this section. The more detailed *Workforce Analysis/Organizational Profile* by department appears in Appendix C. This Analysis lists each job title in each department or similar unit; the total number of incumbents in each job title in each department; the total number of minority group incumbents; and the total number of female and male incumbents in each of the six federally defined racial/ethnic groups, with the addition of a seventh category for persons of two or more races (Two+). For purposes of this Plan, minorities are individuals who self-identify as Hispanic or Latino, American Indian or Alaskan Native, Asian, Black or African American, Native Hawaiian or Other Pacific Islander according to the following **federal definitions**:

Hispanic or Latino—A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture of origin, regardless of race.

American Indian or Alaska Native—A person having origins in any of the original peoples of North America and South America (including Central America) who maintains cultural identification through tribal affiliation or community attachment.

Asian—A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American—A person having origins in any of the black racial groups of Africa.

Native Hawaiian or Other Pacific Islander—A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White—A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

The University had 1138 total full-time and part-time employees as of October 31, 2011, an increase of 27 from the prior year. Graduate Assistants and Limited Term Employees (LTE) have been excluded for purposes of this AA Plan. Males make up 49.38% of the workforce at UW-L, a slight increase from 49.05% on October 31, 2010. The percentage of women at UW-L decreased slightly during this same period from 50.95% to 50.62%. Of the 1138 UW-L employees, 1029 (90.4%) are white and 109 (9.6%) are federally defined minorities, an increase from 9.5% a year earlier.

Table 2 summarizes the UW-L workforce by job title. The incumbency data was provided by UW System.

UNIVERSITY OF WISCONSIN-LA CROSSE
Organizational Chart (updated January 2012)

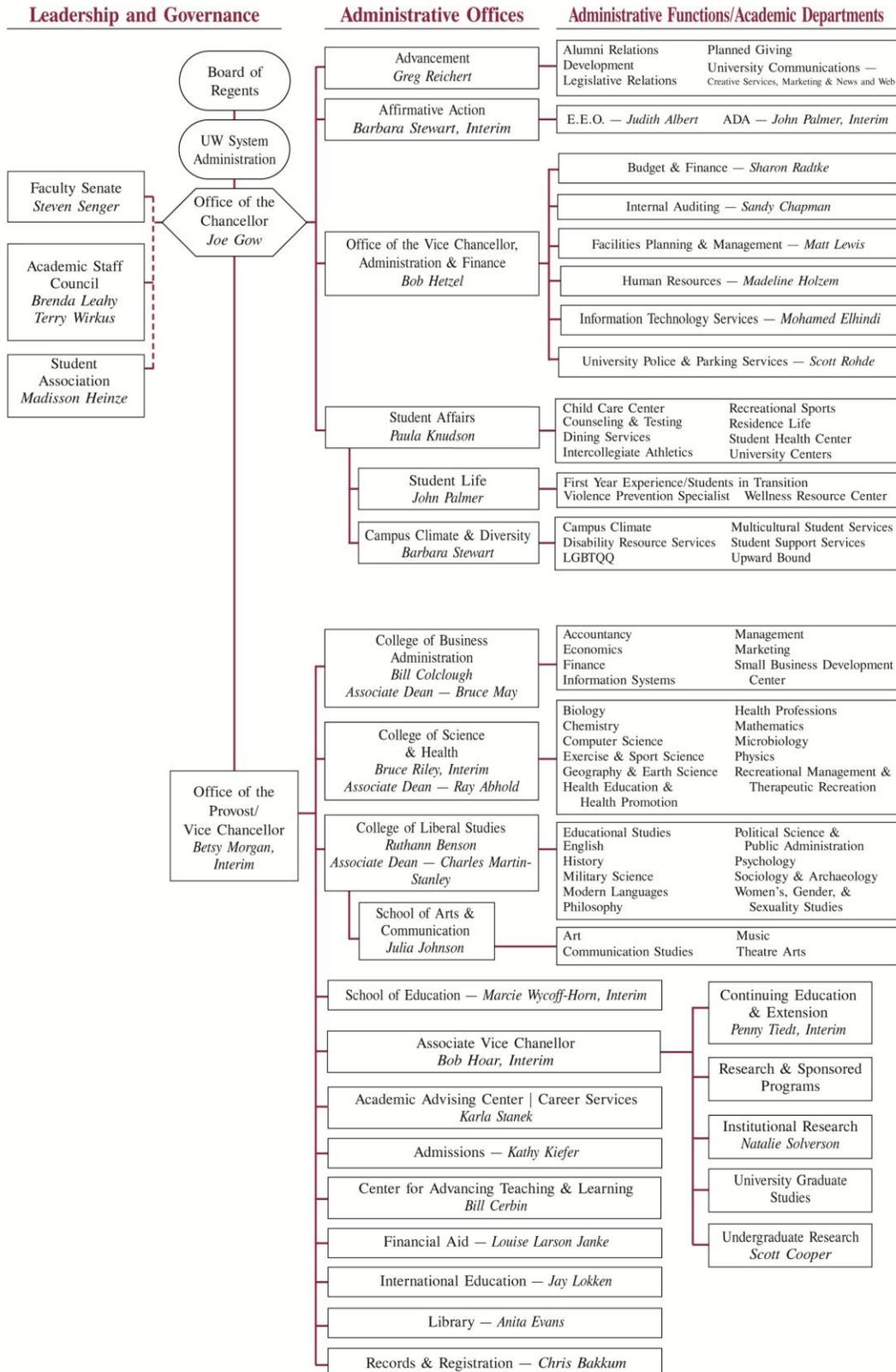


Table 2 - (41 C.F.R. §60-2.11)

Work Force Analysis/Organizational Profile Summary

2012 AA Plan
 02/17/2012

Department	Total	Total Min # %		Demographics										Two+ # %
				Total # %	White # %	Black # %	Hisp # %	Asian # %	Amlnd # %	NHOPI # %				
ACADEMIC ADVISING	5	1 20.00	Male	3 60.00	2 40.00	1 20.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	2 40.00	2 40.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
ACCOUNTANCY	13	1 7.69	Male	7 53.85	6 46.15	0 0.00	0 0.00	1 7.69	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	6 46.15	6 46.15	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
ADMIN & FINANCE	3	1 33.33	Male	2 66.67	1 33.33	0 0.00	0 0.00	1 33.33	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	1 33.33	1 33.33	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
ADMISSIONS	16	3 18.75	Male	7 43.75	5 31.25	0 0.00	1 6.25	1 6.25	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	9 56.25	8 50.00	1 6.25	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
ADV	16	0 0.00	Male	3 18.75	3 18.75	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	13 81.25	13 81.25	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
ART	15	2 13.33	Male	7 46.67	5 33.33	0 0.00	0 0.00	2 13.33	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	8 53.33	8 53.33	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
ATH ADMIN - M&W	3	0 0.00	Male	2 66.67	2 66.67	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	1 33.33	1 33.33	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
BIOLOGY	43	4 9.30	Male	23 53.49	21 48.84	0 0.00	1 2.33	0 0.00	1 2.33	0 0.00	1 2.33	0 0.00	0 0.00	0 0.00
			Female	20 46.51	18 41.86	0 0.00	1 2.33	1 2.33	0 0.00	1 2.33	0 0.00	0 0.00	0 0.00	0 0.00
BUDGET & FINANCE	24	0 0.00	Male	5 20.83	5 20.83	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	19 79.17	19 79.17	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
BUILDING MAINTNC	26	0 0.00	Male	26 100.00	26 100.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
CAMPUS CLIMATE	2	1 50.00	Male	1 50.00	1 50.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	1 50.00	0 0.00	1 50.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
CAMPUS PLANNING	6	0 0.00	Male	5 83.33	5 83.33	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	1 16.67	1 16.67	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00

Table 2 - (41 C.F.R. §60-2.11)

Work Force Analysis/Organizational Profile Summary

2012 AA Plan
02/17/2012

Department	Total	Total Min #	%	Total		White		Black		Hisp		Asian		AmInd		NHOPI		Two+	
				#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
CAMPUS POLICE	13	1	7.69	8	61.54	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						4	30.77	1	7.69	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
CATL	6	0	0.00	4	66.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						2	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
CHANCELLORS OFF	3	0	0.00	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						2	66.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
CHEMISTRY	28	1	3.57	14	50.00	0	0.00	0	0.00	0	0.00	1	3.57	0	0.00	0	0.00	0	0.00
						13	46.43	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
CHILD CARE CTR	6	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						6	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
COMMUNICATION ST	26	1	3.85	10	38.46	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						15	57.69	0	0.00	0	0.00	1	3.85	0	0.00	0	0.00	0	0.00
COMPUTER SCIENCE	11	2	18.18	8	72.73	0	0.00	0	0.00	0	0.00	1	9.09	0	0.00	0	0.00	0	0.00
						1	9.09	0	0.00	0	0.00	1	9.09	0	0.00	0	0.00	0	0.00
CONTINUING EDUC	9	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						9	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
COUNSELING&TEST	10	0	0.00	1	10.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						9	90.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
CUSTODIAL-SERVIC	52	14	26.92	34	65.38	1	1.92	1	1.92	10	19.23	0	0.00	0	0.00	0	0.00	0	0.00
						4	7.69	0	0.00	0	0.00	1	1.92	1	1.92	0	0.00	0	0.00
DEANS OFFICE-CBA	4	0	0.00	2	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						2	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
DEANS OFFICE-CLS	8	1	12.50	2	25.00	1	12.50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
						5	62.50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

Table 2 - (41 C.F.R. §60-2.11)

Work Force Analysis/Organizational Profile Summary

2012 AA Plan
02/17/2012

Department	Total	Total Min # %		Total		White		Black		Hisp		Asian		AmInd		NHOPi		Two+		
				#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
DEANS OFFICE-SAH	10	2	20.00	Male	6	60.00	4	40.00	0	0.00	1	10.00	1	10.00	0	0.00	0	0.00	0	0.00
			Female	4	40.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
DISABILITY RES SERV	3	0	0.00	Male	1	33.33	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	2	66.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
ECONOMICS	15	3	20.00	Male	7	46.67	6	40.00	0	0.00	0	0.00	1	6.67	0	0.00	0	0.00	0	0.00
			Female	8	53.33	6	40.00	0	0.00	0	0.00	2	13.33	0	0.00	0	0.00	0	0.00	0
EDUCATNL STUDIES	31	5	16.13	Male	11	35.48	9	29.03	1	3.23	0	0.00	0	0.00	1	3.23	0	0.00	0	0.00
			Female	20	64.52	17	54.94	0	0.00	0	0.00	2	6.45	1	3.23	0	0.00	0	0.00	0
ENGLISH	36	5	13.89	Male	17	47.22	15	41.67	1	2.78	1	2.78	0	0.00	0	0.00	0	0.00	0	0.00
			Female	19	52.78	16	44.44	0	0.00	0	0.00	0	0.00	2	5.56	1	2.78	0	0.00	0
ENVIRON STU	4	0	0.00	Male	3	75.00	3	75.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	1	25.00	1	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
ESL	11	0	0.00	Male	4	36.36	4	36.36	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	7	63.64	7	63.64	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
ESS	33	3	9.09	Male	19	57.58	17	51.52	0	0.00	0	0.00	1	3.03	1	3.03	0	0.00	0	0.00
			Female	14	42.42	13	39.39	0	0.00	0	0.00	0	0.00	1	3.03	0	0.00	0	0.00	0
ETHNIC & RACIAL	2	1	50.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	2	100.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00	1	50.00	0	0.00	0
FINANCE	9	2	22.22	Male	4	44.44	4	44.44	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	5	55.56	3	33.33	1	11.11	0	0.00	0	0.00	1	11.11	0	0.00	0	0.00	0
FINANCIAL AID	12	2	16.67	Male	5	41.67	4	33.33	1	8.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	7	58.33	6	50.00	0	0.00	0	0.00	0	0.00	1	8.33	0	0.00	0	0.00	0
FOOD SERVICE	3	1	33.33	Male	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00	1	33.33	0	0.00	0	0.00
			Female	2	66.67	2	66.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0

Table 2 - (41 C.F.R. §60-2.11)

