



# University of Wisconsin-La Crosse 2013 Affirmative Action Program

Reviewed and approved:

A handwritten signature in black ink that reads "Joe Gow".

---

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

*The University of Wisconsin-La Crosse is an affirmative action/equal opportunity employer with an institutional commitment to inclusive excellence in employment and in education.*

## TABLE OF CONTENTS

I. INTRODUCTION.....	1
II. CHANCELLOR’S STATEMENT ON EQUAL EMPLOYMENT OPPORTUNITY POLICY .....	2
III. DISSEMINATION OF THE POLICY .....	4
IV. RESPONSIBILITY FOR IMPLEMENTATION OF THE AFFIRMATIVE ACTION PROGRAM .....	8
V. WORKFORCE ANALYSIS AND ORGANIZATIONAL PROFILE.....	12
University of Wisconsin-La Crosse Organizational Chart .....	13
Table 1: Workforce Analysis/Organizational Profile Summary .....	14
VI. JOB GROUP ANALYSIS .....	22
Table 2: UW-La Crosse Job Groups .....	22
Table 3: Job Group Analysis Summary .....	23
Table 4: Incumbency vs. Estimated Availability.....	27
VII. PLACEMENT GOALS .....	35
Table 5: Placement Goals .....	36
VIII. PROGRESS TOWARD LAST YEAR’S GOALS.....	39
Table 6: Progress Toward Last Year’s Goals .....	40
IX. IDENTIFICATION OF PROBLEM AREAS AND CORRECTION OF DEFICIENCIES.....	41
X. DEVELOPMENT AND EXECUTION OF ACTION-ORIENTED PROGRAMS.....	46
XI. DESIGN AND IMPLEMENTATION OF THE INTERNAL AUDIT AND REPORTING SYSTEM.....	49
XII. SUPPORT OF LOCAL AND NATIONAL PROGRAMS.....	52
XIII. CONSIDERATION OF MINORITIES AND WOMEN NOT CURRENTLY IN THE WORKFORCE....	55
XIV. COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES .....	56
XV. COMPLIANCE WITH GUIDELINES ON DISCRIMINATION BECAUSE OF RELIGION OR NATIONAL ORIGIN.....	58
XVI. AFFIRMATIVE ACTION PROGRAM FOR VIETNAM ERA VETERANS, DISABLED VETERANS, AND INDIVIDUALS WITH DISABILITIES .....	59
XVII. SUMMARY BY CATEGORY OF EMPLOYEE.....	60

## **LIST OF APPENDICES**

- A. Unclassified Recruitment Guidelines and Reference Materials
- B. Brief Guidelines for Contemporary Employment Interviewing
- C. Workforce Analysis/Organizational Profile by Department (AA Planner)
- D. Job Group Analysis by Job Group (AA Planner)
- E. Three-Factor Availability Analysis and NCES Doctoral Data (AA Planner)
- F. Census Location Report (AA Planner)
- G. University of Wisconsin-La Crosse Affirmative Action/Equal Employment Opportunity Plan for 2006-2009 (approved by OSER 01/07)
- H. University of Wisconsin-La Crosse Grievance Procedures for Faculty, Academic Staff, Classified Staff, and Students
- I. University of Wisconsin-La Crosse Sexual Harassment Policy Statement Conduct Subject to Disciplinary Action (Revised 1991 to comply with Board of Regents Statement on Consensual Relationships)
- J. Exit Interview Survey and Checklist for Employees leaving UW-La Crosse
- K. Support of Local and National Programs – Brochures, Notices of Conferences and Public Lectures, and Other Evidence of Support
- L. University of Wisconsin System Policy on Nondiscrimination on Basis of Disability; Policy on Students with Disabilities; Reasonable Accommodations Policy  
University of Wisconsin-La Crosse Affirmative Action Plan for Disabled  
Americans With Disabilities Act Self Study for the University of Wisconsin-La Crosse
- M. Campus Climate Survey – Final Report – Executive Summary

## I. INTRODUCTION

41 C.F.R. § 60-2.10

The Affirmative Action Program of the University of Wisconsin-La Crosse (UW-L) has been prepared to meet the requirements of Executive Order 11246, as amended, and to comply with its implementing regulations, standards, and guidelines as set forth in 41 C.F.R. Section 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-La Crosse 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 C.F.R. Sections 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 respond to individual instances of overt discrimination against women, racial/ethnic minorities, persons with disabilities, and other protected groups. Affirmative action consists of proactive efforts to ensure equal opportunity for 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 based on the principle that such proactive efforts are needed to overcome the effects that past inequalities and present-day biases (both explicit and implicit) have on equal opportunity. Employment practices that neglect to acknowledge and measure the effects of race, ethnicity, gender, and ability on employment opportunity will perpetuate the underutilization of qualified individuals and impede the university's ability to fulfill its mission. In this regard, the full participation of all members of the university community is necessary, particularly those who serve in a leadership or supervisory capacity, are involved in the recruitment and hiring of new employees, or play a role in the retention, promotion, or tenure process.

Pursuant to the guidelines of the Office of Federal Contract Compliance Programs (OFCCP), the UW-La Crosse Affirmative Action Program outlines the university's commitment to equal opportunity in employment and education, analyzes the university's workforce according to race/ethnicity and gender in each department and job group, identifies those job groups in which women and racial/ethnic minorities are currently underutilized, establishes goals for the equitable representation of these groups, and outlines action-oriented programs designed to achieve those goals. This program also notes progress toward the goals identified in last year's Affirmative Action Program.

The 2013 UW-La Crosse Affirmative Action Program was prepared by Nizam Arain, Director of Affirmative Action, with the assistance of Judith Albert, Equal Opportunity Specialist. Incumbency data was provided by the UW System Office of Equal Opportunity Compliance and Policy Studies based on data provided by the UW-La Crosse Human Resources and Business Services offices for employees at the university on November 1, 2012. The PeopleClick AA Planner software program was used to process availability data, analyze utilization in each job group, and calculate goals.

Questions about the University of Wisconsin-La Crosse Affirmative Action Program or related policies should be directed to:

Nizam Arain  
Director of Affirmative Action  
University of Wisconsin-La Crosse  
131 Graff Main Hall  
1725 State Street  
La Crosse, WI 54601  
(608) 785-8541

## **II. CHANCELLOR'S STATEMENT ON EQUAL EMPLOYMENT OPPORTUNITY POLICY**

The University of Wisconsin-La Crosse is fully 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, ethnicity, 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, ethnicity, 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, implementation of this policy requires personal commitment and continuing effort from 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. Implementation of the program is monitored by the director of affirmative action, who reports directly to the chancellor. The budget and staffing of the Office of Affirmative Action are reviewed annually to ensure they are adequate to meet institutional needs.

The university is committed to affirmative action as a means to achieve equal opportunity 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. 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 seeks to further the goal of equal employment opportunity through the use of equal opportunity clauses in contracts and agreements with outside entities.

Discrimination or harassment because of race, ethnicity, color, sex, gender identity or expression, national origin, age, ancestry, disability or other protected status is an unlawful employment practice prohibited by the university. Retaliation against a person who files a discrimination complaint, or cooperates with an investigation thereof, 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. The university will make every effort to prevent and eliminate harassment. The complaint procedures provide for bypassing the immediate supervisor if that supervisor is involved in the alleged discrimination or harassment. In response to an employee's request for accommodation of a disability or a religious practice, efforts will be made to make reasonable accommodation where possible. For represented employees, such accommodation will conform to the current labor agreement.

In accordance with Section 86.9 of the regulations implementing Title IX of the Education Amendments of 1972, 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. This policy extends to employment, admission, and access to programs and activities. All university personnel responsible for

any phase of advising, counseling, guidance, or placement of students will refrain from the use of, or reference to, racial/ethnic or gender-based stereotypes.

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 Director of Affirmative Action. 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 at <http://www.uwlax.edu/affirmativeaction>.

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 program available to the campus community, which will include analyses of progress and specific corrective actions necessary to meet goals and objectives of the program; to publishing and distributing the program, summaries thereof, and related policies throughout the university community; to establishing and maintaining relevant campuswide committees and other avenues for communication and collaboration on issues of affirmative action, equity, diversity, and inclusion.

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

APPROVED:



Joe Gow, Ph.D., Chancellor  
February 5, 2013

*Presence of the Chancellor's signature above establishes this 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-La Crosse equal employment opportunity policy**

The Chancellor's Statement on Equal Opportunity Policy is printed in the *University of Wisconsin-La Crosse Affirmative Action Program* which is available online (without appendices) at the UW-La Crosse Affirmative Action web page, <http://www.uwlax.edu/affirmativeaction>. A printed edition of the *UW-La Crosse Affirmative Action Program* (with appendices) is available in the Office of Affirmative Action, 131 Graff Main Hall, and on reserve in Murphy Library. All university employees are notified of the availability of the program through a campuswide email from the Director of Affirmative Action. In addition, employment policies and procedures for faculty, academic staff and classified staff are available on the Human Resources web page, <http://www.uwlax.edu/hr>. Links to the UW System Board of Regents and the UW-La Crosse Sexual Harassment Policy Statements, the UW-La Crosse Affirmative Action Grievance Procedures, the UW System and UW-La Crosse Policies on Students with Disabilities, the UW-La Crosse Policy Statement on AIDS, and the UW-La Crosse Policy on Accommodation of Religious Beliefs can all be found on the Human Resources and Affirmative Action web pages. A statement of equal opportunity is also printed in the *University of Wisconsin-La Crosse Undergraduate Catalog 2011-2013*.

The *Eagle Eye* ([http://www.uwlax.edu/studentlife/eagle\\_eye.htm](http://www.uwlax.edu/studentlife/eagle_eye.htm)), a publication prepared for and distributed to students annually, publishes University of Wisconsin System and UW-La Crosse 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), the Board of Regents policy on racist and discriminatory conduct (adopted October 1988), the UW-La Crosse "AIDS Policy Statement," the UW-La Crosse "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-La Crosse "Student Grievance Policy and Procedures" that students may invoke by filing a complaint or grievance alleging discrimination based on a prohibited factor.

Intermittent reports and updates on affirmative action may be found in the university newsletter, *Campus Connection*. Topics have included updates on the Affirmative Action Program availability, new hires reports, sexual harassment and grievance summary data for the institution, and other 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 direct involvement of the director of affirmative action is required at four stages in the recruitment and hiring process. Each search and screen committee must meet in person with the director of affirmative action at the beginning of the recruitment process and prior to obtaining access to PeopleAdmin, UW-L's web-based recruitment management software. At this initial meeting, the director explains affirmative action and the university's commitment thereto, reviews the hiring goals of the unit, and provides guidance and resources to maximize the success of the search by attracting a large and diverse pool of highly qualified candidates and evaluating them fairly according to an established set of required and preferred criteria.