Work Force Analysis/Organizational Profile Summary

2012 AA Plan
02/17/2012

Department	Total	Total Min	Total	White	Black	Hisp	Asian	Amlnd	NHOPI	Two+
	#	#	%	#	#	#	#	#	#	#
GEO/EARTH SCI	11	3	27.27	5	1	0	1	0	0	0
			Female	45.45	9.09	0.00	9.09	0.00	0.00	0.00
GRADUATE STUDIES	2	0	0.00	3	0	0	1	0	0	0
			Male	27.27	0.00	0.00	9.09	0.00	0.00	0.00
GRANT ADMINSTRN	3	0	0.00	2	0	0	0	0	0	0
			Female	100.00	0.00	0.00	0.00	0.00	0.00	0.00
HEALTH CENTER	21	1	4.76	0	0	0	0	0	0	0
			Female	0.00	0.00	0.00	0.00	0.00	0.00	0.00
HEALTH PROFESSN	36	1	2.78	3	0	0	1	0	0	0
			Male	19.05	0.00	0.00	2.78	0.00	0.00	0.00
HISTORY	17	4	23.53	16	0	0	1	0	0	0
			Female	80.95	0.00	0.00	4.76	0.00	0.00	0.00
HLTH EDUC&PROMOT	13	0	0.00	10	0	0	0	0	0	0
			Male	30.56	0.00	0.00	2.78	0.00	0.00	0.00
HUMAN RESOURCES	12	0	0.00	25	0	0	0	0	0	0
			Female	69.44	0.00	0.00	0.00	0.00	0.00	0.00
INFO TECH	32	1	3.13	8	0	0	1	0	0	0
			Male	47.06	0.00	0.00	5.88	0.00	0.00	0.00
INFORMATION SYST	5	3	60.00	8	0	0	1	0	0	0
			Female	29.41	0.00	0.00	5.88	0.00	0.00	0.00
INL ED OFF	9	1	11.11	4	0	0	0	0	0	0
			Male	30.77	0.00	0.00	0.00	0.00	0.00	0.00
INTR ATHLETICS	19	0	0.00	9	0	0	0	0	0	0
			Female	69.23	0.00	0.00	0.00	0.00	0.00	0.00
			2	2	1	0	0	0	0	0
			Male	16.67	3.13	0.00	0.00	0.00	0.00	0.00
			Female	83.33	0.00	0.00	0.00	0.00	0.00	0.00
			6	6	0	0	0	0	0	0
			Male	18.75	0.00	0.00	0.00	0.00	0.00	0.00
			Female	81.25	0.00	0.00	0.00	0.00	0.00	0.00
			4	4	0	0	2	0	0	0
			Male	80.00	0.00	0.00	40.00	0.00	0.00	0.00
			Female	20.00	0.00	0.00	20.00	0.00	0.00	0.00
			4	4	0	0	0	0	0	0
			Male	44.44	0.00	0.00	0.00	0.00	0.00	0.00
			Female	55.56	0.00	0.00	11.11	0.00	0.00	0.00
			11	11	0	0	0	0	0	0
			Male	57.89	0.00	0.00	0.00	0.00	0.00	0.00
			Female	42.11	0.00	0.00	0.00	0.00	0.00	0.00

Table 2 - (41 C.F.R. §60-2.11)

Work Force Analysis/Organizational Profile Summary

2012 AA Plan
02/17/2012

Department	Total	Total Min # %		Demographics										Two+ # %
				Total # %	White # %	Black # %	Hisp # %	Asian # %	Amlnd # %	NHOPI # %				
INTRAMURL SPORTS	3	0 0.00	Male	2 66.67	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
			Female	1 33.33	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
LAC EXERCISE PRG	1	0 0.00	Male	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
			Female	1 100.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
LANDSCAPE SERVIC	8	0 0.00	Male	6 75.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
			Female	2 25.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
LEARNING COM	7	0 0.00	Male	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
			Female	7 100.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
LIBRARY	23	0 0.00	Male	10 43.48	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
			Female	13 56.52	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
LMHSC CONSORTIUM	2	0 0.00	Male	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
			Female	2 100.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
MANAGEMENT	11	3 27.27	Male	7 63.64	0 0.00	0 0.00	1 9.09	1 9.09	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
			Female	4 36.36	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
MARKETING	10	1 10.00	Male	6 60.00	0 0.00	0 0.00	0 0.00	0 0.00	1 10.00	0 0.00	0 0.00	0 0.00	0 0.00	
			Female	4 40.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
MATHEMATICS	32	3 9.38	Male	20 62.50	0 0.00	0 0.00	0 0.00	0 0.00	2 6.25	0 0.00	0 0.00	0 0.00	0 0.00	
			Female	12 37.50	0 0.00	0 0.00	0 0.00	0 0.00	1 3.13	0 0.00	0 0.00	0 0.00	0 0.00	
MICROBIOLOGY	15	1 6.67	Male	6 40.00	0 0.00	0 0.00	0 0.00	0 0.00	1 6.67	0 0.00	0 0.00	0 0.00	0 0.00	
			Female	9 60.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
MILITARY SCIENCE	1	0 0.00	Male	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
			Female	1 100.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
MODERN LANGUAGES	27	8 29.63	Male	9 33.33	0 0.00	0 0.00	3 11.11	1 3.70	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	
			Female	18 66.67	0 0.00	0 0.00	2 7.41	2 7.41	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	

Table 2 - (41 C.F.R. §60-2.11)

Work Force Analysis/Organizational Profile Summary

2012 AA Plan
02/17/2012

Department	Total	Total Min # %	Sex	Total		White		Black		Hisp		Asian		Amind		NHOP1		Two+									
				#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%						
MULTICTRL SERV	8	3 37.50	Male	1	12.50	2	25.00	1	12.50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00						
			Female	2	25.00	3	37.50	2	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00				
MUSIC	16	1 6.25	Male	0	0.00	10	62.50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00				
			Female	5	31.25	8	37.50	5	31.25	0	0.00	0	0.00	1	6.25	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		
PARKING UTILITY	2	0 0.00	Male	0	0.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		
			Female	1	50.00	1	50.00	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
PHILOSOPHY	6	0 0.00	Male	0	0.00	3	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	3	50.00	3	50.00	3	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
PHYS PLANT OPRTN	7	0 0.00	Male	0	0.00	5	71.43	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	2	28.57	2	28.57	2	28.57	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
PHYSICS	14	2 14.29	Male	2	14.29	8	57.14	0	0.00	0	0.00	0	0.00	2	14.29	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	4	28.57	4	28.57	4	28.57	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
PLACE&CAREER ADV	9	1 11.11	Male	1	11.11	1	11.11	0	0.00	0	0.00	0	0.00	1	11.11	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	7	77.78	7	77.78	7	77.78	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
POLY SCI&PUB ADM	16	2 12.50	Male	2	12.50	11	68.75	1	6.25	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	4	25.00	3	18.75	3	18.75	0	0.00	0	0.00	1	6.25	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
POWER PLANT	6	0 0.00	Male	0	0.00	6	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
PROVOST V CHANC	3	0 0.00	Male	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	3	100.00	3	100.00	3	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
PSYCHOLOGY	30	1 3.33	Male	1	3.33	10	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	19	63.33	19	63.33	19	63.33	0	0.00	0	0.00	0	0.00	1	3.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
REC EAGLE CENTER	6	1 16.67	Male	1	16.67	4	66.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	2	33.33	1	16.67	1	16.67	0	0.00	0	0.00	0	0.00	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

Table 2 - (41 C.F.R. §60-2.11)

Work Force Analysis/Organizational Profile Summary

2012 AA Plan
02/17/2012

Department	Total	Total Min # %		Total # %	White # %	Black # %	Hisp # %	Asian # %	Amlnd # %	NHOPI # %	Two+ # %
REC MGMT&THERPTC	15	2 13.33	Male	9 60.00	7 46.67	1 6.67	0 0.00	1 6.67	0 0.00	0 0.00	0 0.00
			Female	6 40.00	6 40.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
RECORDS®ISTRN	9	1 11.11	Male	1 11.11	0 0.00	0 0.00	0 0.00	1 11.11	0 0.00	0 0.00	0 0.00
			Female	8 88.89	8 88.89	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
RESIDENCE LIFE	36	0 0.00	Male	20 55.56	20 55.56	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	16 44.44	16 44.44	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
SMALL BUS DEV	4	0 0.00	Male	1 25.00	1 25.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	3 75.00	3 75.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
SOCIO & ARCHAEOLOG	26	2 7.69	Male	13 50.00	12 46.15	0 0.00	0 0.00	1 3.85	0 0.00	0 0.00	0 0.00
			Female	13 50.00	12 46.15	0 0.00	1 3.85	0 0.00	0 0.00	0 0.00	0 0.00
SOE	28	1 3.57	Male	9 32.14	8 28.57	0 0.00	0 0.00	1 3.57	0 0.00	0 0.00	0 0.00
			Female	19 67.86	19 67.86	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
SPORT COMPLEX	1	0 0.00	Male	1 100.00	1 100.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
STRENGTH CENTERS	1	0 0.00	Male	1 100.00	1 100.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
STUDENT AFFAIRS	5	0 0.00	Male	1 20.00	1 20.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	4 80.00	4 80.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
STUDENT CENTERS	20	0 0.00	Male	12 60.00	12 60.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	8 40.00	8 40.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
STUDENT LIFE	3	0 0.00	Male	1 33.33	1 33.33	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	2 66.67	2 66.67	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
STUDENT SUPPORT	7	1 14.29	Male	3 42.86	3 42.86	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	4 57.14	3 42.86	0 0.00	1 14.29	0 0.00	0 0.00	0 0.00	0 0.00

VII. JOB GROUP ANALYSIS

41 C.F.R. § 60-2.12

A job group analysis compares current utilization of minorities and women within job groups to their availability in the workforce and external labor pools. The job group analysis contains the following three elements:

Job Groups

The workforce is divided into job groups, i.e., groups of job titles having similar content, wage rates, and promotional opportunities. At UW-L, job titles were combined into job groups based on the following criteria: similar job content, similar wages, EEO category, similar conditions of employment (i.e. unclassified, classified), opportunity for advancement, and similarity of recruitment methods. UW System Administration provided System titles and job groups, which were used, in consultation with the UW System Office of Equal Opportunity Compliance and Policy Studies, to create the job groups used by the UW-La Crosse campus. Currently, 20 job groups are analyzed in terms of utilization: 8 classified job groups, 5 non-instructional academic staff job groups, 3 college specific groups within the instructional academic staff job group, and 4 college specific faculty groups within the faculty job group.

Although Supervisor titles within the classified ranks could have their own job group, UW-L does not code supervisors differently. Nor were the UW System Office of Equal Opportunity Compliance and Policy Studies able to modify the program used to create the incumbency database so that supervisors would be grouped in a separate job group for the plan. Thus, classified supervisors continue to be included in the same job groupings as last year, by title, content, wages and opportunities.

The job groups and those job titles assigned within each group job are shown in the following two tables. Table 3: *Job Group Listing by Title* lists the UW-L job groups used in the 2012 Affirmative Action Plan. Table 4: *Job Group Analysis Summary* lists for each Job Group the total number of female and male incumbents; the total number of racial/ethnic minority group incumbents; and the total number of female and male incumbents in each of the six federally defined racial/ethnic groups. Appendix D contains the more detailed *Job Group Analysis* table by specific job groups, as well as a list of titles included in each Job Group.

Table 3: Job Group Listing by Title

Name of Job Group	Alpha Code	UW System Job Groups
Classified Job Groups		
Administration/Support Technicians	ADMIN/SPT 01	Groups 1, 4, 9
Library/Senior Clerical	TECHN 02	Groups 2, 3, 5, 6, 7, 8
General Clerical	LIB/SR CLR 03	Group 10
Construction	GEN CLER 04	Group 11
Mechanical/Repairers	CONSTR 05	Group 12
Material/Skilled Food Handler	MECH/RPRS 06	Group 13
Unskilled	MAT/SKLFD 07	Group 14
	UNSKILLED 08	Group 15
Non-Instructional Academic Staff		
Senior Administration	SR ADMIN 20	System NI ACStaff Groups
Middle-Management	MID MGMT 21	Groups 1, 2, 6
Research/Health	RES/HLTH 22	Groups 3, 5, 7, 8, 9
Student Support Services	ST SPT SRV 23	Group 16
Other Professionals	OTHR PROF 24	Groups 10, 11, 12, 14, 17
Instructional Academic Staff		
Business Administration	IAS: BUS AD 40	
Liberal Studies	IAS: LS 43	
Science and Health	IAS: SCIENCE 44	
Faculty		
Business Administration	FAC: BUS ADM 50	
Liberal Studies	FAC: LS 53	
Science and Health	FAC: SAH 54	
Library	FAC: LIBRARY 55	

Table 4

Job Group Analysis Summary

2012 AA Plan
02/17/2012

Job Group	Total	Total Min	White	Black	Hisp	Asian	AmInd	NHOPI	Two+
	#	%	#	%	#	%	#	%	#
001 ADMIN/SPT	61	0 0.00	27 44.26	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female						
002 TECHNICIANS	46	3 6.52	34 55.74	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Male						
			Female						
003 LIB/SR CLERICAL	80	1 1.25	21 45.65	0 0.00	0 0.00	1 2.17	0 0.00	0 0.00	0 0.00
			Male						
			Female						
004 GENERAL CLERICAL	32	0 0.00	8 10.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Male						
			Female						
005 CONSTRUCTION	10	0 0.00	4 12.50	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Male						
			Female						
006 MECH/RPRS	27	0 0.00	28 87.50	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Male						
			Female						
007 MAT/SKLFD	14	0 0.00	13 92.86	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Male						
			Female						
008 UNSKILLED	77	16 20.78	47 61.04	1 1.30	10 12.99	1 1.30	1 1.30	0 0.00	0 0.00
			Male						
			Female						
020 SR ADMIN	10	2 20.00	4 40.00	1 10.00	1 10.00	0 0.00	0 0.00	0 0.00	0 0.00
			Male						
			Female						
021 MID MGMT	52	4 7.69	25 48.08	1 1.92	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Male						
			Female						
022 RES/HLTH	10	0 0.00	23 44.23	2 3.85	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Male						
			Female						
023 ST SPT SRV	79	12 15.19	31 39.24	3 3.80	1 1.27	3 3.80	1 1.27	0 0.00	0 0.00
			Male						
			Female						

Table 4

2012 AA Plan
02/17/2012

Job Group Analysis Summary

Job Group	Total	Total Min # %		Total		White		Black		Hisp		Asian		AmInd		NHOPi		Two+	
				#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
024 OTHER PROF	105	4 3.81	Male	39	37.14	36	34.29	0	0.00	0	0.00	2	1.90	1	0.95	0	0.00	0	0.00
			Female	66	62.86	65	61.90	1	0.95	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
040 IAS:BUSINESS ADMINISTRATION	22	4 18.18	Male	11	50.00	9	40.91	0	0.00	0	0.00	2	9.09	0	0.00	0	0.00	0	0.00
			Female	11	50.00	9	40.91	1	4.55	0	0.00	1	4.55	0	0.00	0	0.00	0	0.00
043 IAS:LIBERAL STUDIES	106	9 8.49	Male	48	45.28	45	42.45	0	0.00	1	0.94	1	0.94	1	0.94	0	0.00	0	0.00
			Female	58	54.72	52	49.06	1	0.94	2	1.89	3	2.83	0	0.00	0	0.00	0	0.00
044 IAS:SCIENCE & HEALTH	83	1 1.20	Male	35	42.17	34	40.96	0	0.00	0	0.00	1	1.20	0	0.00	0	0.00	0	0.00
			Female	48	57.83	48	57.83	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
050 FAC:BUSINESS ADMINISTRATION	37	9 24.32	Male	24	64.86	19	51.35	0	0.00	1	2.70	4	10.81	0	0.00	0	0.00	0	0.00
			Female	13	35.14	9	24.32	0	0.00	1	2.70	3	8.11	0	0.00	0	0.00	0	0.00
053 FAC:LIBERAL STUDIES	148	25 16.89	Male	69	46.62	57	38.51	3	2.03	4	2.70	4	2.70	1	0.68	0	0.00	0	0.00
			Female	79	53.38	66	44.59	0	0.00	1	0.68	8	5.41	4	2.70	0	0.00	0	0.00
054 FAC:SCIENCE & HEALTH	131	19 14.50	Male	85	64.89	72	54.96	2	1.53	1	0.76	9	6.87	1	0.76	0	0.00	0	0.00
			Female	46	35.11	40	30.53	0	0.00	1	0.76	5	3.82	0	0.00	0	0.00	0	0.00
055 FAC:LIBRARY	7	0 0.00	Male	4	57.14	4	57.14	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	3	42.86	3	42.86	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
119 CHANCELLORS	1	0 0.00	Male	1	100.00	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Facility Total	1138	109 9.58	Male	562	49.38	497	43.67	11	0.97	10	0.88	38	3.34	6	0.53	0	0.00	0	0.00
% of Total			Female	576	50.62	532	46.75	7	0.62	6	0.53	25	2.20	6	0.53	0	0.00	0	0.00

Availability Analysis – (41 C.F.R. § 60-2.14-15)

The availability analysis calculates the expected participation level of minorities and women in each job group. Two factors, as required by the Office of Federal Contract Compliance Programs (OFCCP), are used in a 2-Factor Analysis to calculate the expected availability. Each factor is weighted according to its relative importance, with the total of the value weights always equaling 100%. By multiplying each factor by its weight, an availability estimate is obtained. Both factors must be used and considered. An availability analysis is done separately for both minorities and women. The AA Planner program merges 2000 census data and data derived from the National Center for Education Statistics (NCES) on Ph.D. availability by faculty disciplines, in creating the availability analysis data used by the University of Wisconsin-La Crosse. The two factors are:

Factor 1: Percentage of women and minorities with requisite skills in reasonable recruitment area, e.g., the area (local, regional or national) from which UW-L usually seeks workers for a particular job group

Factor 2: Percentage of promotable, transferable, and trainable minorities and females within the organization

The Affirmative Action Office assigns the value weight to each factor for each job group, based on appropriate recruitment pools for that job group. AA Planner then imports census data for that recruitment area and job group, and calculates the availability of women and minorities within the designated recruitment area. Availability estimates for non-instructional job groups are based on 2000 U.S. Census Data for factors 1-2.

Given the nature of classified employment for State of Wisconsin entities, the surrounding Minnesota counties (Fillmore, Houston and Winona), and the State of Wisconsin were determined to be the reasonable recruitment area for classified employees for Factor 1. The reasonable recruitment area (Factor 1) for job groups 20-24 (Senior Administration, Mid-Management, Research/Health, Student Support Services, and Other Professionals) was national (United States), although for specific positions within these job groups, regional searches may be conducted. See Appendix F for the Census Location Report generated by the AA Planner program that identifies the recruitment area for various job groups.

Factor 2 is defined to include feeder groups where employees are typically promoted from within the organization or trained within the institution to qualify them for promotion or transfer opportunity. Promotions to the next higher job group were determined by analyzing data on internal promotion of employees provided by the Office of Human Resources.

A third, user-defined factor is also available. It is used in the UW-L Affirmative Action Plan to calculate availability of Ph.D.'s nationally, by discipline, for faculty and some instructional academic staff positions that are searched nationally. The Affirmative Action Office calculated the availability estimates for Factor 3, based on the number of doctorates granted to minorities and women in a variety of disciplines and professional fields during the three-year period from 2006-2009. These data were compiled by the Affirmative Action Office based upon statistical information obtained by the National Center for Education Statistics (NCES). The table below is an example of how the availability of minorities and women for tenure-track appointments are calculated for a specific college.

College of Liberal Studies
 Minority/Female Availability for Faculty (053) Positions 2011-2012

(Based on National Center for Education Statistics – Years 2006-2009)

College	UWL Dept.	Incumbent	Minority Availability	Minority Availability	Weighted Minority Availability	Female Availability	Female Availability	Weighted Female Availability			
CLS	Ethnic Racial Studies/Women Stud	4	X	39.1%	0.391	=	1.6	60.9%	0.609	=	2.4
CLS	Communications Studies	12	X	20.7%	0.207	=	2.5	60.9%	0.609	=	7.3
CLS	Educational Studies	14	X	29.2%	0.292	=	4.1	67.6%	0.676	=	9.5
CLS	English	23	X	15.3%	0.153	=	3.5	61.9%	0.619	=	14.2
CLS	Modern Languages	10	X	24.9%	0.249	=	2.5	59.0%	0.590	=	5.9
CLS	Philosophy	5	X	15.9%	0.159	=	0.8	29.7%	0.297	=	1.5
CLS	Psychology	19	X	20.9%	0.209	=	4.0	73.2%	0.732	=	13.9
CLS	Political Science/Public Admin	8	X	29.6%	0.296	=	2.4	67.6%	0.676	=	5.4
CLS	History/Soc & Arch	28	X	20.0%	0.200	=	5.6	47.8%	0.478	=	13.4
CLS	Art/Music/Theatre	25	X	15.6%	0.156	=	3.9	50.2%	0.502	=	12.5
TOTALS		148					30.8				86.1

Minority Availability = 30.8 Divided by 148 or 20.8%
 Female Availability = 86.1 Divided by 148 or 58.2%

Census Code 220 was used for all faculty and instructional academic staff upon the recommendation of UW System Office of Equal Opportunity Compliance based on the 2000 census data. This code applies to post-secondary educators, and does not specify subject area.

The Two Factor Availability Analysis generated by AA Planner appears in Appendix E. The NCES Three-Year Compilation of Doctoral Degrees Granted by Race and Gender also appears in Appendix E.

Incumbency v. Estimated Availability Analysis

Once the minority and female availability estimates are calculated by the 2-Factor Analysis, current incumbents within each job group are compared to availability within the selected recruitment area to determine if underutilization of either minorities or women exists. The total number of incumbents in each job group is multiplied by the availability percentage for minorities or females in that job group.

The Affirmative Action Office ran AA Planner to identify underutilization of minorities or women that exists in job groups. The UW System Office of Equal Opportunity Compliance and Policy Studies recommends that goals be set only where the underutilization difference is greater than or equal to one person. The AA Planner *Incumbency v. Estimated Availability Detail* is reported in Table 5, while Goals are identified in Table 6.

*** UNDERUTILIZATION IS DETERMINED USING THE ANY DIFFERENCE W/WHOLE PERSON RULE (the standard recommended by the UW System Office of Equal Opportunity Compliance and Policy Studies) BY Peopleclick, Inc. "YES" INDICATES UNDERUTILIZATION EXISTS.**

Table 5: Incumbency v. Estimated Availability Detail
 (41 C.F.R. § 60-2.15)

JOB GROUP	NUMBER EMPLOYED	EMPLOYMENT		AVAILABILITY		UNDERUTILIZATION	
		MINORITY	FEMALE	MINORITY	FEMALE	MINORITY	FEMALE
01-ADMIN/SPT	61	0.0%	55.7%	5.6%	48.2%	YES	
02-TECHNICIANS	46	6.5%	52.2%	6.1%	56.0%		YES
03-LIB/SR CLERICAL	80	1.3%	90.0%	5.6%	91.1%	YES	
04-GENERAL CLERICAL	32	0.0%	87.5%	4.8%	95.0%	YES	YES
05-CONSTRUCTION	10	0.0%	0.0%	4.0%	2.3%		
06-MECH/RPRS	27	0.0%	3.7%	4.8%	3.5%	YES	
07-MAT/SKLFDD	14	0.0%	7.1%	8.9%	32.8%	YES	YES
08-UNSKILLED	77	20.8%	22.1%	12.3%	28.7%		YES
20-SENIOR ADMIN	10	20.0%	40.0%	20.6%	59.2%		YES
21-MID MGMT	52	7.7%	48.1%	20.2%	58.4%	YES	YES
22-RES/HLTH	10	0.0%	60.0%	21.1%	54.5%	YES	
23-ST SPT SRV	79	15.2%	50.6%	20.4%	62.8%	YES	YES
24-OTHER PROF	105	3.8%	62.9%	19.7%	60.3%	YES	
40-IAS:BUS ADMIN	22	18.2%	50.0%	5.2%	48.9%		
43-IAS:LIBERAL STUDIES	106	8.5%	54.7%	5.1%	49.0%		
44-IAS:SAH	83	1.2%	57.8%	5.2%	48.9%	YES	
50-FAC:BUS ADMIN	37	24.3%	35.1%	29.5%	38.6%	YES	YES
53-FAC:LIBERAL STUDIES	148	16.9%	53.4%	20.8%	58.2%	YES	YES
54-FAC:SAH	131	14.5%	35.1%	18.2%	43.7%	YES	YES
55-FAC:LIBRARY	7	0.0%	42.9%	22.9%	64.3%	YES	YES