Second, the director of affirmative action must approve the documents submitted by the committee that guide the search process. These include: the search and screen procedures (which set forth the composition of the search committee and the department/unit's affirmative action hiring goals, along with other parameters for the conduct of the committee), the advertisement text, the position description, the selection criteria to be used by the committee for evaluating candidates, and question lists for references, telephone interviews, and on-campus interviews. All job advertisements posted on the main web portal for UW-La Crosse employment contain the following paragraphs:

"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. Please contact the Search and Screen

Committee if you have a special need/accommodation to aid your participation in our hiring process.”

“UW-L’s diversity and inclusion efforts are guided by our adherence to Inclusive Excellence. We define Inclusive Excellence as “... our active, intentional and ongoing commitment to bridge differences with understanding and respect so all can thrive.” The goals of Inclusive Excellence are to increase the retention of diverse faculty, staff and students while encouraging a campus climate that is inviting and welcoming to all. UW-La Crosse strives to promote acceptance of all facets of diversity from racial/ethnic diversity to diversity of thought and experience.”

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.” All such print ads direct readers to the UW-La Crosse employment web portal where the full text above is displayed.

In addition, search and screen committees are strongly encouraged to include in their advertising text a strong statement of the relevant department/unit’s commitment to diversity and an inclusive environment as a function of its values and mission. The following are samples of statements UW-La Crosse has crafted for this purpose. The committee or hiring unit may use any of these examples or customize the text as needed, with the approval of the director of affirmative action.

1. The [Insert Department name] supports and values diversity in its faculty, staff, and students. We seek a colleague who shares the department’s commitment to diversity and who will be a dedicated teacher, active scholar, and effective mentor for students with diverse backgrounds, preparation, and career goals.
2. The successful applicant will demonstrate a commitment to multiculturalism, diversity and inclusive excellence and an ability to work with students and colleagues from diverse backgrounds,
3. We at the University of Wisconsin-La Crosse believe students, faculty, and staff all are enriched by our exposure to differing ideas, opinions and cultures. We strive to be a leader in Wisconsin’s movement toward increased diversity and inclusiveness. We believe that employees from diverse backgrounds are critical to achieving excellence as a nationally recognized institution of higher education. We seek to recruit, develop, and retain the most talented people from a diverse candidate pool. We strongly encourage applications from persons with diverse backgrounds and experiences.
4. The [Insert Department name] has a strong commitment to multicultural and international education and opportunities exist for curriculum development and reform in these and other areas.
5. The department and the university are committed to being inclusive and supportive learning and teaching communities. We encourage applicants who enhance our commitment to these goals.
6. The [Insert Department name] values diversity and faculty who bring diverse experiences to their teaching.

Third, when the committee has completed its review of applicants, it submits a list of finalists recommended for on-campus interviews to the director of affirmative action. After reviewing the applicant list to verify that the search attracted a sufficiently diverse pool of applicants, the director of affirmative action authorizes candidate interviews. Finally, the director of affirmative action approves the extension of an offer of employment to the successful candidate(s).

Each stage in this process provides the director of affirmative action an opportunity for ongoing dialogue with search and screen committee chairs and members, and with deans, department chairs, unit directors,

and other faculty and staff. These procedural and substantive discussions are intended to raise awareness throughout the university community about the meaning of affirmative action, the university's legal and moral commitment to recruiting qualified women and minorities into all job groups, especially those where they are currently underutilized, and the individual responsibility of all stakeholders—particularly those directly involved in the candidate recruitment and screening process—to effectively implement affirmative action at UW-La Crosse.

The director of affirmative action attends meetings of various committees and groups from time to time in order to maintain a dialogue with relevant campus leaders and stakeholders, including the Joint Minority Affairs Committee, the Provost Council, the Multicultural Faculty and Staff Organization, the Diversity Organizations Coalition, and the semi-annual Department Chairs training workshop series.

The director of affirmative action participates in the campuswide Training Resource Group, which includes representatives from Human Resources, Campus Climate and Diversity, and the Center for Advancing Teaching and Learning. This group is a vehicle to provide training and professional development opportunities to the campus on issues of affirmative action, discrimination, sexual harassment, equity, diversity, and inclusion.

The director of affirmative action gives frequent presentations on affirmative action, equal employment opportunity, discrimination, sexual harassment and other issues related to diversity, inclusion, and campus climate. This includes on-campus presentations in classes, before groups of students, faculty, and staff, and at campuswide events, as well as off-campus settings such as meetings of local community organizations and conferences in the Midwest and elsewhere in the U.S. and Canada.

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.

### **External Dissemination of the UW-La Crosse equal employment opportunity policy**

All correspondence from the Office of Affirmative Action contains the phrase “An Affirmative Action/Equal Opportunity Employer”.

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-La Crosse. The following statement appears on the UW-La Crosse 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-La Crosse Office of Affirmative Action 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 assumes ultimate responsibility for the successful implementation of the Affirmative Action Program. Final local authority for all hires, promotions, transfers, salary increases, and terminations rests with the chancellor.

##### **Director of Affirmative Action**

The chancellor has delegated leadership responsibility for developing, recommending, monitoring, reviewing, and disseminating affirmative action policies and procedures to the director of affirmative action, who functions as the university's compliance officer in this area. In addition, the director of affirmative action is responsible for the coordination of affirmative action planning, development, and training, ADA, Section 504, and Title IX compliance, and training for faculty and staff, including training workshops on equal opportunity, disability, gender and racial/ethnic discrimination, sexual harassment, and Title IX.

The director of affirmative action 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 director of affirmative action is responsible for preparing a number of AA/EEO related reports, including the annual UW-La Crosse Affirmative Action Program, the UW-La Crosse Affirmative Action/Equal Employment Opportunity Plan submitted to the Office of State Employment Relations (OSER), and other compliance reports. The director of affirmative action 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 director of affirmative action. 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.

The director of affirmative action has the following specific duties:

- Analyzing the present employment of women, minorities, and persons with disabilities for compliance with the university's affirmative action program.
- Working cooperatively within the campus community to monitor goals and timetables for the hiring of women and minorities established in the affirmative action program.
- Meeting with unclassified search and screen committees and approving certain steps in the search process as described in Section III.
- 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 making recommendations to the chancellor for 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 employees, including minorities and women, leaving the institution to determine their reasons for leaving.
- Chairing or serving as the chancellor's liaison to certain campus committees related to affirmative action, equal opportunity and diversity issues.

- 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 Program, State of Wisconsin's Affirmative Action/EEO Plan, Civil Rights Compliance Plan, etc.
- Serving as the Title IX, ADA, and Section 504 Coordinator.

### **Provost/Vice Chancellor**

As chief academic officer of the university, the provost/vice chancellor is responsible 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, the assistant chancellor and dean of students, and the associate dean for campus climate and diversity are responsible for implementing the UW System Inclusive Excellence plan.

### **Assistant Chancellor and Dean of Students**

The assistant chancellor and dean of students is responsible for leading the Division of Student Affairs, and, along with the provost/vice chancellor and the associate dean for campus climate and diversity, is responsible for implementing the UW System Inclusive Excellence plan.

### **Associate Dean for Campus Climate and Diversity**

The associate dean for campus climate and diversity reports to the assistant chancellor and dean of students and oversees the Campus Climate Office, Multicultural Student Services, Disability Resource Services, the PRIDE Center (for lesbian, gay, bisexual, transgender, intersex, queer, questioning, asexual, and ally 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. In addition, as stated above, the associate dean for campus climate and diversity, along with the provost/vice chancellor and the assistant chancellor and dean of students, is responsible for implementing the UW System Inclusive Excellence plan.

### **Executive Director for Human Resources**

The executive director for human resources (HR) is responsible for 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 is responsible 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.

### **Vice Chancellor for Administration and Finance**

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. This responsibility is further delegated, in part, to the contract administrator and the director of purchasing.

## **Deans and Division Heads**

The deans of the colleges and the heads of divisions are responsible for the implementation of the affirmative action program within all divisions, departments, and units reporting to them. Thus, deans and division heads are responsible for collecting data required by the Office of Affirmative Action 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 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, ethnicity, 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 networks of trusted colleagues that include 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.

## **Department Chairs and Unit Directors**

Specific responsibility for ensuring that students are guaranteed equal opportunities in programs and activities is shared by the faculty and staff involved in, or responsible for, each program or activity. Department chairs and unit directors are responsible 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 chairs 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. Working with search and screen committees to prepare the necessary documents (search and screen procedures, ad text, position description, and selection criteria, and interview and reference questions) for approval by the director of affirmative action prior to posting or advertising any recruitment.
4. Obtaining approvals from the director of affirmative action and provost/vice chancellor, if required, prior to making a job offer.
5. 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.

## **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.

More detailed responsibilities of search and screen committees are listed below. Many of these responsibilities operate in tandem with those of the director of affirmative action listed in Section III above.

1. Meeting with the director of affirmative action at the start of the search and screen process to discuss hiring goals and methods for ensuring a diverse applicant pool and a non-discriminatory evaluation process.
2. Working with the hiring authority (e.g. dean and/or unit director) to prepare the necessary documents (search and screen procedures, ad text, position description, selection criteria, and interview and reference questions) for approval by the director of affirmative action prior to posting or advertising any recruitment.
3. Advertising the vacancy in appropriate professional journals and in job registries of disciplinary associations.
4. Taking steps to ensure that women, minorities, and individuals with disabilities are among the candidates to be considered, and documenting the efforts in this regard.
5. Obtaining approval from the director of affirmative action to schedule interviews with candidates.
6. Conducting a nondiscriminatory interview following *Brief Guidelines for Contemporary Employment Interviewing* (Appendix B).
7. Communicating to the hiring authority the strengths and weaknesses of those applicants who are recommended for hire.
8. Ensuring that all required application materials received outside of PeopleAdmin, and all other committee records, are kept and transferred to Human Resources to be retained for the required number of years, per records and retention policy, after that vacancy is filled.

### **Faculty, Academic Staff, and Classified Staff**

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. WORKFORCE ANALYSIS AND 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 in each job group 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.

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 AA Planner software is used to generate a federally compliant workforce analysis based on incumbency and availability data collected by the Office of Affirmative Action.

A summary of the Workforce Analysis/Organizational Profile appears below. 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 (“Two+”) for persons who identify with two or more racial categories. For purposes of this Program, 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.