Incumbency v. Estimated Availability Summary

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Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Disparity?
001 ADMIN/SPT	61	Female	34	55.74	48.21	Yes
		Minority	0	0.00	5.57	Yes
		Black	0	0.00	1.58	Yes
		Hispanic	0	0.00	1.49	
		Asian	0	0.00	1.72	Yes
		AmIndlian	0	0.00	0.59	
		NHOPI	0	0.00	0.02	
Two+	0	0.00	0.17			
002 TECHNICIANS	46	Female	24	52.17	55.97	Yes
		Minority	3	6.52	6.11	
		Black	1	2.17	1.98	
		Hispanic	1	2.17	1.11	
		Asian	1	2.17	1.71	
		AmIndlian	0	0.00	1.15	
		NHOPI	0	0.00	0.01	
Two+	0	0.00	0.15			
003 LIB/SR CLERICAL	80	Female	72	90.00	91.11	Yes
		Minority	1	1.25	5.58	Yes
		Black	0	0.00	2.25	Yes
		Hispanic	0	0.00	1.20	Yes
		Asian	1	1.25	0.85	
		AmIndlian	0	0.00	1.08	
		NHOPI	0	0.00	0.01	
Two+	0	0.00	0.19			
004 GENERAL CLERICAL	32	Female	28	87.50	94.99	Yes
		Minority	0	0.00	4.84	Yes
		Black	0	0.00	2.11	
		Hispanic	0	0.00	1.14	
		Asian	0	0.00	0.58	
		AmIndlian	0	0.00	0.78	
		NHOPI	0	0.00	0.02	
Two+	0	0.00	0.21			

*Comparison of Incumbency to Availability is performed using the Any Difference with Whole Person Rule
 Yes indicates Difference <= -1.0*

Incumbency v. Estimated Availability Summary

2012 AA Plan
 02/17/2012

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Disparity?
005 CONSTRUCTION	10	Female	0	0.00	2.33	
		Minority	0	0.00	4.01	
		Black	0	0.00	1.28	
		Hispanic	0	0.00	1.38	
		Asian	0	0.00	0.35	
		AmIndlian	0	0.00	0.88	
		NHOPi	0	0.00	0.01	
Two+	0	0.00	0.11			
006 MECH/RPRS	27	Female	1	3.70	3.48	Yes
		Minority	0	0.00	4.82	
		Black	0	0.00	1.26	
		Hispanic	0	0.00	1.64	
		Asian	0	0.00	0.90	
		AmIndlian	0	0.00	0.81	
		NHOPi	0	0.00	0.02	
Two+	0	0.00	0.20			
007 MAT/SKLFD	14	Female	1	7.14	32.79	Yes
		Minority	0	0.00	8.85	Yes
		Black	0	0.00	3.18	
		Hispanic	0	0.00	3.92	
		Asian	0	0.00	0.37	
		AmIndlian	0	0.00	1.23	
		NHOPi	0	0.00	0.02	
Two+	0	0.00	0.14			
008 UNSKILLED	77	Female	17	22.08	28.68	Yes
		Minority	16	20.78	12.33	Yes
		Black	1	1.30	5.73	Yes
		Hispanic	1	1.30	3.82	Yes
		Asian	11	14.29	0.57	
		AmIndlian	3	3.90	1.45	
		NHOPi	0	0.00	0.02	
Two+	0	0.00	0.73			

*Comparison of Incumbency to Availability is performed using the Any Difference with Whole Person Rule
 Yes indicates Difference <= -1.0*

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Incumbency v. Estimated Availability Summary

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Disparity?
020 SR ADMIN	10	Female	4	40.00	59.20	Yes
		Minority	2	20.00	20.61	
		Black	1	10.00	11.23	
		Hispanic	0	0.00	5.53	
		Asian	1	10.00	2.38	
		AmIndian	0	0.00	0.85	
NHOPI	0	0.00	0.09			
Two+	0	0.00	0.54			
021 MID MGMT	52	Female	25	48.08	58.36	Yes
		Minority	4	7.69	20.15	
		Black	3	5.77	10.69	
		Hispanic	1	1.92	5.53	
		Asian	0	0.00	2.41	
		AmIndian	0	0.00	0.86	
NHOPI	0	0.00	0.09			
Two+	0	0.00	0.57			
022 RES/HLTH	10	Female	6	60.00	54.53	Yes
		Minority	0	0.00	21.07	
		Black	0	0.00	5.68	
		Hispanic	0	0.00	4.56	
		Asian	0	0.00	9.49	
		AmIndian	0	0.00	0.44	
NHOPI	0	0.00	0.05			
Two+	0	0.00	0.84			
023 ST SPT SRV	79	Female	40	50.63	62.84	Yes
		Minority	12	15.19	20.44	
		Black	4	5.06	10.11	
		Hispanic	1	1.27	5.84	
		Asian	6	7.59	2.57	
		AmIndian	1	1.27	1.10	
NHOPI	0	0.00	0.06			
Two+	0	0.00	0.75			

Comparison of Incumbency to Availability is performed using the Any Difference with Whole Person Rule
 Yes indicates Difference <= -1.0

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Incumbency v. Estimated Availability Summary

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Disparity?
024 OTHER PROF	105	Female	66	62.86	60.30	Yes
		Minority	4	3.81	19.71	Yes
		Black	1	0.95	8.65	Yes
		Hispanic	0	0.00	5.64	Yes
		Asian	2	1.90	3.43	Yes
		AmIndian	1	0.95	1.12	
NHOPI	0	0.00	0.06			
Two+	0	0.00	0.00	0.82		
040 IAS:BUSINESS ADMINISTRATION	22	Female	11	50.00	48.91	
		Minority	4	18.18	5.20	
		Black	1	4.55	0.50	
		Hispanic	0	0.00	0.78	
		Asian	3	13.64	2.65	
		AmIndian	0	0.00	0.81	
		NHOPI	0	0.00	0.00	
		Two+	0	0.00	0.46	
043 IAS:LIBERAL STUDIES	106	Female	58	54.72	49.03	
		Minority	9	8.49	5.12	
		Black	1	0.94	0.49	
		Hispanic	3	2.83	0.77	
		Asian	4	3.77	2.61	
		AmIndian	1	0.94	0.81	
		NHOPI	0	0.00	0.00	
		Two+	0	0.00	0.45	
044 IAS:SCIENCE & HEALTH	83	Female	48	57.83	48.91	Yes
		Minority	1	1.20	5.20	
		Black	0	0.00	0.50	
		Hispanic	0	0.00	0.78	
		Asian	1	1.20	2.65	Yes
		AmIndian	0	0.00	0.81	
NHOPI	0	0.00	0.00			
Two+	0	0.00	0.46			

*Comparison of Incumbency to Availability is performed using the Ary Difference with Whole Person Rule
 Yes indicates Difference <= -1.0*

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Incumbency v. Estimated Availability Summary

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Disparity?
050 FAC:BUSINESS ADMINISTRATION	37	Female	13	35.14	38.60	Yes
		Minority	9	24.32	29.50	Yes
		Black	0	0.00	0.00	
		Hispanic	2	5.41	0.00	
		Asian	7	18.92	0.00	
		AmIndiant	0	0.00	0.00	
		NHOPI	0	0.00	0.00	
Two+	0	0.00	0.00			
053 FAC:LIBERAL STUDIES	148	Female	79	53.38	58.20	Yes
		Minority	25	16.89	20.80	Yes
		Black	3	2.03	0.00	
		Hispanic	5	3.38	0.00	
		Asian	12	8.11	0.00	
		AmIndiant	5	3.38	0.00	
		NHOPI	0	0.00	0.00	
Two+	0	0.00	0.00			
054 FAC:SCIENCE & HEALTH	131	Female	46	35.11	43.70	Yes
		Minority	19	14.50	18.20	Yes
		Black	2	1.53	0.00	
		Hispanic	2	1.53	0.00	
		Asian	14	10.69	0.00	
		AmIndiant	1	0.76	0.00	
		NHOPI	0	0.00	0.00	
Two+	0	0.00	0.00			
055 FAC:LIBRARY	7	Female	3	42.86	64.30	Yes
		Minority	0	0.00	22.90	Yes
		Black	0	0.00	0.00	
		Hispanic	0	0.00	0.00	
		Asian	0	0.00	0.00	
		AmIndiant	0	0.00	0.00	
		NHOPI	0	0.00	0.00	
Two+	0	0.00	0.00			

*Comparison of Incumbency to Availability is performed using the Any Difference with Whole Person Rule
Yes indicates Difference <= -1.0*

Incumbency v. Estimated Availability Summary

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Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Disparity?
119 CHANCELLORS	1	Female Minority Black Hispanic Asian A/Indian NH/PI Two+	0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00	57.05 10.60 6.14 2.01 0.95 1.21 0.00 0.30	
Facility Total	1138	Female Minority Black Hispanic Asian A/Indian NH/PI Two+	576 109 18 16 63 12 0 0			

*Comparison of Incumbency to Availability is performed using the Any Difference with Whole Person Rule
 Yes indicates Difference <= -1.0*

CONCLUSIONS

Underutilization was found to exist in 17 of these 20 job groups, as indicated in the preceding *Incumbency v. Estimated Availability Detail* table. Underutilization is shown in the table by "YES" in the column (minority or female) where underutilization has been determined to exist. In some other cases, underutilization was too low to generate an affirmative action goal for class in that job group under the "whole person" standard recommended by the UW System Office of Equal Opportunity Compliance and Policy Studies. Excluding these job groups, AA Planner reported underutilization of either or both women and minorities for the following job groups.

Classified staff: Based on availability analysis performed by the AA Planner program, minorities are underrepresented in the Administration/Support (01), Library/Senior Clerical (03), General Clerical (04), Mechanical/Repairers (06), and Material/Skilled Food Handler (07) job groups. Women were underutilized in four job groups: Technicians (02), General Clerical (04), Material/Skilled Food Handler (07), and Unskilled (08).

Non-instructional academic staff: According to the AA Planner analysis, minorities are underutilized in Middle-Management (21), Research/Health (22), Student Support Services (23) and Other Professionals (24) job groups. The data also suggests that women are underutilized in Senior Administration (20), Middle-Management (21), and Student Support Services (23). Underutilization of women and minorities in management continues to be a problem. The University leadership continues to strive for a favorable model for racial and gender diversity at both the senior and middle levels within the university.

Instructional Academic Staff: According to the AA Planner analysis, minorities are underutilized in Instructional Academic Staff in the College of Science and Health (44).

Faculty: As noted previously, faculty has been grouped by college, rather than department. When grouped in this manner, minorities and women are underutilized as faculty in all three colleges: College of Business Administration, College of Liberal Studies and the College of Science and Health. Minorities and women are also underutilized as faculty within the Murphy Library faculty.

Student employees: Graduate assistants were removed from the employee data prior to importation into Peopleclick; however, numbers were still able to be analyzed using the raw data. Of the 115 students classified as graduate assistants, 75 were female (65.2%) and 19 were minorities (16.5%). Women and minorities are more strongly represented in the graduate assistant job group than in the overall faculty totals for females and minorities.

VIII. PLACEMENT GOALS

41 C.F.R. § 60-2.16

Federal regulations require the university to set annual placement goals designed to "correct" underutilization for any job group identified as underutilizing minorities and/or women. The Peopleclick Software Program (AA Planner) used to generate availability data for the campus, also creates a table that identifies goals for job groups showing underutilization. For each underutilized job group, this annual placement goal is stated as a percentage equal to the availability estimate. This placement percentage is then compared to the number of minority or female employees in the job groups to identify a numerical goal that if attained, would achieve full representation of currently underutilized groups within that department or unit.

Goals inform the campus of the gap between availability and utilization of minorities and women. Thus, all requests to recruit and to hire are reviewed with unit or college placement goals in mind. As noted in prior sections, the UW System decision to use collegiate, rather than departmental, job groupings for faculty make it more difficult to identify specific departments where women and minorities are underutilized.

As indicated in the previous section, minorities and/or women are underutilized in 17 of the 20 job groups used at the University of Wisconsin - La Crosse. Table 6, *Placement Goals* for the underutilized groups on the next page, shows the percentage and numerical placement goals for 2012 for each job group where underutilization was found to exist. In some cases, goals are adjustments of prior goals, resulting from changes in the total number of incumbents and the number of placements, as well as from revised methods for computing availability. Campus-wide, UW-L has placement goals for 2012 of 46 women and 51 minorities. Although net placement goals are nearly the same as 2011 (98), the placement goals for women decreased by 10 from 56 to 46 but the placement goals for minorities increased by nine from 42 to 51.

The establishment of a Placement Goal does not amount to an admission of improper 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 the university workforce.