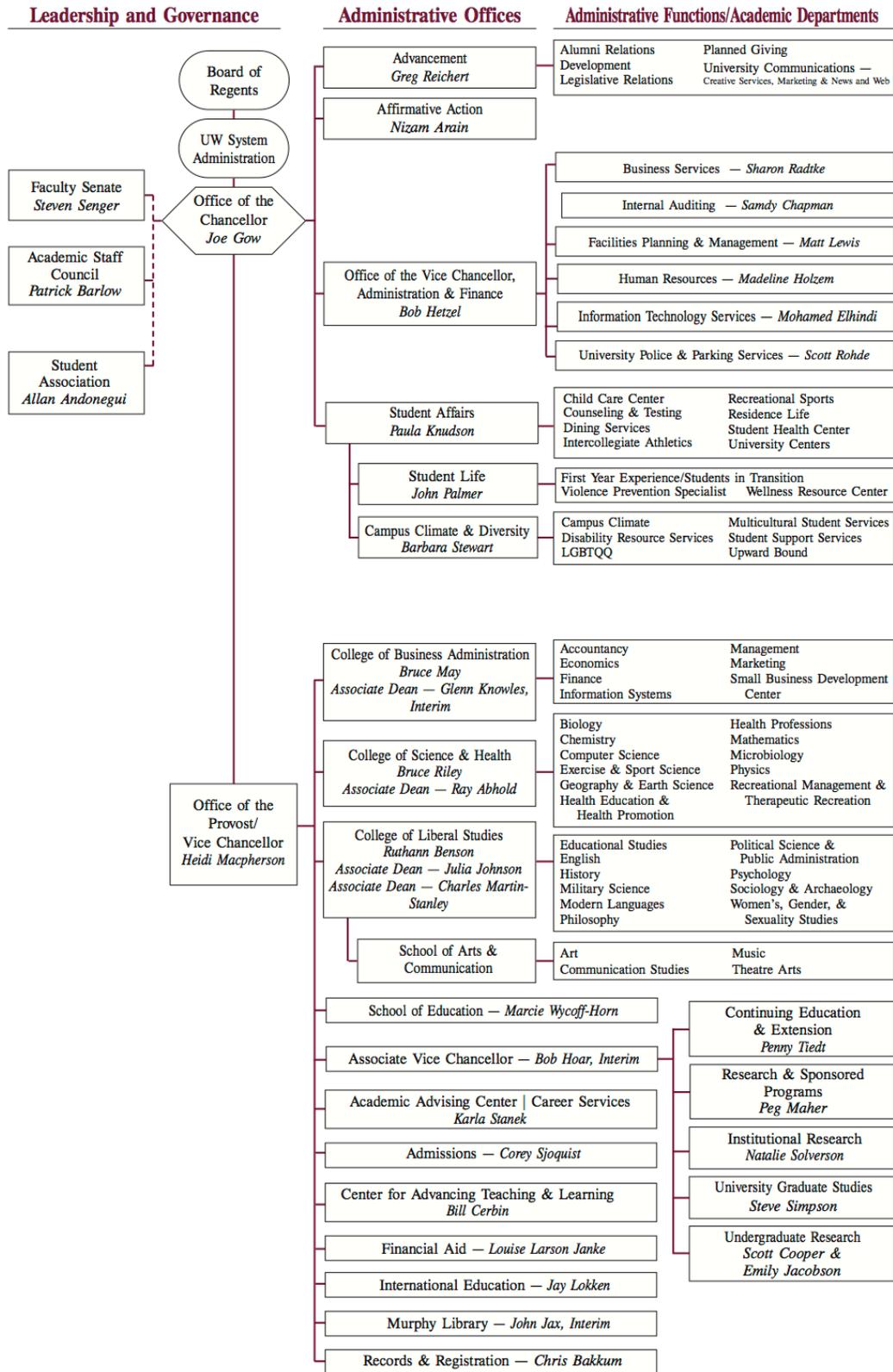
Native Hawaiian or Other Pacific Islander: A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

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

The university had 1178 total full-time and part-time employees as of November 1, 2012, an increase of 40 from the prior year, not including graduate assistants and limited term employees (LTEs). The percentages of men and women (49.24% men, 50.76% women) are relatively unchanged from the prior year’s percentages (49.38% men, 50.62% women). Of current UW-La Crosse employees, 9.8% are federally defined minorities, a slight increase from 9.6% a year earlier.

The organizational chart on the following page represents the structure of university offices, departments, and governance as of July 2012. Table 1 provides the demographic composition (race/ethnicity and gender) of each department/office.

## University of Wisconsin-La Crosse Organizational Chart (Updated July 2012)



**Table 1: Workforce Analysis/Organizational Profile Summary**  
41 C.F.R. § 60-2.11

**Work Force Analysis/Organizational Profile Summary**

2013 AAPlan  
12/05/2012

Department	Total	Total Min # %	Gender	Total		White		Black		Hisp		Asian		AmInd		NHOPi		Two+			
				#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
A & C-DIR OFFICE	2	0 0.00	Male	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
			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
ACADEMIC ADVISING	6	1 16.67	Male	3	50.00	2	33.33	1	16.67	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	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
ACCOUNTANCY	17	1 5.88	Male	11	64.71	10	58.82	0	0.00	0	0.00	0	0.00	1	5.88	0	0.00	0	0.00	0	0.00
			Female	6	35.29	6	35.29	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
ADMIN & FINANCE	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
			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
ADMISSIONS	15	3 20.00	Male	7	46.67	5	33.33	0	0.00	1	6.67	0	0.00	1	6.67	0	0.00	0	0.00	0	0.00
			Female	8	53.33	7	46.67	1	6.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
ADV	16	1 6.25	Male	4	25.00	4	25.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	12	75.00	11	68.75	0	0.00	0	0.00	0	0.00	1	6.25	0	0.00	0	0.00	0	0.00
AFFIRMATV ACTION	1	1 100.00	Male	1	100.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	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
ART	16	2 12.50	Male	8	50.00	7	43.75	0	0.00	0	0.00	0	0.00	1	6.25	0	0.00	0	0.00	0	0.00
			Female	8	50.00	7	43.75	0	0.00	0	0.00	1	6.25	0	0.00	0	0.00	0	0.00	0	0.00
ATH ADMIN - M&W	5	0 0.00	Male	4	80.00	4	80.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	1	20.00	1	20.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
BIOLOGY	43	4 9.30	Male	23	53.49	21	48.84	0	0.00	1	2.33	0	0.00	0	0.00	1	2.33	0	0.00	0	0.00
			Female	20	46.51	18	41.86	0	0.00	0	0.00	1	2.33	1	2.33	0	0.00	0	0.00	0	0.00
BUDGET & FINANCE	24	0 0.00	Male	7	29.17	7	29.17	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	17	70.83	17	70.83	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
BUILDING MAINTNC	27	0 0.00	Male	27	100.00	27	100.00	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

Table 1 (continued)

Work Force Analysis/Organizational Profile Summary

2013 AAPlan  
12/05/2012

Department	Total	Total Min	White	Black	Hisp	Asian	Amlnd	NHOPI	Two+
	#	#	#	#	#	#	#	#	#
	%	%	%	%	%	%	%	%	%
CAMPUS CLIMATE	4	2	1	0	0	0	0	0	0
			25.00	0.00	0.00	0.00	0.00	0.00	0.00
			Female						
CAMPUS PLANNING	6	0	1	2	0	0	0	0	0
			25.00	50.00	0.00	0.00	0.00	0.00	0.00
			Male						
CAMPUS STORES	1	0	1	0	0	0	0	0	0
			16.67	0.00	0.00	0.00	0.00	0.00	0.00
			Female						
CATL	6	0	1	0	0	0	0	0	0
			100.00	0.00	0.00	0.00	0.00	0.00	0.00
			Female						
CHANCELLORS OFF	2	0	4	2	0	0	0	0	0
			66.67	33.33	0.00	0.00	0.00	0.00	0.00
			Female						
CHEMISTRY	29	1	1	0	0	0	0	0	0
			50.00	0.00	0.00	0.00	0.00	0.00	0.00
			Female						
			15	14	0	1	0	0	0
			51.72	48.28	0.00	3.45	0.00	0.00	0.00
			Male						
			14	14	0	0	0	0	0
			48.28	48.28	0.00	0.00	0.00	0.00	0.00
			Female						
CHILD CARE CTR	6	0	0	0	0	0	0	0	0
			0.00	0.00	0.00	0.00	0.00	0.00	0.00
			Male						
COMMUNICATION ST	29	3	6	0	0	0	0	0	0
			100.00	0.00	0.00	0.00	0.00	0.00	0.00
			Female						
			11	10	0	1	0	0	0
			37.93	34.48	0.00	3.45	0.00	0.00	0.00
			Male						
			18	16	0	2	0	0	0
			62.07	55.17	0.00	6.90	0.00	0.00	0.00
			Female						
COMPUTER SCIENCE	12	3	9	0	0	2	0	0	0
			75.00	0.00	0.00	16.67	0.00	0.00	0.00
			Male						
			3	2	0	1	0	0	0
			25.00	16.67	0.00	8.33	0.00	0.00	0.00
			Female						
CONTINUING EDUC	9	0	0	0	0	0	0	0	0
			0.00	0.00	0.00	0.00	0.00	0.00	0.00
			Male						
COUNSELING&TEST	9	0	9	0	0	0	0	0	0
			100.00	0.00	0.00	0.00	0.00	0.00	0.00
			Female						
			1	1	0	0	0	0	0
			11.11	11.11	0.00	0.00	0.00	0.00	0.00
			Male						
			8	8	0	0	0	0	0
			88.89	88.89	0.00	0.00	0.00	0.00	0.00
			Female						
CUSTODIAL SERVIC	56	13	40	1	1	9	0	0	0
			71.43	1.79	1.79	16.07	0.00	0.00	0.00
			Male						
			5	3	0	1	1	0	0
			8.93	5.36	0.00	1.79	1.79	0.00	0.00
			Female						

Table 1 (continued)

Work Force Analysis/Organizational Profile Summary

2013 AAPlan  
12/05/2012

Department	Total	Total Min # %		Total		White		Black		Hisp		Asian		AmInd		NHOPI		Two+	
				#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
DEANS OFFICE	26	3 11.54	Male	10 38.46	7 26.92	1 3.85	1 3.85	1 3.85	1 3.85	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	16 61.54	16 61.54	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	0 0.00	0 0.00
DISABLED STUDENT	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	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 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	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
ECONOMICS	17	3 17.65	Male	7 41.18	6 35.29	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 5.88	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	10 58.82	8 47.06	0 0.00	0 0.00	0 0.00	0 0.00	2 11.76	0 0.00	2 11.76	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
EDUCATNL STUDIES	30	4 13.33	Male	9 30.00	7 23.33	1 3.33	0 0.00	0 0.00	0 0.00	0 0.00	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
			Female	21 70.00	19 63.33	0 0.00	0 0.00	0 0.00	0 0.00	2 6.67	0 0.00	2 6.67	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
ENGLISH	38	5 13.16	Male	19 50.00	17 44.74	1 2.63	1 2.63	1 2.63	1 2.63	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 50.00	16 42.11	0 0.00	0 0.00	0 0.00	0 0.00	2 5.26	0 0.00	2 5.26	0 0.00	1 2.63	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
ENVIRONMENL ST	3	0 0.00	Male	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	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	0 0.00	0 0.00	0 0.00	0 0.00
ESL INSTITUTE	10	0 0.00	Male	3 30.00	3 30.00	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	0 0.00	0 0.00	0 0.00
			Female	7 70.00	7 70.00	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	0 0.00	0 0.00	0 0.00
ESS	33	5 15.15	Male	17 51.52	14 42.42	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	2 6.06	0 0.00	1 3.03	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	16 48.48	14 42.42	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	2 6.06	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
ETHNIC & RACIAL	5	3 60.00	Male	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	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	3 60.00	1 20.00	0 0.00	0 0.00	1 20.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 20.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
FINANCE	10	2 20.00	Male	5 50.00	5 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	0 0.00	0 0.00	0 0.00	0 0.00
			Female	5 50.00	3 30.00	1 10.00	0 0.00	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	0 0.00	0 0.00	0 0.00
FINANCIAL AID	12	2 16.67	Male	4 33.33	3 25.00	1 8.33	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	0 0.00	0 0.00	0 0.00
			Female	8 66.67	7 58.33	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 8.33	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
FOOD SERVICE	4	1 25.00	Male	2 50.00	1 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	1 25.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	2 50.00	2 50.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00

Table 1 (continued)

Work Force Analysis/Organizational Profile Summary

2013 AAPlan  
12/05/2012

Department	Total	Total Min # %		Total		White		Black		Hisp		Asian		AmInd		NHOPI		Two+	
				#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
GEN CAMPS&CLINIC	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	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	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
GEO/EARTH SCIENCE	12	3 25.00	Male	7 58.33	5 41.67	1 8.33	0 0.00	1 8.33	0 0.00	1 8.33	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	5 41.67	4 33.33	0 0.00	0 0.00	1 8.33	0 0.00	1 8.33	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
GRADUATE STUDIES	1	0 0.00	Male	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	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	0 0.00	0 0.00	0 0.00	0 0.00
GRANT ADMINSTRN	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	0 0.00	0 0.00	0 0.00	0 0.00
			Female	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	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
HEALTH CENTER	23	1 4.35	Male	4 17.39	4 17.39	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	0 0.00	0 0.00
			Female	19 82.61	18 78.26	0 0.00	0 0.00	0 0.00	0 0.00	1 4.35	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
HEALTH PROFESSN	35	1 2.86	Male	9 25.71	8 22.86	0 0.00	0 0.00	0 0.00	0 0.00	1 2.86	0 0.00	1 2.86	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	26 74.29	26 74.29	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	0 0.00	0 0.00
HISTORY	18	3 16.67	Male	8 44.44	5 27.78	0 0.00	0 0.00	1 5.56	1 5.56	1 5.56	0 0.00	1 5.56	0 0.00	0 0.00	1 5.56	0 0.00	0 0.00	0 0.00	0 0.00
			Female	10 55.56	10 55.56	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	0 0.00	0 0.00
HLTH EDUC&PROMOT	13	0 0.00	Male	4 30.77	4 30.77	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	0 0.00	0 0.00
			Female	9 69.23	9 69.23	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	0 0.00	0 0.00
HUMAN RESOURCES	12	0 0.00	Male	2 16.67	2 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	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	10 83.33	10 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	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
INFO TECH	35	2 5.71	Male	28 80.00	26 74.29	1 2.86	0 0.00	1 2.86	0 0.00	1 2.86	0 0.00	1 2.86	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	7 20.00	7 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	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
INFORMATION SYST	6	4 66.67	Male	4 66.67	2 33.33	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	0 0.00
			Female	2 33.33	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	0 0.00
INL ED OFF	10	1 10.00	Male	5 50.00	5 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	0 0.00	0 0.00	0 0.00	0 0.00
			Female	5 50.00	4 40.00	0 0.00	0 0.00	0 0.00	0 0.00	1 10.00	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

Table 1 (continued)

Work Force Analysis/Organizational Profile Summary

2013 AAPlan  
12/05/2012

Department	Total	Total Min # %		Demographics									
				Total # %	White # %	Black # %	Hisp # %	Asian # %	AmInd # %	NHOP1 # %	Two+ # %		
INST RESEARCH	3	2 66.67	Male	1 33.33	0 0.00	0 0.00	0 0.00	1 33.33	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	2 66.67	1 33.33	0 0.00	1 33.33	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
INTR ATHLETICS	20	0 0.00	Male	12 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
			Female	8 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
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	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
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	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
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	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
LEARN COM	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	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 0.00	0 0.00
LIBRARY	24	0 0.00	Male	12 50.00	12 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
			Female	12 50.00	12 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
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	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
MANAGEMENT	13	2 15.38	Male	9 69.23	7 53.85	0 0.00	1 7.69	1 7.69	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	4 30.77	4 30.77	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	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	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 0.00	0 0.00
MATHEMATICS	31	2 6.45	Male	20 64.52	18 58.06	0 0.00	0 0.00	2 6.45	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	11 35.48	11 35.48	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
MICROBIOLOGY	16	1 6.25	Male	7 43.75	6 37.50	0 0.00	0 0.00	1 6.25	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	9 56.25	9 56.25	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00

Table 1 (continued)

Work Force Analysis/Organizational Profile Summary

2013 AAPlan  
12/05/2012

Department	Total	Total Min # %		Total		White	Black	Hisp	Asian	Amlnd	NHOPI	Two+	
				#	%	#	%	#	%	#	%	#	%
MILITARY SCIENCE	1	0 0.00	Male	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
MODERN LANGUAGES	22	8 36.36	Male	7	31.82	3	13.64	3	13.64	1	4.55	0	0.00
			Female	15	68.18	11	50.00	3	13.64	1	4.55	0	0.00
MULTICLTRL SERV	9	5 55.56	Male	6	66.67	2	22.22	1	11.11	1	11.11	0	0.00
			Female	3	33.33	2	22.22	0	0.00	0	0.00	0	0.00
MUSIC	16	1 6.25	Male	10	62.50	0	0.00	0	0.00	0	0.00	0	0.00
			Female	6	37.50	5	31.25	0	0.00	1	6.25	0	0.00
PARKING UTILITY	2	0 0.00	Male	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	1	50.00	0	0.00	0	0.00	0	0.00	0	0.00
PHILOSOPHY	7	0 0.00	Male	4	57.14	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
PHYS PLANT OPRTN	7	0 0.00	Male	4	57.14	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
PHYSICS	15	3 20.00	Male	10	66.67	8	53.33	0	0.00	2	13.33	0	0.00
			Female	5	33.33	4	26.67	0	0.00	0	0.00	0	0.00
PLACE&CAREER ADV	8	0 0.00	Male	1	12.50	0	0.00	0	0.00	0	0.00	0	0.00
			Female	7	87.50	0	0.00	0	0.00	0	0.00	0	0.00
POLICE	14	0 0.00	Male	8	57.14	0	0.00	0	0.00	0	0.00	0	0.00
			Female	6	42.86	6	42.86	0	0.00	0	0.00	0	0.00
POLY SCI&PUB ADM	14	2 14.29	Male	10	71.43	9	64.29	1	7.14	0	0.00	0	0.00
			Female	4	28.57	3	21.43	0	0.00	1	7.14	0	0.00
POWER PLANT	7	0 0.00	Male	7	100.00	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

Table 1 (continued)

Work Force Analysis/Organizational Profile Summary

2013 AAPlan  
12/05/2012

Department	Total	Total Min # %	Male	Total	White # %	Black # %	Hisp # %	Asian # %	Amind # %	NHOP1 # %	Two+ # %
PROVOST V CHANC	4	0 0.00	Male	1 25.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	3 75.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
PSYCHOLOGY	32	2 6.25	Male	10 31.25	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	22 68.75	0 0.00	0 0.00	0 0.00	1 3.13	1 3.13	0 0.00	0 0.00
REC EAGLE CENTER	5	0 0.00	Male	4 80.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	1 20.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
REC MGMT&THERPTC	17	2 11.76	Male	8 47.06	6 35.29	1 5.88	0 0.00	1 5.88	0 0.00	0 0.00	0 0.00
			Female	9 52.94	9 52.94	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
RECORDS&REGISTRN	10	1 10.00	Male	1 10.00	0 0.00	0 0.00	0 0.00	1 10.00	0 0.00	0 0.00	0 0.00
			Female	9 90.00	9 90.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
RESIDENCE LIFE	39	1 2.56	Male	22 56.41	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	17 43.59	16 41.03	0 0.00	0 0.00	0 0.00	1 2.56	0 0.00	0 0.00
SA	3	0 0.00	Male	1 33.33	0 0.00	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
SOCIO & ARCHAEOLOG	27	2 7.41	Male	12 44.44	11 40.74	0 0.00	0 0.00	1 3.70	0 0.00	0 0.00	0 0.00
			Female	15 55.56	14 51.85	0 0.00	1 3.70	0 0.00	0 0.00	0 0.00	0 0.00
SOE	26	0 0.00	Male	7 26.92	7 26.92	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	19 73.08	19 73.08	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	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
STUDENT CENTERS	20	0 0.00	Male	10 50.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	10 50.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
STUDENT LIFE	4	0 0.00	Male	2 50.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
			Female	2 50.00	2 50.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00

**Work Force Analysis/Organizational Profile Summary**

2013 AAP Plan  
12/05/2012

**Table 1 (continued)**

Department	Total	Total Min	Total	White	Black	Hisp	Asian	Amlnd	NHOPI	Two+
	#	#	%	#	#	#	#	#	#	#
STUDENT SUPPORT	6	0	0.00	3	0	0	0	0	0	0
				50.00	0.00	0.00	0.00	0.00	0.00	0.00
				50.00	0.00	0.00	0.00	0.00	0.00	0.00
THEATRE ARTS	10	0	0.00	3	0	0	0	0	0	0
				30.00	0.00	0.00	0.00	0.00	0.00	0.00
				70.00	0.00	0.00	0.00	0.00	0.00	0.00
UPWARD BOUND	4	2	50.00	0	0	0	0	1	0	0
				25.00	0.00	0.00	0.00	25.00	0.00	0.00
				50.00	0.00	0.00	25.00	0.00	0.00	0.00
VIOLENCE PREVENT	1	0	0.00	0	0	0	0	0	0	0
				0.00	0.00	0.00	0.00	0.00	0.00	0.00
				100.00	0.00	0.00	0.00	0.00	0.00	0.00
WOMEN GNDR&SEXUL	8	2	25.00	0	0	0	0	0	0	0
				0.00	0.00	0.00	0.00	0.00	0.00	0.00
				75.00	12.50	0.00	12.50	0.00	0.00	0.00
Facility Total	1178	116	9.85	511	13	11	39	6	0	0
% of Total				43.38	1.10	0.93	3.31	0.51	0.00	0.00
				551	7	8	27	5	0	0
				46.77	0.59	0.68	2.29	0.42	0.00	0.00

**VI. JOB GROUP ANALYSIS**  
41 C.F.R. §§ 60-2.12 – 60-2.15

The 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: Placement of Incumbents in Job Groups, Determining Availability, and Comparing Incumbency to Availability.