Table 6: Placement Goals
 (41 C.F.R. § 60-2.16)

Underutilized Job Group	Protected Group	Total Employed	Participation Rate		Annual Goal	
			%	Number	%	Number
01-ADMIN/SPT	MINORITY	61	0.0%	0	5.6%	3
02-TECHNICIANS	FEMALE	46	52.2%	24	56.0%	1
03-LIB/SR CLERICAL	MINORITY	80	1.3%	1	5.6%	3
04-GENERAL CLERICAL	MINORITY	32	0.0%	0	4.8%	1
04-GENERAL CLERICAL	FEMALE	32	87.5%	28	95.0%	2
06-MECH/RPRS	MINORITY	27	0.0%	0	4.8%	1
07-MAT/SKLF	MINORITY	14	0.0%	0	8.9%	1
07-MAT/SKLF	FEMALE	14	7.1%	1	32.8%	3
08-UNSKILLED	FEMALE	77	22.1%	17	28.7%	5
20-SENIOR ADMIN	FEMALE	10	40.0%	4	59.2%	1
21-MID MGMT	MINORITY	52	7.7%	4	20.2%	6
21-MID MGMT	FEMALE	52	48.1%	25	58.4%	5
22-RES/HLTH	MINORITY	10	0.0%	0	21.1%	2
23-ST SPT SRV	MINORITY	79	15.2%	12	20.4%	4
23-ST SPT SRV	FEMALE	79	50.6%	40	62.8%	9
24-OTHER PROF	MINORITY	105	3.8%	4	19.7%	16
44-IAS-SAH	MINORITY	83	1.2%	1	5.2%	3
50-FAC:BUS ADMIN	MINORITY	37	24.3%	9	29.5%	1
50-FAC:BUS ADMIN	FEMALE	37	35.1%	13	38.6%	1
53-FAC-LIBERAL STUDIES	MINORITY	148	16.9%	25	20.8%	5
53-FAC-LIBERAL STUDIES	FEMALE	148	53.4%	79	58.2%	7
54-FAC:SAH	MINORITY	131	14.5%	19	18.2%	4
54-FAC:SAH	FEMALE	131	35.1%	46	43.7%	11
55-FAC-LIBRARY	MINORITY	7	0.0%	0	22.9%	1
55-FAC-LIBRARY	FEMALE	7	42.9%	3	64.3%	1

Annual Placement Goals

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Job Group	Placement Goals (%)									
	Female	Minority	Black	Hisp	Asian	AmInd	NHOPI	Two+		
001 ADMIN/SPT	-	5.57	1.58	-	1.72	-	-	-	-	-
002 TECHNICIANS	55.97	-	-	-	-	-	-	-	-	-
003 LIB/SR CLERICAL	-	5.58	2.25	1.20	-	-	-	-	-	-
004 GENERAL CLERICAL	94.99	4.84	-	-	-	-	-	-	-	-
005 CONSTRUCTION	-	-	-	-	-	-	-	-	-	-
006 MECH/RRRS	-	4.82	-	-	-	-	-	-	-	-
007 MAT/SKLFD	32.79	8.85	-	-	-	-	-	-	-	-
008 UNSKILLED	28.68	-	5.73	3.82	-	-	-	-	-	-
020 SR ADMIN	59.20	-	-	-	-	-	-	-	-	-
021 MID MGMT	58.36	20.15	10.69	5.53	2.41	-	-	-	-	-
022 RES/HLTH	-	21.07	-	-	-	-	-	-	-	-
023 ST SPT SRV	62.84	20.44	10.11	5.84	-	-	-	-	-	-
024 OTHER PROF	-	19.71	8.65	5.64	3.43	-	-	-	-	-
040 IAS:BUSINESS ADMINISTRATION	-	-	-	-	-	-	-	-	-	-
043 IAS:LIBERAL STUDIES	-	-	-	-	-	-	-	-	-	-
044 IAS:SCIENCE & HEALTH	-	5.20	-	-	2.65	-	-	-	-	-
050 FAC:BUSINESS ADMINISTRATION	38.60	29.50	-	-	-	-	-	-	-	-
053 FAC:LIBERAL STUDIES	58.20	20.80	-	-	-	-	-	-	-	-

Comparison of Incumbency to Availability is performed using the Any Difference with Whole Person Rule

Annual Placement Goals

2012 AA Plan
 02/17/2012

Job Group	Placement Goals (%)							
	Female	Minority	Black	Hisp	Asian	AmInd	NHOPI	Two+
054 FAC:SCIENCE & HEALTH	43.70	18.20	-	-	-	-	-	-
055 FAC:LIBRARY	64.30	22.90	-	-	-	-	-	-
119 CHANCELLORS	-	-	-	-	-	-	-	-

Comparison of Incumbency to Availability is performed using the Any Difference with Whole Person Rule

IX. IDENTIFICATION OF PROBLEM AREAS & CORRECTION OF DEFICIENCIES

41 C.F.R. § 60-2.17(b)

In this section, institutions are required to do a self-assessment of their workforce and personnel practices. Typically, such an assessment contains the following elements:

- ◆ Description of job groups underutilizing minorities and/or females
- ◆ Description of the circumstances that may explain why goals have not been attained.
- ◆ Discussion of any other problems seen as impeding the institution's ability to meet its affirmative action goals, e.g., lack of minority or female applicants, climate issues leading to poor retention rates, etc.

Job Groups Underutilizing Minorities and/or Females:

The *Job Group Analysis - Summary* and the *Incumbency v. Estimated Availability Detail* tables that appear in Section VII of this plan, indicate underutilization in 17 of the 20 job groups examined:

<u>Job Group</u>	<u>Underutilized Group</u>
01 Administration/Support	Minority
02 Technicians	Female
03 Library/Senior Clerical	Minority
04 General Clerical	Minority; Female
06 Mechanical/Repairers	Minority
07 Material/Skilled Food Handlers	Minority; Female
08 Unskilled	Female
20 Senior Administration	Female
21 Mid-Management	Minority; Female
22 Research/Health	Minority
23 Student Support Services	Minority; Female
24 Other Professionals	Minority
44 IAS – Science & Allied Health	Minority
50 FAC – Business Administration	Minority, Female
53 FAC - Liberal Studies	Minority; Female
54 FAC - Science & Allied Health	Minority, Female
55 FAC - Library	Minority; Female

In some job groups there was slight underutilization (less than one person), which did not warrant an affirmative action goal and which are not included in this section's analysis. Summary underutilization conclusions are reported in Table 5, (page 31). In the remaining 17 job groups, AA Planner generated affirmative action goals, which are identified in Table 6 (page 40).

Past Goal Progress:

In Section V, progress towards last year's goals was discussed extensively. Where goals were not attained, a number of factors may be responsible. In many instances, there were no opportunities for placement of women and/or minorities in a job group. Of the 17 job groups identified as underutilizing minorities and/or women in the 2011 Affirmative Action Plan, a comparison of incumbency data on 11/1/10 and 11/1/11, showed women and/or minority placements (hires or promotions) in 6 of the job groups.

Within the 20 job groups examined, there was net gain of 27 placements which included three minority and ten female employees. Affirmative action goals are one of many factors UW-L considers when hiring individuals. Thus, not all "placements" will be of women and/or minorities, even when there have been goals established for the hiring unit.

As discussed more fully below, UW-L continues to have difficulty in attracting qualified female and minority applicants in some areas. To ensure the university is making good faith efforts to achieve its affirmative action hiring goals, the AA Office monitors the diversity of the applicant pool before authorizing interviews of finalists. If there is

a lack of representation of women or minorities present in the applicant pool, the affirmative action officer may cancel the search or ask the department or unit to extend the application deadline and increase the scope of their advertising.

Similarly, if the applicant pool is diverse, but the search committee does not request authorization to interview any minority or female candidates, the affirmative action officer (AAO) typically contacts the dean, the chair and/or other members of the committee to determine why no diverse candidates advanced through the screening process. If the explanations are satisfactory, the AAO may authorize the search to continue. If, however, it is possible that qualified women and/or minorities were inappropriately eliminated by the screening process, the AAO will ask the Committee (and in some instances, the hiring authority) to review these files again to verify that female and minority candidates did not meet the selection criteria and qualifications for the position as advertised.

Discussion of Other Issues Related to UW-L's Ability to Attain AA Goals:

1. The priorities of the Affirmative Action Office: Priorities of the Affirmative Action Office in 2010-2011 included monitoring the recruitment process which requires AAO approval at four separate stages: 1) conducting initial charging meeting with each search and screen committee before granting access to PeopleAdmin recruitment program; 2) approval of Recruitment Efforts Plan, including ad text, selection criteria, interview and reference questions; 3) approval of applicants to be interviewed on campus; and 4) approval to extend an offer to hire; advising search & screen committees throughout the recruitment process; compiling data and writing the Affirmative Action Plans; and receiving and investigating discrimination and sexual harassment complaints. In addition, weekly joint meetings are held with personnel from the offices of Affirmative Action, Human Resources, Campus Climate & Diversity, and Disability Resource Services for the purpose of discussing key personnel issues, campus communication, and opportunities for staff development and training.

2. Visibility of the Office: The affirmative action officer is visible and integrally involved in campus decision-making. The affirmative action officer meets at least once with every search & screen committee for unclassified staff positions and is available for further consultation as needed. In addition, the affirmative action officer assumes a leadership role in engaging the campus in on-going debate on the meaning and importance of affirmative action and the value of diversity. The AA Officer sits on the Chancellor's Administrative Team, which provides opportunities to raise affirmative action and diversity concerns before policy decisions are made.

The affirmative action officer conducts/sponsors training in a variety of areas, e.g., sexual harassment, accommodation of disabilities, and development of recruitment strategies. In addition, the affirmative action officer increases campus awareness of affirmative action and sexual harassment issues through a monthly column in the campus newsletter and classroom and guest speaker presentations.

3. Recruitment efforts: Each time a search is initiated, the hiring unit must submit a Recruitment Efforts Plan to the Affirmative Action Office for approval. This process has been more successful in ensuring diversity on search and screen committees, that position descriptions are appropriate, that selection criteria are established before the committee begins reading applicant files, and that the ad text contains a statement indicating UW-L's value of diversity. As recent searches for faculty and administrative positions indicate, however, the university continues to experience some difficulty in attracting diverse pools of qualified applicants in certain disciplines. With increased reliance on internet sources for job searches coupled with the high cost of print advertising, UW-La Crosse is actively seeking new ways to advertise vacancies more effectively and cost efficiently. The university has an institutional subscription, funded by Administration & Finance, for unlimited job postings on HigherEdJobs.com and remains an active member of the Upper Midwest Higher Education Recruitment Consortium (HERC) which allows the posting of vacancies on their website. The Affirmative Action Office will monitor changes in the way we advertise vacancies to determine whether we are successful in attracting or improving the numbers of minorities and women who apply for campus positions.

4. Need for a transactional database: The unavailability of a personnel/EEO database continues to make it difficult to analyze the impact of hiring decisions, promotions, retentions, and terminations upon women and racial and ethnic minorities. For example,

- ◆ Summary EEO data for a particular search can be analyzed to indicate the ability of that search to attract a diverse pool of applicants. Up until July 2009, UW-L sent paper EEO forms to candidates by mail. The average rate of return campus-wide was between 50-60%. Such low response rates led to concerns with the reliability and validity of the data. With the implementation of the online application process that includes a section on submitting EEO information electronically, applicant voluntary participation in the survey has

increased dramatically. This has increased the available data and allowed for a more reliable analysis.

- ◆ Retentions, promotions and terminations are not systematically monitored for affirmative action concerns. It is strongly recommended that we monitor these transactions over time to determine if minorities and/or women are less frequently retained and promoted, and more frequently terminated.
- ◆ Not all terminating employees participate in an exit interview. When reasons for terminations are unavailable, it is impossible to determine whether a hostile environment, glass ceilings or other forms of discrimination had any effect on the employee's decision to leave.

5. Limited opportunities for advancement: Classified employees, especially women, continue to report their perception that there are not adequate mechanisms or opportunities for advancement. This perception is perpetuated by limited turnover among the classified staff, as well as continuing budgetary pressures to reduce staff generally. The onset of a newly defined University Personnel System may address some of the past issues and barriers for advancement, particularly among classified staff.

In Fall 2009, based on requests from classified staff, the Chancellor instituted the Classified Staff Advisory Council. One of the responsibilities of the Classified Staff Advisory Council is to provide professional opportunities for classified staff on campus and funding for UW-L classified staff to attend professional development opportunities elsewhere.

The problem of inadequate advancement opportunities for classified staff is not just a concern at UW-L; it is a problem throughout the UW System and the State of Wisconsin Civil Service system. Classified staff are given release time for training and workshops that may enhance their opportunities for advancement or reclassification.