**Placement of Incumbents in Job Groups** (41 C.F.R. § 60-2.13)

Job titles were combined into job groups based on similarity in job content, wages, EEO category, conditions of employment (i.e. unclassified, classified), opportunity for advancement, and recruitment methods. Some job groups may contain individuals from a single department, unit, or division; others may contain individuals spread across multiple areas of the campus but who share many of the characteristics described above. 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, twenty job groups are analyzed in terms of utilization: eight classified job groups, five non-instructional academic staff job groups, three college-specific instructional academic staff groups, and four college-specific faculty job groups. Table 2 lists the UW-La Crosse job groups used in this Affirmative Action Program.

**Table 2: UW-La Crosse Job Groups**

<b>Employee Category</b>	<b>Name of Job Group</b>	<b>Numerical Code</b>	<b>UW System Code</b>
<b>Classified Staff</b>	Administration/Support	001	1, 4, 9
	Technicians	002	2, 3, 5, 6, 7, 8
	Library/Senior Clerical	003	10
	General Clerical	004	11
	Construction	005	12
	Mechanical/Repairers	006	13
	Material/Skilled Food Handlers	007	14
	Unskilled	008	15
<b>Non-Instructional Academic Staff</b>	Senior Administration	020	
	Middle-Management	021	1, 2, 6
	Research/Health	022	3, 5, 7, 8, 9
	Student Support Services	023	16
	Other Professionals	024	10, 11, 12, 14, 17
<b>Instructional Academic Staff</b>	IAS: Business Administration	040	
	IAS: Liberal Studies	043	
	IAS: Science and Health	044	
<b>Faculty</b>	FAC: Business Administration	050	
	FAC: Liberal Studies	053	
	FAC: Science and Health	054	
	FAC: Library	055	

Although supervisor titles within the classified staff could have their own job group, UW-La Crosse does not code supervisors differently. Thus, classified supervisors continue to be included in the same job groupings as last year, based on title, content, wages and opportunities.

Table 3 lists the number of UW-L employees in each job group (as of November 1, 2012) further subdivided by sex and by the six federally defined racial/ethnic groups. Appendix D contains the more detailed Job Group Analysis table, which includes a list of titles included in each job group.

**Table 3: Job Group Analysis Summary**

**Job Group Analysis Summary**

2013 AAPlan  
12/05/2012

Job Group	Total	Total Min	Total	Total	White	Black	Hisp	Asian	Amlnd	NHOPI	Two+					
	#	#	%	#	#	#	#	#	#	#	#					
001 ADMIN/SPT	60	2	3.33	Male	28	46.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	30	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
002 TECHNICIANS	46	1	2.17	Male	21	45.65	0	0.00	1	2.17	0	0.00	0	0.00	0	0.00
				Female	25	54.35	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
003 LIB/SR CLERICAL	82	2	2.44	Male	10	12.20	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	72	87.80	0	0.00	2	2.44	0	0.00	0	0.00	0	0.00
004 GENERAL CLERICAL	34	0	0.00	Male	4	11.76	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	30	88.24	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
005 CONSTRUCTION	10	0	0.00	Male	10	100.00	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
006 MECH/RPRS	27	0	0.00	Male	26	96.30	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	1	3.70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
007 MAT/SKLFD	15	0	0.00	Male	13	86.67	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	2	13.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
008 UNSKILLED	81	15	18.52	Male	66	81.48	54	66.67	1	1.23	1	1.23	9	11.11	1	1.23
				Female	15	18.52	12	14.81	0	0.00	0	0.00	1	1.23	2	2.47
020 SR ADMIN	10	2	20.00	Male	6	60.00	4	40.00	1	10.00	0	0.00	1	10.00	0	0.00
				Female	4	40.00	4	40.00	0	0.00	0	0.00	0	0.00	0	0.00
021 MID MGMT	53	5	9.43	Male	29	54.72	26	49.06	1	1.89	1	1.89	1	1.89	0	0.00
				Female	24	45.28	22	41.51	2	3.77	0	0.00	0	0.00	0	0.00
022 RES/HLTH	10	0	0.00	Male	4	40.00	4	40.00	0	0.00	0	0.00	0	0.00	0	0.00
				Female	6	60.00	6	60.00	0	0.00	0	0.00	0	0.00	0	0.00
023 ST SPT SRV	87	13	14.94	Male	41	47.13	32	36.78	4	4.60	2	2.30	2	2.30	1	1.15
				Female	46	52.87	42	48.28	1	1.15	0	0.00	3	3.45	0	0.00

Table 3 (continued)

Job Group Analysis Summary

2013 AAPlan  
12/05/2012

Job Group	Total	Total Min # %		Total		White		Black		Hisp		Asian		Amlnd		NHOPI		Two+	
				#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
024 OTHER PROF	106	4 3.77	Male	42	39.62	40	37.74	0	0.00	0	0.00	1	0.94	1	0.94	0	0.00	0	0.00
			Female	64	60.38	62	58.49	1	0.94	1	0.94	0	0.00	0	0.00	0	0.00	0	0.00
040 IAS:BUSINESS ADMINISTRATION	22	2 9.09	Male	9	40.91	9	40.91	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	13	59.09	11	50.00	0	0.00	0	0.00	2	9.09	0	0.00	0	0.00	0	0.00
043 IAS:LIBERAL STUDIES	103	11 10.68	Male	45	43.69	43	41.75	0	0.00	0	0.00	1	0.97	1	0.97	0	0.00	0	0.00
			Female	58	56.31	49	47.57	1	0.97	5	4.85	3	2.91	0	0.00	0	0.00	0	0.00
044 IAS:SCIENCE & HEALTH	78	1 1.28	Male	28	35.90	27	34.62	0	0.00	0	0.00	1	1.28	0	0.00	0	0.00	0	0.00
			Female	50	64.10	50	64.10	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
050 FAC:BUSINESS ADMINISTRATION	47	10 21.28	Male	31	65.96	25	53.19	0	0.00	1	2.13	5	10.64	0	0.00	0	0.00	0	0.00
			Female	16	34.04	12	25.53	1	2.13	0	0.00	3	6.38	0	0.00	0	0.00	0	0.00
053 FAC:LIBERAL STUDIES	154	26 16.88	Male	70	45.45	56	36.36	4	2.60	5	3.25	4	2.60	1	0.65	0	0.00	0	0.00
			Female	84	54.55	72	46.75	0	0.00	1	0.65	8	5.19	3	1.95	0	0.00	0	0.00
054 FAC:SCIENCE & HEALTH	144	22 15.28	Male	90	62.50	75	52.08	2	1.39	1	0.69	11	7.64	1	0.69	0	0.00	0	0.00
			Female	54	37.50	47	32.64	1	0.69	1	0.69	5	3.47	0	0.00	0	0.00	0	0.00
055 FAC:LIBRARY	8	0 0.00	Male	4	50.00	4	50.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
			Female	4	50.00	4	50.00	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	1178	116 9.85	Male	580	49.24	511	43.38	13	1.10	11	0.93	39	3.31	6	0.51	0	0.00	0	0.00
% of Total			Female	598	50.76	551	46.77	7	0.59	8	0.68	27	2.29	5	0.42	0	0.00	0	0.00

### **Determining Availability (41 C.F.R. § 60-2.14)**

The availability analysis calculates the expected participation level of minorities and women in each job group. As required by the Office of Federal Contract Compliance Programs (OFCCP), a two-factor analysis is used to calculate the expected availability. The first factor is the representation of women and minorities in the population of people with requisite skills in the recruitment area (e.g. local, regional or national) from which UW-La Crosse usually seeks workers for a particular job group. The second factor is the representation of women and minorities in the population of promotable, transferable, and trainable individuals within the organization. Each of these factors is expressed as a percentage. Each factor is then weighted according to its relative importance, with the total of the value weights always equaling 100%. 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 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.

The faculty job groups (050, 053, 054, and 055) are an exception to the above-described methodology. For these job groups, the availability was calculated based on the number of doctorates granted to minorities and women in a variety of academic disciplines, as a percentage of the total number of doctorates granted in those disciplines, during the two-year period from 2008-2010, based on statistical information obtained from the National Center for Education Statistics (NCES). The availability figures for each discipline were then weighted in proportion to the relative sizes of the departments within each college to determine the overall availability number for minorities and women in each college.

The following table is an example demonstrating how the availabilities of minorities and women for faculty positions were calculated for a specific college—in this case, the College of Liberal Studies.

### Minority/Female Availability for Job Group 053 (FAC: College of Liberal Studies)

College	UWL Dept.	Incumbents		Minority Available	Minority Available		Weighted Minority Available	Female Available	Female Available		Weighted Female Available
CLS	Ethnic Racial Studies/Women Studi	6	x	42.2%	0.422	=	2.5	60.9%	0.609	=	3.7
CLS	Communications Studies	13	x	17.1%	0.171	=	2.2	59.3%	0.593	=	7.7
CLS	Educational Studies	14	x	29.4%	0.294	=	4.1	67.4%	0.674	=	9.4
CLS	English	24	x	15.0%	0.150	=	3.6	62.0%	0.620	=	14.9
CLS	Modern Languages	10	x	25.5%	0.255	=	2.5	61.0%	0.610	=	6.1
CLS	Philosophy	5	x	15.4%	0.154	=	0.8	31.6%	0.316	=	1.6
CLS	Psychology	19	x	20.7%	0.207	=	3.9	73.6%	0.736	=	14.0
CLS	Political Science & Public Admin	10	x	29.2%	0.292	=	2.9	65.8%	0.658	=	6.6
CLS	Soc & Arch	15	x	21.8%	0.218	=	3.3	48.6%	0.486	=	7.3
CLS	History	14	x	16.6%	0.166	=	2.3	42.9%	0.429	=	6.0
CLS	Art/Music/Theatre	24	x	17.6%	0.176	=	4.2	51.4%	0.514	=	12.3
<b>TOTALS</b>		<b>154</b>					<b>32.4</b>				<b>89.6</b>

Minority Availability = 32.4 Divided by 154 or 21.0%  
Female Availability = 89.6 Divided by 154 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 Two-Year Compilation of Doctoral Degrees Granted by Race and Gender also appears in Appendix E.

#### Comparing Incumbency to Availability (41 C.F.R. § 60-2.15)

Once the minority and female availability estimates are calculated, current incumbents within each job group are compared to the calculated availability to determine underutilization of minorities and/or females.

Underutilization is determined using the “whole-person rule.” This is the standard recommended by the UW System Office of Equal Opportunity Compliance and Policy Studies, and is implemented in the PeopleClick AA Planner software. According to the whole-person rule, underutilization is deemed to exist only where the current utilization is less than the availability (of women or minorities) by a margin greater than or equal to one person based on the number of people employed in that job group. The AA Planner *Incumbency v. Estimated Availability Detail* is reported in Table 4, and goals are identified in Table 5.

Example: (See Table 4 on the following page.) In job group 06, UW-La Crosse currently employs 27 people; therefore, one person would represent 3.7% of the people employed in that job group. UW-L’s current utilization of minorities in job group 06 is 0%, but the minority availability for that job group is 5.2%. Since the difference between these percentages (5.2%) is greater than one “whole person” (3.7%), minorities are deemed to be underutilized in this job group. As a counterexample, the availability of women in the same job group is 4.1%, compared to a current utilization rate of 3.7%. The difference between these is 0.4%. Thus, even though the utilization rate is less than the availability rate, women are *not* deemed to be underutilized in this job group since the shortfall is less than one “whole person.”

**Table 4: Incumbency vs. Estimated Availability**  
41 C.F.R. § 60-2.15

JOB GROUP	NUMBER EMPLOYED	EMPLOYMENT		AVAILABILITY		UNDERUTILIZATION	
		MINORITY	FEMALE	MINORITY	FEMALE	MINORITY	FEMALE
01-ADMIN/SPT	60	3.3%	50.0%	5.8%	46.5%	YES	
02-TECHNICIANS	46	2.2%	54.3%	5.7%	56.6%	YES	YES
03-LIB/SR CLERICAL	82	2.4%	87.8%	4.7%	89.5%	YES	YES
04-GENERAL CLERICAL	34	0.0%	88.2%	4.9%	94.9%	YES	YES
05-CONSTRUCTION	10	0.0%	0.0%	4.0%	2.3%		
06-MECH/RPRS	27	0.0%	3.7%	5.2%	4.1%	YES	
07-MAT/SKLFDD	15	0.0%	13.3%	9.1%	31.6%	YES	YES
08-UNSKILLED	81	18.5%	18.5%	12.3%	28.7%		YES
20-SENIOR ADMIN	10	20.0%	40.0%	20.7%	59.0%		YES
21-MID MGMT	53	9.4%	45.3%	20.3%	58.3%	YES	YES
22-RES/HLTH	10	0.0%	60.0%	23.2%	57.5%	YES	
23-ST SPT SRV	87	14.9%	52.9%	20.5%	63.2%	YES	YES
24-OTHER PROF	106	3.8%	60.4%	19.7%	59.3%	YES	
40-IAS:BUS ADMIN	22	9.1%	59.1%	5.2%	48.9%		
43-IAS:LIBERAL STUDIES	103	10.7%	56.3%	5.2%	49.0%		
44-IAS:SAH	78	1.3%	64.1%	5.2%	48.9%	YES	
50-FAC:BUS ADMIN	47	21.3%	34.0%	30.4%	39.4%	YES	YES
53-FAC:LIBERAL STUDIES	154	16.9%	54.6%	21.0%	58.2%	YES	YES
54-FAC:SAH	144	15.3%	37.5%	20.1%	42.2%	YES	YES
55-FAC:LIBRARY	8	0.0%	50.0%	18.8%	67.5%	YES	YES

**Table 4: Supporting Data**

**Incumbency v. Estimated Availability Summary**

2013 AAP Plan  
12/05/2012

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Disparity?
001 ADMIN/SPT	60	Female	30	50.00	46.54	Yes
		Minority	2	3.33	5.78	
		Black	0	0.00	1.56	
		Hispanic	0	0.00	1.52	
		Asian	2	3.33	1.90	
		AmIndain	0	0.00	0.61	
		NHOPI	0	0.00	0.01	
Two+	0	0.00	0.18			
002 TECHNICIANS	46	Female	25	54.35	56.63	Yes Yes
		Minority	1	2.17	5.74	
		Black	0	0.00	1.84	
		Hispanic	0	0.00	1.12	
		Asian	1	2.17	1.64	
		AmIndain	0	0.00	0.97	
		NHOPI	0	0.00	0.00	
Two+	0	0.00	0.15			
003 LIB/SR CLERICAL	82	Female	72	87.80	89.52	Yes Yes Yes
		Minority	2	2.44	4.70	
		Black	0	0.00	2.07	
		Hispanic	0	0.00	1.04	
		Asian	2	2.44	0.61	
		AmIndain	0	0.00	0.70	
		NHOPI	0	0.00	0.01	
Two+	0	0.00	0.27			
004 GENERAL CLERICAL	34	Female	30	88.24	94.88	Yes Yes
		Minority	0	0.00	4.91	
		Black	0	0.00	2.15	
		Hispanic	0	0.00	1.17	
		Asian	0	0.00	0.58	
		AmIndain	0	0.00	0.77	
		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**

2013 AAP Plan  
12/05/2012

**Table 4: Supporting Data (continued)**

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	
		American Indian	0	0.00	0.88	
NHOP	0	0.00	0.01			
Two+	0	0.00	0.11			
006 MECH/RPRS	27	Female	1	3.70	4.11	Yes
		Minority	0	0.00	5.19	
		Black	0	0.00	1.20	
		Hispanic	0	0.00	1.60	
		Asian	0	0.00	1.27	
		American Indian	0	0.00	0.91	
NHOP	0	0.00	0.02			
Two+	0	0.00	0.19			
007 MAT/SK/FLD	15	Female	2	13.33	31.63	Yes
		Minority	0	0.00	9.10	Yes
		Black	0	0.00	3.36	
		Hispanic	0	0.00	3.90	
		Asian	0	0.00	0.39	
		American Indian	0	0.00	1.28	
NHOP	0	0.00	0.02			
Two+	0	0.00	0.15			
008 UNSKILLED	81	Female	15	18.52	28.68	Yes
		Minority	15	18.52	12.33	Yes
		Black	1	1.23	5.73	Yes
		Hispanic	1	1.23	3.82	
		Asian	10	12.35	0.57	
		American Indian	3	3.70	1.45	
NHOP	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

**Incumbency v. Estimated Availability Summary**

2013 AAPlan  
12/05/2012

**Table 4: Supporting Data (continued)**

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Disparity?
020 SR ADMIN	10	Female	4	40.00	59.03	Yes
		Minority	2	20.00	20.71	
		Black	1	10.00	11.26	
		Hispanic	0	0.00	5.50	
		Asian	1	10.00	2.49	
		AmIndian	0	0.00	0.84	
		NHOPI	0	0.00	0.09	
Two+	0	0.00	0.54			
021 MID MGMT	53	Female	24	45.28	58.34	Yes
		Minority	5	9.43	20.27	Yes
		Black	3	5.66	10.76	Yes
		Hispanic	1	1.89	5.51	Yes
		Asian	1	1.88	2.49	
		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	57.46	Yes
		Minority	0	0.00	23.18	
		Black	0	0.00	7.42	
		Hispanic	0	0.00	4.75	
		Asian	0	0.00	9.56	Yes
		AmIndian	0	0.00	0.51	
		NHOPI	0	0.00	0.06	
Two+	0	0.00	0.89			
023 ST SPT SRV	87	Female	45	52.87	63.19	Yes
		Minority	13	14.94	20.47	Yes
		Black	5	5.75	10.16	Yes
		Hispanic	2	2.30	5.85	Yes
		Asian	5	5.75	2.55	
		AmIndian	1	1.15	1.09	
		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

**Incumbency v. Estimated Availability Summary**

2013 AAPlan  
12/05/2012

**Table 4: Supporting Data (continued)**

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Disparity?
024 OTHER PROF	106	Female	64	60.38	59.29	Yes
		Minority	4	3.77	19.72	Yes
		Black	1	0.94	8.60	Yes
		Hispanic	1	0.94	5.63	Yes
		Asian	1	0.94	3.50	Yes
		Amindian	1	0.94	1.11	
NHOPI	0	0.00	0.06			
Two+	0	0.00	0.82			
040 IAS:BUSINESS ADMINISTRATION	22	Female	13	59.09	48.91	
		Minority	2	9.09	5.20	
		Black	0	0.00	0.50	
		Hispanic	0	0.00	0.78	
		Asian	2	9.09	2.65	
		Amindian	0	0.00	0.81	
NHOPI	0	0.00	0.00			
Two+	0	0.00	0.00	0.46		
043 IAS:LIBERAL STUDIES	103	Female	58	56.31	48.97	
		Minority	11	10.68	3.16	
		Black	1	0.97	0.50	
		Hispanic	5	4.85	0.77	
		Asian	4	3.88	2.63	
		Amindian	1	0.97	0.81	
NHOPI	0	0.00	0.00			
Two+	0	0.00	0.00	0.46		
044 IAS:SCIENCE & HEALTH	78	Female	50	64.10	48.91	Yes
		Minority	1	1.28	5.20	
		Black	0	0.00	0.50	
		Hispanic	0	0.00	0.78	
		Asian	1	1.28	2.65	Yes
		Amindian	0	0.00	0.81	
NHOPI	0	0.00	0.00			
Two+	0	0.00	0.00	0.46		