6. Use of LTEs: To maintain budgetary and personnel flexibility, the university continues to hire limited term employees (LTE) to fill classified and academic staff positions. LTEs are limited to no more than 1040 hours of employment; they have been exempted from the usual recruitment process. LTEs are not tracked, therefore it is difficult to determine what effect, if any, their use has on the ability of the university to hire and/or promote minorities and women in job groups in which they are known to be underutilized.

7. Audit of Existing Policies & Procedures. The university should systematically audit all existing personnel policies and procedures, including promotion and transfer policies, lay-off and recall procedures, employment contracts, the staff handbook, and departmental bylaws governing retention, tenure and merit, to ensure compliance with AA/EEO goals and objectives. Any organizational patterns, policies, or procedures identified as hampering AA/EEO efforts or producing an adverse impact upon women and minorities could then be addressed. This is an ongoing process but with limited staff and resources, attention has been given to those areas that are potentially problematic, due to a change in policy or procedure.

8. Sexual harassment: A small number of sexual harassment complaints are filed with the Affirmative Action Office. While this may indicate that sexual harassment rarely occurs at UW-L, it is more likely either that concerns are being addressed in other offices (e.g., Dean of Students, Counseling and Testing, Campus Climate, Residence Life, and deans' or unit heads' offices for staff), or that many students and staff are not sufficiently aware of what constitutes harassment or what procedures are available for resolution of sexual harassment complaints. More systematic research is needed to document the extent of sexual harassment at UW-L. Without better tracking of retention and promotion decisions and without compiling better exit interview data, moreover, it is impossible to know whether sexual harassment contributes to a hostile climate for women that in the long run may have an affect on women's advancement and/or retention at UW-L.

9. Campus committees: As indicated in Section IV (Responsibilities for Implementation of the AA Program), the affirmative action officer serves on several campus committees related to affirmative action, equal opportunity and diversity issues. Since the Wisconsin Department of Employment Relations requires each state agency (including each UW campus) to have an affirmative action council, the Equal Opportunity/Affirmative Action Advisory Council was established in 1996 to address areas under protected status, to satisfy this state mandate, and to draft diversity strategic plans and address workplace concerns. The group has since been renamed the Campus Climate Council.

Other committees, such as the Individuals with Disabilities Advisory Committee (IDAC), Inclusivity Initiative (GLBTQ), Joint Minority Affairs Committee, Women's Advisory Council, and Gender Equity in Athletics Committee should be reviewed to determine roles and organizational structures to best accomplish UW-L affirmative action goals. In the past, these committees have served a critical role in educating the campus community on sexual harassment, affirmative

action, and diversity issues; in assisting the affirmative action officer in collecting and analyzing data for various system reports; and in advising the affirmative action officer on the effectiveness of other affirmative action initiatives.

10. Continuing concerns with Incumbency DataBase:

- ◆ To enable AA Planner to segregate classified supervisors into a separate job group, the Affirmative Action Office will work with HR and the Budget Office to develop a mechanism for coding these employees.

- ◆ Using AA Planner-generated data on faculty availability, underutilization, and goals by college, rather than by department, continues to be problematic. Discipline-specific availability data, against which departmental incumbency data can be compared to identify any underutilization of minorities and/or women within that discipline, would be more useful in enabling the Affirmative Action Office to work with departments seeking to recruit faculty from underutilized groups. In addition, broader college goals may be perceived as reducing departmental responsibility for achieving collegiate affirmative action goals. These concerns are discussed in more depth in Section V, Progress Toward Last Year's Goals.

X. DEVELOPMENT AND EXECUTION OF ACTION-ORIENTED PROGRAMS TO ADDRESS PROBLEM AREAS

41 C.F.R. § 60-2.17(c)

The previous section of this plan identified areas and issues that impede the university's ability to attain its affirmative action goals. The purpose of this section is to suggest action-oriented programs to meet UW-L's affirmative action and diversity goals.

1. Development of recruitment strategies/monitoring the recruitment process to increase utilization of women and minorities: The university has not been consistently successful in attracting a diverse pool of qualified applicants for faculty, staff, and administrative positions. The Affirmative Action Office is committed to continuing an aggressive and innovative recruitment program by identifying better resource materials and sharing them with search & screen committees and pushing for increased advertising to attract larger and more diverse applicant pools. Through collaboration of the offices of Affirmative Action and Human Resources, the university has stepped up its recruitment efforts with the implementation of online employment application, allowing applicants to create a permanent profile and easily apply to one or more vacancies; an institutional subscription, funded by Administration & Finance, allows for unlimited job postings on HigherEdJobs.com; and a university membership to the Upper Midwest Higher Education Recruitment Consortium (HERC) also allows posting of vacancies on their website and is especially helpful for dual-career couples. Mailing labels have been created for historically African American, Hispanic, Native American, and high minority population colleges and universities throughout the U.S. for use in the recruitment process. These mailing labels are available to search and screen committees through the Affirmative Action Office and on the AA website. A "Diversity Directory" of diversity recruitment resources available on the Internet and through professional associations is available for the campus. The Affirmative Action website can be found at: <http://www.uwlax.edu/AAOD/>.

Staff of the Affirmative Action Office work closely with search and screen committees in their recruitment efforts. Specifically, the affirmative action officer continues to:

- ◆ meet with every search & screen committee prior to the commencement of a search. For the period November 1, 2010 – October 31, 2011, the affirmative action officer met with 406 individuals serving on 75 search & screen committees;
- ◆ monitor the composition of search and screen committees to ensure that they are both diverse, e.g., by race/ethnicity, gender, age or disability, and balanced in terms of the skills and experience brought to the committee;
- ◆ assist search and screen committees in the development of position descriptions and selection criteria that accurately reflect position functions. Special attention will be given to academic, experience, and skill requirements to ensure that such requirements do not constitute inadvertent discrimination.
- ◆ assist search and screen committees in the development of appropriate recruitment methods, e.g., advertising, notices sent to other institutions, recruitment at professional meetings, personal contacts, and networking, to ensure that good faith efforts are made to seek out and attract women and minority candidates. The Affirmative Action Office will attempt to more systematically analyze recruitment efforts to determine which methods appear to be more successful in attracting diverse pools of qualified applicants.
- ◆ monitor applicant lists to determine whether interview lists reflect the composition of the applicant pool and to ensure that qualified candidates from underutilized groups are invited to interview.
- ◆ seek reasons why qualified racial/ethnic minorities and women are not interviewed and/or hired in units and job groups where they are underutilized to ensure that their non-selection was not discriminatory.
- ◆ assist the deans and division heads to develop mechanisms for attracting more diverse pools of applicants, e.g., through expanded networking and the creation of opportunities to invite racial/ethnic minority and female doctoral students to UW-L to make presentations or to participate in university programs before they enter the job market.

In addition, the Affirmative Action Office monitors the employment selection process to ensure good faith efforts are initiated to recruit and employ women and minorities, with special attention given to areas of greatest underutilization.

2. Further streamlining of the recruitment process: As in previous years, the Affirmative Action Office has worked closely with Human Resources to further simplify and streamline UW-L's recruitment policies and procedures and to better articulate the procedures for pool searches, extended searches, and the hiring of retired faculty members. Moving to a completely electronic approval process has enabled hiring units to extend offers to qualified minority and women applicants more quickly, and before they have accepted offers elsewhere.

Implementing online review and approval and clearly identifying the steps, order, and approvals required in the unclassified recruitment process have made it more efficient. The recruitment process should be continuously monitored to identify any unnecessary steps and required signatures that can be eliminated without jeopardizing AA/EEO compliance and university employment policies. Online instructions for unclassified recruitment have been simplified and made more understandable, particularly for those units that hire infrequently. Ongoing recruitment guidance will continue to be provided by the Affirmative Action Office and/or Human Resources for search and screen chairs, deans and division heads, administrative assistants designated as contact persons for searches, and unit heads to keep them up-to-date on changes to the recruitment process.

3. Development of transactional database to better monitor adverse impact: The Affirmative Action Office and Human Resources continue to lobby for an administrative database that would include personnel and EEO information. Ideally, such a database would enable the Affirmative Action Office to track hiring, retentions, non-renewals, tenure decisions, promotions, layoffs, terminations and other personnel transactions to determine if women and/or minorities are adversely impacted by such personnel decisions. If adverse impact is identified, the Affirmative Action Office would assist departments and units in the formulation and implementation of policies and/or programs to address these areas.

4. Audit of university policies: The Affirmative Action Office should conduct a university-wide evaluation of personnel patterns, and university policies and procedures to ensure compliance with AA/EEO goals and objectives, including the identification of any existing practices (e.g., promotion and transfer policies, lay-off and recall procedures, employment contracts, staff handbook, departmental bylaws) that might hamper AA/EEO efforts and results.

Given the size of such a task, it may be advisable to concentrate either on those areas that have been identified as problematic, or on those units where climate issues have been raised in exit interviews or discrimination complaints. If policies or procedures are identified that appear to conflict with AA/EEO requirements, the Affirmative Action Officer should work with the appropriate individuals to change or alter those practices.

5. Exit interviews: The Affirmative Action Officer offers each employee who is leaving the university, either through retirement or resignation, an opportunity to complete an on-line Exit Interview Survey. The change to an online survey has significantly increased participation. A face-to-face exit interview with the affirmative action officer is also offered to each exiting employee. Data are maintained, analyzed and reported to help identify climate issues with hope to increase retention of women and minorities hired by the university.

6. Training: Training efforts are being coordinated among the offices of Affirmative Action, Campus Climate & Diversity, Disability Resource Services, and Human Resources. UW System Legal counsel also provide campus training on a variety of issues. A link to Staff Training is located on the AAO <http://www.uwlax.edu/AAOD/> and HUB <http://www.uwlax.edu/hub/> websites. Topics currently include sexual harassment, sexual assault, disability accommodation & access, violence prevention, and diversity with more being developed.

7. Campus Climate & Diversity: Due to recent restructuring and realignment of responsibilities, the position of Associate Dean for Campus Climate & Diversity was created to coordinate and provide leadership on all campus climate and diversity initiatives. This includes routine supervision, communication and facilitation of the various diversity departments and programs including: Disability Resource Services (DRS), Office of Multicultural Student Services (OMSS), Lesbian Gay Bisexual Transgender Queer Questioning and Ally Services (LGBTQQA), Student Support Services, Upward Bound, as well as Campus Climate. In addition, this position serves as a liaison to Joint Minority Affairs Committee (JMAC), Individuals with Disabilities Advocacy Council (IDAC), Women's Advisory Council and Eagle Equity. The associate dean is responsible for facilitating programs that will improve the campus climate and diversity awareness for students and staff and is involved in the improvement of work/life issues related to UW-L employees. The affirmative action officer meets regularly with the associate dean for campus climate & diversity to discuss collaborative ways to create a welcoming environment for all campus staff and enhance our retention rates.

8. Campus Climate Council: The Campus Climate Council has members that serve as liaisons between the Associate Dean for Campus Climate, the Chancellor's Chief of Staff & Affirmative Action Officer and other committees dealing with affirmative action, discrimination, and diversity issues, such as the Joint Minority Affairs Committee, the Women's Advisory Council; the Organization of Campus Women (OCW); the Gender Equity in Athletics Committee; the Equity Committee; and the Individuals with Disabilities Advisory Committee (IDAC). This council is intended to represent a diverse population and includes representatives from the faculty, academic staff, classified staff, and student population.

9. Web page: The Affirmative Action webpage enables the university community to access policies, procedures and forms electronically. The website address is: <http://www.uwlax.edu/AAOD> and includes the following: a welcome statement by the affirmative action officer; UW System and university affirmative action and sexual harassment policies and procedures, including complaint forms; a link to the Affirmative Action Program (without appendices); recruitment & diversity related resources; and links to staff training and to the HUB website (Help | Understanding | Where to Begin) – a resource for questions and answers relating to personnel issues.

10. Inclusive Excellence – UW System Diversity Plan: Inclusive Excellence is a planning process intended to help each UW System institution establish a comprehensive and well-coordinated set of systemic actions that focus specifically on fostering greater diversity, equity, inclusion, and accountability at every level of university life. The central premise of Inclusive Excellence holds that UW System colleges and universities need to intentionally integrate their diversity efforts into the core aspects of their institutions.

Through Inclusive Excellence, UW-L has developed action plans specifically focused on fostering greater diversity, equity, inclusion, accountability at every level of university life. Specifically, UW-L is focusing on three primary goals as part of our Inclusive Excellence work: 1) retention of diverse faculty and staff, 2) retention of diverse students, and 3) increasing awareness of diversity-related issues at UW-L.