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**

2013 AAPlan  
12/05/2012

**Table 4: Supporting Data (continued)**

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Disparity?
050 FAC:BUSINESS ADMINISTRATION	47	Female	16	34.04	39.04	Yes
		Minority	10	21.28	30.40	Yes
		Black	1	2.13	0.00	
		Hispanic	1	2.13	0.00	
		Asian	8	17.02	0.00	
		American Indian	0	0.00	0.00	
		NHOP/Two+	0	0.00	0.00	
053 FAC:LIBERAL STUDIES	154	Female	84	54.55	58.20	Yes
		Minority	26	16.88	21.00	Yes
		Black	4	2.60	0.00	
		Hispanic	6	3.90	0.00	
		Asian	12	7.79	0.00	
		American Indian	4	2.60	0.00	
		NHOP/Two+	0	0.00	0.00	
054 FAC:SCIENCE & HEALTH	144	Female	54	37.50	42.20	Yes
		Minority	22	15.28	20.10	Yes
		Black	3	2.08	0.00	
		Hispanic	2	1.39	0.00	
		Asian	16	11.11	0.00	
		American Indian	1	0.69	0.00	
		NHOP/Two+	0	0.00	0.00	
055 FAC:LIBRARY	8	Female	4	50.00	67.50	Yes
		Minority	0	0.00	18.80	Yes
		Black	0	0.00	0.00	
		Hispanic	0	0.00	0.00	
		Asian	0	0.00	0.00	
		American Indian	0	0.00	0.00	
		NHOP/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

**Table 4: Supporting Data (continued)**

**Incumbency v. Estimated Availability Detail**

2013 AAPlan  
12/05/2012

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. minus Inc.	Disparity?
119 CHANCELLORS	1	Female	0	0.00	60.67	0.6	-0.6	
		Minority	0	0.00	21.68	0.2	-0.2	
		Black	0	0.00	11.99	0.1	-0.1	
		Hispanic	0	0.00	5.88	0.0	0.0	
		Asian	0	0.00	2.22	0.0	0.0	
		AmIndian	0	0.00	0.90	0.0	0.0	
		NHOPf	0	0.00	0.10	0.0	0.0	
		Two+	0	0.00	0.59	0.0	0.0	
Facility Total	1178	Female	598					
		Minority	116					
		Black	20					
		Hispanic	19					
		Asian	66					
		AmIndian	11					
		NHOPf	0					
Two+	0							

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

## Conclusions

Underutilization (of minorities, females, or both) based on the “whole person” standard was found to exist in 17 of the 20 job groups, as indicated in Table 4.

**Classified staff:** Minorities were underrepresented in the Administration/Support (01), Technicians (02), Library/Senior Clerical (03), General Clerical (04), Mechanical/Repairers (06), and Material/Skilled Food Handler (07) job groups. Women were underutilized in five job groups: Technicians (02), Library/Senior Clerical (03), General Clerical (04), Material/Skilled Food Handler (07), and Unskilled (08).

**Non-instructional academic staff:** Minorities were underutilized in Middle Management (21), Research/Health (22), Student Support Services (23) and Other Professionals (24) job groups. Women were underutilized in Senior Administration (20), Middle-Management (21), and Student Support Services (23). Underutilization of women and minorities in management continues to be a challenge. 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 above, the faculty have 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 the above analysis; however, numbers can still be analyzed using the raw data. Of the 112 students listed as graduate assistants, 78 were female (69.6%) and 19 were minorities (17%). Women and minorities were generally better represented in the graduate assistant job group than in other groups.

## VII. PLACEMENT GOALS

41 C.F.R. § 60-2.16

Federal regulations require the university to set annual placement goals designed to correct the underutilization in any job group identified as underutilizing minorities and/or women. The AA Planner software used to generate availability data for the university also creates a table that identifies goals for job groups showing underutilization.

The availabilities of women and minorities in each job group, expressed as percentages of the total number of available and qualified people in each job group, are adopted as this year's hiring goals for women and minorities at UW-La Crosse. These availability percentages are taken from Table 4 in the previous section.

Table 5 carries the process one step further. For each job group where underutilization exists, and which therefore has a placement goal for this year, Table 5 lists the additional number of women or minorities who would need to be employed to attain the percentage goal. This is determined by calculating the total number of minorities or women that would need to be employed in the job group, and subtracting the number of minorities or women currently employed in that job group, which is listed in the "participation" column. This final number is listed in the rightmost column of Table 5.

Example: (See Table 5 on the following page.) In job group 21, middle management, the current placement goal for women is 58.3%, based on their availability. Since there are 53 employees in that job grouping, this would equate to a goal of 30 women. Since 24 females are currently employed in this job group, six more would be needed to achieve the goal for the job group.

In the same job group, the placement goal for minorities is 20.3% based on availability, which would equal 10 out of the 53 employees in that job group. There are currently five minorities employed in that job group, so five more would be needed to achieve the goal.

The goals expressed as whole numbers in the rightmost column of Table 5 assume that the total number of employees in each job group remain constant. Thus, for practical purposes, if that many additional minorities or women were brought into the department through replacement of current employees, the goal would be met. On the other hand, if the total number of people employed in a given job group were to increase, that would likely result in an increase in the number of women and minorities needed to meet the availability percentages for that job group. Nevertheless, the numerical goals listed in the rightmost column have value in helping to interpret the percentage goals, since there is considerable variation in the sizes of job groups. Thus, a large job group with an apparently small gap between incumbency and availability may still have a large placement goal in terms of numbers of employees. Conversely, a small job group with a large-seeming gap between incumbency and availability may nevertheless be able to meet its goal through the hiring of just one or two additional minorities or women.

The UW System decision to use collegiate, rather than departmental, job groupings for faculty—on the premise that larger units are necessary to produce statistical validity—makes it more challenging to identify specific academic departments where women and minorities are underutilized.

The establishment of a placement goal is in no way meant to imply discrimination or improper conduct of any kind. Rather, the establishment of a placement goal is solely designed to prompt good faith efforts to eliminate barriers to the recruitment and hiring of minorities and women in the university workforce at percentages comparable to the percentages of minorities and women in the relevant population of available and qualified people in their respective job groups.

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. For 2013, UW-La Crosse has aggregate placement goals of 43 women (down from 46 last year) and 53 minorities (up from 51 last year) across all job groups.

**Table 5: 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	60	3.3%	2	5.8%	1
02-TECHNICIANS	MINORITY	46	2.2%	1	5.7%	1
02-TECHNICIANS	FEMALE	46	54.3%	25	56.6%	1
03-LIB/SR CLERICAL	MINORITY	82	2.4%	2	4.7%	1
03-LIB/SR CLERICAL	FEMALE	82	87.8%	72	89.5%	1
04-GENERAL CLERICAL	MINORITY	34	0.0%	0	4.9%	1
04-GENERAL CLERICAL	FEMALE	34	88.2%	30	94.9%	2
06-MECH/RPRS	MINORITY	27	0.0%	0	5.2%	1
07-MAT/SKLFD	MINORITY	15	0.0%	0	9.1%	1
07-MAT/SKLFD	FEMALE	15	13.3%	2	31.6%	2
08-UNSKILLED	FEMALE	81	18.5%	15	28.7%	8
20-SENIOR ADMIN	FEMALE	10	40.0%	4	59.0%	1
21-MID MGMT	MINORITY	53	9.4%	5	20.3%	5
21-MID MGMT	FEMALE	53	45.3%	24	58.3%	6
22-RES/HLTH	MINORITY	10	0.0%	0	23.2%	2
23-ST SPT SRV	MINORITY	87	14.9%	13	20.5%	4
23-ST SPT SRV	FEMALE	87	52.9%	46	63.2%	8
24-OTHER PROF	MINORITY	106	3.8%	4	19.7%	16
44-IAS-SAH	MINORITY	78	1.3%	1	5.2%	3
50-FAC:BUS ADMIN	MINORITY	47	21.3%	10	30.4%	4
50-FAC:BUS ADMIN	FEMALE	47	34.0%	16	39.4%	2
53-FAC-LIBERAL STUDIES	MINORITY	154	16.9%	26	21.0%	6
53-FAC-LIBERAL STUDIES	FEMALE	154	54.6%	84	58.2%	5
54-FAC:SAH	MINORITY	144	15.3%	22	20.1%	6
54-FAC:SAH	FEMALE	144	37.5%	54	42.2%	6
55-FAC-LIBRARY	MINORITY	8	0.0%	0	18.8%	1
55-FAC-LIBRARY	FEMALE	8	50.0%	4	67.5%	1

**Table 5: Supporting Data**

**Annual Placement Goals**

2013 AAP Plan  
12/05/2012

Job Group	Placement Goals (%)							
	Female	Minority	Black	Hisp	Asian	AmInd	NHOP1	Two+
001 ADMIN/SPT	-	5.78	-	-	-	-	-	-
002 TECHNICIANS	56.63	5.74	-	-	-	-	-	-
003 LIB/SR CLERICAL	89.52	4.70	2.07	-	-	-	-	-
004 GENERAL CLERICAL	94.88	4.91	-	-	-	-	-	-
005 CONSTRUCTION	-	-	-	-	-	-	-	-
006 MECH/RPRS	-	5.19	-	-	-	-	-	-
007 MAT/SKLFD	31.63	9.10	-	-	-	-	-	-
008 UNSKILLED	28.68	-	5.73	3.82	-	-	-	-
020 SR ADMIN	59.03	-	-	-	-	-	-	-
021 MID MGMT	58.34	20.27	10.76	5.51	-	-	-	-
022 RES/HLTH	-	23.18	-	-	9.56	-	-	-
023 ST SPT SRV	63.19	20.47	10.16	5.85	-	-	-	-
024 OTHER PROF	-	19.72	8.60	5.63	3.50	-	-	-
040 IAS:BUSINESS ADMINISTRATION	-	-	-	-	-	-	-	-
043 IAS:LIBERAL STUDIES	-	-	-	-	-	-	-	-
044 IAS:SCIENCE & HEALTH	-	5.20	-	-	2.65	-	-	-
050 FAC:BUSINESS ADMINISTRATION	39.40	30.40	-	-	-	-	-	-
053 FAC:LIBERAL STUDIES	58.20	21.00	-	-	-	-	-	-

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

**Table 5: Supporting Data (continued)**

**Annual Placement Goals**

2013 AAPlan  
12/05/2012

Job Group	Placement Goals (%)							
	Female	Minority	Black	Hisp	Asian	AmInd	NHOPI	Two+
054 FAC:SCIENCE & HEALTH	42.20	20.10	-	-	-	-	-	-
055 FAC:LIBRARY	67.50	18.80	-	-	-	-	-	-
119 CHANCELLORS	-	-	-	-	-	-	-	-

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

## VIII. PROGRESS TOWARD LAST YEAR'S GOALS

41 C.F.R. § 60-140(c)

This section identifies progress toward goals established in last year's Affirmative Action Program for the hiring of women and minorities in job groups where availability and utilization data reflected that they were underrepresented at UW-La Crosse. Progress toward meeting last year's goals is measured by examining the numbers of women and minorities employed this year as compared to last year, and comparing the change in those numbers to the placement goals set in last year's Affirmative Action Program

Before examining the data in tabular and narrative formats, it is appropriate to underscore the need for caution in interpreting Table 6. Most job groups are analyzed on a campuswide basis, such that all individuals in a job group are analyzed as a single group regardless of the department or division in which they may work. The faculty and instructional academic staff job groups, however, are subdivided according to college (e.g. Liberal Studies, Science and Health, Business Administration) for the purposes of this analysis.