XI. DESIGN AND IMPLEMENTATION OF THE INTERNAL AUDIT AND REPORTING SYSTEM

41 C.F.R. § 60-2.17(d)

To help measure the effectiveness of the total affirmative action program, UW-La Crosse has designed the internal audit and reporting system described in this section.

Recruitment Auditing: Since July 2009, UW-L has been using PeopleAdmin as its online recruitment and employee application program for the hiring of faculty and academic staff. User Guides, Forms/Templates/Samples, Interviewing Tools and other helpful information for search & screen committees can be found on the Office of Human Resources website: <http://www.uwlax.edu/hr/employment/PeopleAdmin.htm>. This online program has not only streamlined the recruitment process, it has allowed for greater AAO oversight capability to ensure compliance, access, and equal employment opportunity.

The first step in the recruitment process, after the approval by the dean to conduct a search and the formation of the search & screen committee, is a meeting with the affirmative action officer. This “charging meeting” with the entire search committee is a requirement before access is granted to PeopleAdmin. The affirmative action officer reviews the hiring goals of the unit with the committee and provides resources and tips designed to maximize the success of the search, in other words, to attract a large and diverse pool of highly qualified candidates and to hire the very best person in the pool. Following the meeting with the AAO, the search & screen chair submits the “Recruitment Efforts Plan” for AAO approval. The Recruitment Efforts Plan includes the department/unit’s affirmative action hiring goals and proposed recruitment methods, advertisement text, the composition of the search committee, and the position description, selection criteria, and search procedures adopted by the committee for evaluating candidates. Once a position is posted, the AAO can easily monitor the search, reviewing applicant pools and individual files. AAO approval is required of the final selection of applicants chosen for on-campus interviews as well as extension of an offer to the successful applicant. At any point in the process, the AAO may engage and educate committee members through discussions about the value of diversity, the meaning of affirmative action, the university’s legal and moral commitment to recruiting qualified women and minorities into job groups where they are currently underutilized, and individual responsibility for effective implementation of affirmative action at UW-La Crosse.

On the applicant side, each prospective employee is asked to voluntarily disclose their ethnicity, gender, age over or under 40 years, and citizenship status, as well as identify how they first learned of the vacancy for which they are applying. This information is not shared with search committee members. Although it is stressed that this information is voluntary, the affirmative action office has been encouraged by returns of nearly 100% participation. These data will greatly improve our ability to assess UW-L’s success in attracting a diverse pool of applicants. In addition, they enable departments and units to monitor which recruiting efforts appear to be more successful in attracting a wide range of applicants. In almost all areas, for example, an increasing number of applicants are indicating that they learned of the position from electronic bulletin boards, subscription lists on the Internet, and personal contacts rather than the more traditional print advertisements in regional newspapers and The Chronicle of Higher Education.

Tracking of Permanent Staff: University committees continue to investigate the need for an expanded institutional database that would include more affirmative action and personnel data. At this time, the personnel database contains employment histories, as well as employee data by gender, race, and ethnic background. In addition, the Human Resources Office manually maintains tables on new hires, promotions, internal transfers, and terminations resulting from resignation, retirement or death, also by gender, and minority status. Such a database will be particularly critical for the Affirmative Action Office if the UW System Office of Equal Opportunity Compliance and Policy Studies cease to provide the employee incumbency file required by AA Planner to generate the data and tables needed to complete the annual Affirmative Action Plan. This database would enable the Affirmative Action Office to better track employee transactions as required in conducting an Impact Ratio Analysis. For further discussion of the need for such a database, see Section X., Identification of Problem Areas.

Grievance Procedures: Monitoring utilization of faculty, staff and student grievance procedures can be another method for measuring the effectiveness of the university’s affirmative action program. The administration and the Board of Regents recognize the importance of providing a prompt and efficient procedure for fair and equitable resolution of faculty, academic staff, classified, or student complaints or grievances alleging discrimination on the basis of race, color, sex, religion, national origin, age, or physical handicap. Accordingly, all employees and students are encouraged to use informal grievance procedures without fear of prejudice or reprisal for initiating a grievance or participating in its settlement.

Formal grievance channels include the Faculty Senate Committee on Grievance, Appeals, and Academic Freedom and other faculty hearing committees stipulated in [UW-L 4.0](#); Academic Staff Committees outlined in [UW-L 11.0](#) and the Academic Staff Bylaws; and Student Committees referred to in [UWS 17.0](#). Represented classified staff may use grievance procedures outlined in their respective collective bargaining agreements, and non-represented classified staff may use appeal procedures outlined in [Wisconsin Statutes 230.44](#). These procedures have been developed and are distributed to the campus community through the campus newsletter, employee handbooks, student handbooks, flyers and brochures and through orientation programs for new employees, continuing employees, and new students.

Informal Grievance Procedures for faculty, academic staff, classified personnel, and students are included in the Appendix I. These procedures apply to alleged discrimination based on race or color, national origin, age, marital status, creed or religion, disability, sexual orientation, parental status, sex/gender, ancestry, and pregnancy. Separate formal and informal hearing procedures have been developed for instances of sexual harassment. These procedures, which are included in Appendix J, permit the complainant to initiate a sexual harassment complaint with either the Affirmative Action Officer or the department chair or unit supervisor in whose area the complaint arose. All other discrimination complaints are filed with or referred to the Affirmative Action Office for investigation, further proceedings, and hopefully, resolution.

The Affirmative Action Office maintains a log of all formal discrimination-based complaints and grievances filed with this office. In addition, the office receives a number of requests for information about the procedures for pursuing a discrimination complaint, as well as questions about what constitutes discrimination and whether particular conduct an individual has encountered in the workplace or classroom may be actionable. These discussions, which frequently resolve the complainant's concerns, are not recorded in the complaint-grievance log.

Exit Interviews: Every .5 FTE or more employee who leaves UW-La Crosse, other than those coming to the end of a fixed term contract, is sent an Exit Checklist and an electronic Exit Interview Survey that concludes with an invitation to talk with the affirmative action officer about any concerns they may have that influenced them to leave. The Exit Checklist and Exit Interview Survey appear in Appendix J. In the past, some concerns about workplace climate were expressed in these confidential meetings. Concerns that can be corroborated by other information without revealing confidential information or otherwise jeopardizing the employee's professional future may be shared with unit supervisors as appropriate in an attempt to resolve climate issues. Although this approach could have some positive results, it has probably not been as effective as desired.

Campus Communication: Information from reports related to affirmative action is shared with the top management on campus including the Chancellor, the Provost/Vice Chancellor, the Chancellor's Staff Management Team, the Provost's Council, and relevant campus and governance committees.

To inform the campus of affirmative action progress and challenges, the Affirmative Action Office submits notices and brief articles to the [Campus Connection](#), the UW-L newsletter received by all students and employees. Short reports on selected topics are also put on reserve in Murphy Library or listed in the [Campus Connection](#) as being available in the Affirmative Action Office. These have included information on ADA, New Hires, Vets-100, Termination Reports, and Minority Hiring and Retention updates.

Monitoring Campus Climate: The commitment to a strong affirmative action program does not end with the hiring process. In order to be successful and effective in meeting and maintaining goals, the university must continually strive to provide an inclusive campus environment where all feel welcomed and valued. UW-La Crosse uses several tools to monitor the climate of the campus. A Campus Climate Survey is taken periodically to identify issues of importance to the campus community and a way for individuals to share what they appreciate most about working here, as well as areas needing improvement. The office of Campus Climate developed an online Hate Incident Form to report actions of intolerance directed toward members of the campus community. Campus Climate is currently developing a civility reporting form as a means for students and staff to report campus interactions of both a positive and a negative nature. At UW-La Crosse, there are many individuals and units on campus fostering an inclusive environment and providing excellent customer service. By monitoring our campus civility, the university can celebrate and share what is good and work on areas needing improvement through training, education and communication.

XII. SUPPORT OF LOCAL AND NATIONAL PROGRAMS

41 C.F.R. § 60-2.26

To comply with the Equal Employment Opportunity requirements outlined in Title 41, Part 60 of the Code of Federal Regulations, a university's Affirmative Action Program must involve more than simply monitoring the recruitment process for discriminatory impact. It must also include affirmative efforts to recruit, promote, and retain women and racial/ethnic minorities in job groups where they are underutilized.

A number of campus, community, state and national programs have been created, or are available, to assist the university in achieving these affirmative action objectives. In addition, many campus groups sponsor public lectures and/or engage in outreach activities that create greater awareness of discrimination and affirmative action issues both within and outside the campus community. It is hoped that these activities also foster a more supportive climate, in both the workplace and the classroom, for racial and ethnic minorities, women, and individuals with disabilities. Thus, the purpose of this section is to identify some of these efforts at the University of Wisconsin-La Crosse, even though not all are specifically aimed at expanding employment opportunities for women and/or racial and ethnic minorities at UW-L.

Affirmative Action Office: In addition to monitoring and reporting activities, the Affirmative Action Office has shared materials with local agencies and industries engaged in developing affirmative action plans and has provided consultation with local non-profit organizations on questions related to AA/EEO. Students making presentations or participating in classroom debates about sexual harassment, affirmative action, and other equal rights issues have found the Affirmative Action Office to be a valuable source of information. Materials that may be of interest to students or the community are placed on reserve at Murphy Library.

In past years, the affirmative action officer has made numerous public presentations. In addition, the affirmative action officer guest lectures at meetings of student organizations and in university classes. Finally, the affirmative action officer attends campus and community programs related to affirmative action and diversity issues.

Human Resources: This office assists with the training and professional development programs in the personnel area to aid in the promotion and career advancement of all UW-L employees including women, minorities and persons with disabilities

Office of Multicultural Student Services: The university has contributed limited resources (personnel and fiscal) to the M/D program and the Office of Multicultural Student Services. For more than a decade, the university has obtained federal funding for both Upward Bound and Student Support Services. Additionally, in Fall 2009 UW-L was awarded a McNair Grant. Many pre-college students have participated in Upward Bound and the university-sponsored Pre-College experience since these programs have been in existence. UW-L also encourages students of color (as well as Caucasian female students and students with disabilities) to apply for summer civil service internship positions through the Summer Affirmative Action Intern Program sponsored by the Wisconsin Department of Employment Relations. While none of these activities specifically relate to increasing the hiring and retention of racial and ethnic minorities as UW-L employees, programs and activities sponsored by the Office of Multicultural Student Services help increase campus awareness of racial diversity and assist with creating a more hospitable climate for employees.

Disability Resource Services: Two accommodation advisers and one accommodations manager serve approximately 250 students with disabilities annually in the Office of Disability Resource Services. The Individuals with Disabilities Advisory Committee (IDAC) is a university committee that addresses campus-wide issues for students with disabilities. IDAC also deals with campus and community advocacy for individuals with disabilities to ensure inclusion in campus life and meeting the spirit of §504 and the ADA.

Other groups, such as Students Advocating Potential Abilities (SAPA), work with the Disability Services Director and IDAC to sponsor public lectures and activities such as wheelchair basketball, Disability Awareness Month, Family Weekend Spring conference, and UW-L Disability Services Faculty/Staff Manual. Although most of these activities are aimed at students with disabilities, they create an opportunity for students and staff to become more familiar with issues relating to disabilities, e.g., compliance with §504, what constitutes "reasonable accommodation" of a disability, and when is such accommodation required. The small number of §504 complaints filed with the Affirmative Action Office may be attributable to increased campus awareness of and compliance with federal regulations to prevent discrimination based on disability.

Women Students and Staff: A number of women's organizations on campus have been created to work with women's issues. The *Women's Advisory Council* is appointed by the chancellor to identify and research issues of importance to women at UW-L and to make recommendations to resolve problems so identified. The Council is comprised of women faculty, academic staff, classified staff, and students. The affirmative action officer, the executive director for human resources, and the campus climate coordinator are ex-officio members for the Council.

The *Organization for Campus Women (OCW)* is comprised of faculty, academic staff, and classified staff women. A steering committee of elected representatives from each group, along with committee chairs, determine the agenda each year. Several OCW projects have focused on pay equity, climate and other gender issues. In addition, OCW committees seek to increase the number of women seeking election to the Faculty Senate and Academic Staff Council. OCW workshops are considered in-service training for classified employees and release time is granted by the chancellor for participation in them.

The *Department of Women's, Gender, and Sexuality Studies* sponsors a number of activities aimed both at attracting women to higher education generally and at enhancing opportunities for female students on this campus. The two-semester, "not-for-credit" Single Parent Self-Sufficiency Program provides non-traditional-aged students, especially those with children, an opportunity to develop college skills in short courses to better prepare them to be successful college students. The department offers a course on women's leadership and provides students with a lot of information and advising, in person and through their website, about going to grad school and finding employment. In addition to providing a lot of diversity-related programming for the campus (<http://www.uwlax.edu/wgss/Calendar.htm>), the department website includes a section with information of special interest to women faculty at UW-L (<http://www.uwlax.edu/wgss/WomenFac.htm>).

To facilitate the ability of women studies graduates to "compete in the open employment market on a more equitable basis" (41 C.F.R. § 60-2.26(d)), the department assists its nearly 50 majors and minors in obtaining internships in the community. Students in introductory women's studies courses, moreover, can opt to perform community service projects related to women's issues, e.g., volunteering in the local shelter for abused women and their children.

Center for Cultural Diversity and Community Renewal (CDCR)

The Research Center for Cultural Diversity and Community Renewal (CDCR) is dedicated to development and promoting a renewed vision for achieving a harmonious and socially just community through education. CDCR's focus is on the complex and potentially beneficial relationships between the issues of cultural diversity, education, and community renewal.

Pride Center

The Pride Center works to focus on addressing the campus' need of providing resources, educational programs, and a safe place for Lesbian, Gay, Bisexual, Transgender, Intersex, Questioning, Queer students, faculty, staff and their Allies; to collaborate with the UW-La Crosse community to encourage the acceptance, respect and appreciation of human diversity in relation to race, gender, age, ethnicity, sexual orientation, physical capabilities, socioeconomic status, and religious affiliation or spirituality.

Office of International Education (OIE)

It is the commitment of the Office of International Education to enhance cultural awareness and diversity at UW-L. By doing so, we not only help students from all over the world to visit our campus and provide a great variety of exchange programs for UW-L Students, but help also with concerns about visiting scholars from abroad and our faculty to visit other campuses around the globe. All this is to ensure a high quality of teaching and learning at the University of Wisconsin-La Crosse.

Other Community Outreach Activities: Many campus organizations, units, and individuals work collaboratively to provide public lectures and other community outreach activities. For example, several UW-La Crosse departments, units, and organizations sponsored the annual "Hispanic Heritage Month," which includes a Latino film series, roundtable discussions, lecture series and entertainment. During Native American Awareness Month, which culminates in a traditional POW WOW, a number of public lectures were held on campus dealing with bias against Native Americans and sovereignty, education and curriculum issues relating to Native Americans. In October, the Offices of Campus Climate and Disability Resource Services sponsored events to promote Disability Awareness Month. Black History Month was celebrated in February with a wide array of public lectures, presentations, a talent show and ethnic dinner. The Office of Violence Prevention gave a campus presentation on sexual assault. In March and April, various departments sponsored opportunities for learning about different perspectives and cultures, including discussions on White Privilege, Race and Blindness in America; Queer Muslims in the U.S.: Struggles and Stories, and Women's

Journeys; an Hispanic dinner and dance; a Hmong cultural dinner; Widening the Circle/ACT 31 Teachers Symposium - Helping Teachers to Teach About Wisconsin Indians' History and Culture, as well as other events.

An organization that serves as a support network for multicultural faculty and staff (MUFASO-the Multicultural University Faculty and Staff Organization) assists them in their professional and social development within the UW-La Crosse campus and local community. MUFASO was initiated during the fall semester of 2004 and remains an active faculty and staff organization.

XIII. CONSIDERATION OF MINORITIES AND WOMEN NOT CURRENTLY IN THE WORKFORCE

41 C.F.R. § 60-2.13(j)

UW-La Crosse takes several measures to encourage minorities and women with requisite skills to apply for work opportunities at the university. We place advertising in the local paper, as well as in state bulletins, to ensure members of the La Crosse area, who are not in the workforce but who have the requisite skills or are in the process of obtaining the requisite skills, will have the opportunity to learn about the opportunities for employment that exist on our campus. Such individuals would include those persons in displaced homemaker and similar training programs offered at the local vocational college or by other institutions or agencies. Classified openings are posted on the public access bulletin board by the Human Resource Office. Position vacancies are also available for review in the Human Resource Office.

Several policies for classified employees serve to encourage employment of protected group members not in the workforce. Expanded certification is utilized fully under the Department of Employment Relations regulations. In addition, UW-La Crosse has had an Alternative Work Patterns Plan since May 1980. It was submitted with the 1985-87 Affirmative Action Plan to DER, which was approved in September 1985. Our institutional Alternative Work Patterns Plan is communicated to all employees through the Employee Handbook and to potential employees. Our Aid to Families with Dependent Children (AFDC) Planning Standards Policy Statement was submitted July 27, 1989 and approved by DAA on August 15, 1989. It was revised and approved in May 1997 to encourage the recruitment and employment of persons on AFDC. Annual reports track our progress in this area. In April 2000, the title of the Planning Standards Policy was changed to reflect the name change from AFDC to W-2. It is now titled: "The University of Wisconsin-La Crosse Wisconsin Works (W-2) Planning Standards Policy Statement." Our Reasonable Accommodations Policy and Procedure for persons with disabilities can be used to make requests for reasonable accommodations. This is also a method to encourage employment of this targeted population.

The availability of childcare on campus may also encourage women and minorities to apply for positions at UW-L. Consistent with Board of Regents policy, students receive first priority in placing their children at the center, with remaining spaces made available to staff.

XIV. COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES

41 C.F.R. § 60-20.

The University of Wisconsin-La Crosse has attempted to comply in letter and in spirit with all relevant federal and state statutes, as well as UW System policies related to sex discrimination.

Policy Statement (41 C.F.R. §60-20.1)

The University of Wisconsin - La Crosse seeks to comply with all aspects of Title 41, Part 60-20, regarding the implementation of Executive Order 11246, as amended, to ensure equal opportunities for all persons employed or seeking employment at UW-L without regard to sex.

Recruitment and Advertisement (41 C.F.R. §60-20.2)

The University of Wisconsin - La Crosse actively recruits employees of both sexes for all jobs. Advertisements for position vacancies at UW-L do not specify a gender preference.

Job Policies and Practices (41 C.F.R. §60-20.3)

Written policies and labor contracts prohibit discrimination based on gender. Employment opportunities, wages, hours and other conditions of employment are established without regard to gender. Fringe benefits are non-discriminatory. Leave for child bearing and rearing purposes are treated as any other temporary medical disability and are outlined in Sick Leave Policies for Unclassified and Classified Staff members.

The university has developed a policy on sexual harassment and appropriate procedures for addressing sexual harassment complaints. This policy prohibits sexual harassment by staff and students. As defined in the university's "Sexual Harassment Policy Statement," which appears in Appendix I, sexual harassment includes sexual advances, requests for sexual favors, and other forms of unwanted conduct of a sexual nature that seriously interferes with or creates an intimidating or hostile work or learning environment. Sexual harassment also occurs when such conduct is made either explicitly or implicitly a term or condition of employment, or the basis for employment or educational decisions. In addition, consensual romantic and/or sexual relationships where a definite power differential between the parties exists may constitute sexual harassment if the effect of such a relationship interferes with an individual's academic or professional performance or if it creates an intimidating environment upon its termination. Sexual harassment complaints may be handled informally through meetings, mediation and conciliation or through a formal hearing. Pursuant to university policy, individuals found to have engaged in sexual harassment may be reprimanded, suspended, expelled or discharged.

1993 Wisconsin Act 427, effective on May 7, 1994, revised sections of the Wisconsin Fair Employment law by clarifying the definition of sexual harassment to include conduct directed by a person at another person of the same sex, as well as such conduct by an individual of the opposite gender. In addition, the definition was expanded to include deliberate verbal or physical conduct, whether or not repeated, that is sufficiently severe to substantially interfere with work performance or create a hostile work environment, as determined by using a "reasonable person" test.

Students may also initiate sex discrimination and sexual harassment complaints pursuant to the UW-L "Student Grievance Procedure" contained in Appendix H. In addition to prohibiting discrimination based on sex and sexual orientation, this procedure applies to discrimination based on race, color, creed, religion, national origin, disability, ancestry, age, pregnancy, marital status and parental status.

Appropriate physical facilities are available to members of both sexes and the availability of facilities is not a consideration in the decision to hire or promote. Any existing state protective legislation does not affect opportunities for women at UW-L.

Seniority (41 C.F.R. §60-20.4)

Seniority lines are integrated for both sexes.

Discriminatory Wages (41 C.F.R. §60-20.5)

All women's wages and salaries are reviewed for equity and adjustments have been made where required. Continuing reviews for equity is part of the annual budget process. Staff members are not restricted to specific job classifications based on gender.

Affirmative Action (41 C.F.R. §60-20.6)

Whenever women are underrepresented in a job group relative to their availability, hiring goals are established and affirmative action hiring procedures are used and closely monitored. All training programs are available without regard to gender and such programs have been used to bring women and minorities into EEO-6 categories and/or classifications in which they have not been utilized.

XV. COMPLIANCE WITH GUIDELINES ON DISCRIMINATION BECAUSE OF RELIGION OR NATIONAL ORIGIN

41 C.F.R. §60-50

Equal Employment Policy (41 C.F.R. §60-50.1)

It is the policy of UW-La Crosse not to discriminate against applicants or employees because of national origin or religion (see Chancellor's Policy Statement in Section I). Thus, the university seeks to insure that applicants are employed, and that employees are treated during employment, without regard to their religion or national origin. Such action includes, but is not limited to the following: recruitment, employment, transfer opportunities, layoff or termination, rate of pay, and selection for training. It is also UW-La Crosse and UW System policy to accommodate absences from campus due to religion.

Outreach and Recruitment (41 C.F.R. §60-50.2(b))

See Section III for Dissemination of Policy. UW-L does not recruit on the basis of national origin or religion. Records are not retrieved for purposes of determining religious affiliation or national origin and recruitment sources are notified of our equal employment policy. Internal grievance procedures (see Appendix H) are available for processing discrimination charges and are widely disseminated. The employment of foreign nationals is dependent upon the issuance of permission to work through an appropriate visa. A staff member has been assigned to assist employing departments and the foreign national in obtaining appropriate visas.

Accommodation (41 C.F.R. §60-50.3)

Reasonable accommodations are made, as necessary and when requested, for religious observances, unless these would create an undue hardship. See the Chancellor's Policy Statement in Section II.

**XVI. AFFIRMATIVE ACTION PROGRAM FOR VIETNAM ERA VETERANS,
DISABLED VETERANS, AND INDIVIDUALS WITH DISABILITIES**

41 C.F.R. § 60-250 and § 60-741

Vietnam Era Readjustment Act (41 C.F.R. § 60-250)

UW – La Crosse strives to comply in all respects with Title 41, Part 60-250, regarding the implementation of 38 U.S.C. §4212 of the Vietnam Era Readjustment Act of 1974 to employ and advance in employment qualified disabled veterans and Vietnam era veterans.

Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990
(41 C.F.R. § 60-741)

UW-La Crosse strives to comply in all respects with Title 41, Part 60-741, regarding the implementation of Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 to employ and advance in employment qualified individuals with disabilities.

In March 1993, the University of Wisconsin-La Crosse developed a separate “Affirmative Action Plan for Disabled Veterans, Veterans of the Vietnam Era and Employees with Disabilities” and a “Reasonable Accommodation Policy and Procedures for Employees with Disabilities.” The UW-L “Americans with Disabilities Self-Study Report” (submitted on January 20, 1993) appears in Appendix L.

Summary by Type of Employee

(Based on UW-La Crosse employee incumbency data received from the UW System Office of Equal Employment Opportunity and Diversity Programs for the period of November 1, 2010 through October 31, 2011*.)

Type of Employee	Total	Male	(%)	Female	(%)	Minority	(%)
Classified Staff (Job Groups 01-08)	347	170	49%	177	51%	20	5.7%
Academic Staff (Job Groups 20-44)	467	209	44.8%	258	55.2%	36	7.7%
Faculty (Job Groups 50-55)	323	182	56.3%	141	43.7%	55	17.0%
Chancellor (Job Group 119)	1	1	100%	0	0	0	0
Totals	1138	562	49.4%	576	50.6%	111	9.8%

* This data does not include Graduate Assistants or Limited Term Employees (LTE). Each employee is counted only once according to their highest percentage appointment or their highest job group.