In Table 6, the first three columns show the numbers of minorities, women and total employees in each job group on November 1, 2011. The next four columns show the percentage goals identified in last year's program for those job groups where minorities and women were underutilized, followed by the actual number of placements needed to meet that goal. The final three columns show the number of "placements," i.e., new hires or promotions within each job group, using incumbency data for November 1, 2012. 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 program period. It is also important to remember that every "placement" does not necessarily reflect one additional employee, because minority women are counted in both categories.

In the rightmost two columns, some entries are shaded. These represent those categories in which there was no placement goal set last year. Despite that fact, the net change in employment of women and minorities in these categories is important to document as it affects the total net placements in the bottom row.

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 (indicated in Table 6 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 through local or regional searches, as opposed to national searches. Thus, despite good faith efforts, some of the goals were not attained in the past year. However, as many current faculty and staff approach retirement, there will be substantial opportunity to increase diversity within certain job groups in future years. This is discussed in more depth in Section IX.

**Table 6: Progress Toward Last Year's Goals**  
41 C.F.R. § 60-140(c)

Job Group	Incumbents on 11/1/11			2011-2012 AAP Annual Goals		2011-2012 AAP Annual Goals		Placements as of 10/31/12		
	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	0	34	5.6%		3		(1)	2	(4)
02 Technicians	46	3	24		56.0%		1	0	(2)	1
03 Lib/Sr Clerical	80	1	72	5.6%		3		2	1	0
04 Gen Clerical	32	0	28	4.8%	95.0%	1	2	2	0	2
05 Construction	10	0	0					0	0	0
06 Mech/Rprs	27	0	1	4.8%		1		0	0	0
07 Mat/Sklfd	14	0	1	8.9%	32.8%	1	3	1	0	1
08 Unskilled	77	16	17		28.7%		5	4	(1)	(2)
20 Senior Admin	10	2	4		59.2%		1	0	0	0
21 Mid Mgmt	52	4	25	20.2%	58.4%	6	5	1	1	(1)
22 Res/Hlth	10	0	6	21.1%		2		0	0	0
23 St Spt Srv	79	12	40	20.4%	62.8%	4	9	8	1	6
24 Other Prof	105	4	66	19.7%		16		1	0	(2)
40 IAS: BUS ADMIN	22	4	11					0	(2)	2
43 IAS: LS	106	9	58					(3)	2	0
44 IAS: SAH	83	1	48	5.2%		3		(5)	0	2
50 FAC: BUS ADMIN	37	9	13	29.5%	38.6%	1	1	10	1	3
53 FAC: LS	148	25	79	20.8%	58.2%	5	7	6	1	5
54 FAC: SAH	131	19	46	18.2%	43.7%	4	11	13	3	8
55 FAC: LIBRARY	7	0	3	22.9%	64.3%	1	1	1	0	1
119 Chancellors	1	0	0					--	--	--
<b>TOTALS</b>	<b>1138</b>	<b>109</b>	<b>576</b>					40	7	22

**IX. IDENTIFICATION OF PROBLEM AREAS AND CORRECTION OF DEFICIENCIES**

41 C.F.R. § 60-2.17(b)

This section consists of a self-assessment of the university’s workforce and personnel practices, including the following elements:

- Description of job groups in which minorities and/or females are underutilized.
- 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.)

The term “problem areas” is used in this document solely for consistency with the language used in federal regulations, and is in no way intended to suggest willful discrimination, bad faith, or any other form of impropriety in the actions of any university division, college, or department.

**Job groups in which minorities and/or females are underutilized**

Table 3: Job Group Analysis Summary, and Table 4: Incumbency vs. Estimated Availability, which appear in Section VII of this program, indicate underutilization in 17 of the 20 job groups examined:

<b>Job Group</b>	<b>Underutilized Populations</b>	
001 Administration/Support	Minority	
002 Technicians	Minority	Female
003 Library/Senior Clerical	Minority	Female
004 General Clerical	Minority	Female
006 Mechanical/Repairers	Minority	
007 Material/Skilled Food Handlers	Minority	Female
008 Unskilled		Female
020 Senior Administration		Female
021 Mid-Management	Minority	Female
022 Research/Health	Minority	
023 Student Support Services	Minority	Female
024 Other Professionals	Minority	
044 IAS: Science and Health	Minority	
050 FAC: Business Administration	Minority	Female
053 FAC: Liberal Studies	Minority	Female
054 FAC: Science and Health	Minority	Female
055 FAC: Library	Minority	Female

The above chart does not indicate underutilization in job groups where the degree of underutilization was very slight (the equivalent of less than one “whole person,” based on the number of people employed in that group) and therefore did not warrant an affirmative action goal. Summary underutilization

conclusions are reported in Table 4. In the remaining 17 job groups, AA Planner generated affirmative action goals, which are identified in Table 5.

### **Past Goal Progress**

In Section VIII, progress toward last year's goals is 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 2012 Affirmative Action Program, a comparison of incumbency data on 11/1/11 and 11/1/12, showed women and/or minority placements (hires or promotions) in 11 of the job groups.

Across all of the job groups examined, there was net gain of 40 employees, with net gains of seven minority and twenty-two women employees.

As discussed more fully below, UW-La Crosse 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 director of affirmative action 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 director of affirmative action may ask the department or unit to extend the application deadline, increase the scope of their advertising, or in rare cases, cancel the search and begin anew.

Similarly, if the applicant pool is sufficiently diverse, but the search committee does not request authorization to interview any minority or female candidates, the director of affirmative action may contact the dean, the chair and/or other members of the committee to determine whether there is any identifiable reason why no minority and/or female candidates advanced through the screening process. If the explanations are satisfactory, the director of affirmative action may approve the selected group of finalists. If, however, qualified women and/or minorities were inappropriately eliminated in the screening process, the director of affirmative action 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. In cases where the budget for the search limited the number of finalists, artificially suppressing the diversity of the finalist pool, efforts may be made to secure funding to allow for an additional qualified finalist to be brought to campus for an interview.

### **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 included participation in the search and screen process, which requires approval of the director of affirmative action at four separate stages:

- The initial meeting with each search and screen committee;
- Approval of search and screen procedures, position description, ad text, selection criteria, interview and reference questions;
- Approval of applicants to be interviewed on campus; and
- Approval to extend an offer to hire.

In addition, the Office of Affirmative Action advises search and screen committees throughout the recruitment process; compiles data and writes the Affirmative Action Programs; and receives and investigates discrimination and sexual harassment complaints. The director of affirmative action meets regularly with the director of human resources and the associate dean for campus climate and diversity, as well as the chancellor and other relevant campus leaders, to discuss issues related to affirmative action, equal employment opportunity, equity, diversity, and inclusion.

**2. Recruitment efforts:** Each time a search is initiated, the hiring unit must submit a Recruitment Efforts Plan to the director of affirmative action 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 online 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 for unlimited job postings on HigherEdJobs.com and continues to be an active member of the Upper Midwest Higher Education Recruitment Consortium (HERC) which allows the posting of vacancies on their website. The Office of Affirmative Action 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.

**3. Visibility of the Office:** The director of affirmative action is visible and integrally involved in campus decision-making. The director of affirmative action meets at least once with every search and screen committee for unclassified staff positions and is available for further consultation as needed. In addition, the director of affirmative action assumes a leadership role in engaging the campus in on-going dialogue regarding the meaning and importance of affirmative action and the value of diversity. The director of affirmative action reports directly to the chancellor, which provides opportunities to raise affirmative action and diversity concerns before policy decisions are made.

The director of affirmative action conducts and collaborates on training in a variety of areas, e.g., sexual harassment, accommodation of disabilities, and development of recruitment strategies. In addition, the director of affirmative action increases campus awareness of affirmative action and sexual harassment issues through classroom and guest speaker presentations.

**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-La Crosse sent paper EEO forms to candidates by mail. The average rate of return campuswide was between 50 and 60 percent. 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-La Crosse classified staff to attend professional development opportunities elsewhere.

The problem of inadequate advancement opportunities for classified staff is not just a concern at UW-La Crosse; 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 and 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 Office of Affirmative Action. While this may indicate that sexual harassment rarely occurs at UW-La Crosse, it is possible that concerns are being addressed in other offices (e.g., Dean of Students, Counseling and Testing, Campus Climate, Residence Life, or the offices of department chairs, deans or unit heads), or that some 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-La Crosse. Without better tracking of retention and promotion decisions and without compiling better exit interview data, moreover, it is difficult to know the extent to which sexual harassment or other forms of discrimination contribute to a hostile climate for women that in the long run may have an affect on women's advancement and/or retention at UW-La Crosse.

**9. Campus committees:** As indicated in Section IV (Responsibilities for Implementation of the AA Program), the director of affirmative action 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, 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-La Crosse 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 director of affirmative action in collecting and analyzing data for various system reports; and in advising the director of affirmative action 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 VIII, Progress Toward Last Year's Goals.

## X. DEVELOPMENT AND EXECUTION OF ACTION-ORIENTED PROGRAMS

41 C.F.R. § 60-2.17(c)

The previous section of this program 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 Office of Affirmative Action is committed to continuing an aggressive and innovative recruitment program by identifying better resource materials and sharing them with search and 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 and 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/affirmativeaction/>.

The Office of Affirmative Action works closely with search and screen committees in their recruitment efforts. Specifically, the director of affirmative action continues to:

- meet with every search and screen committee prior to the commencement of a search. For the period July 1, 2011-June 30, 2012, the director of affirmative action met with 313 individuals serving on 55 search and 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-La Crosse to make presentations or to participate in university programs before they enter the job market.

In addition, the Office of Affirmative Action 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 refinement of the recruitment process:** As in previous years, the Office of Affirmative Action has worked closely with Human Resources to further refine 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 reflected chronic underutilization, and/or 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 director of affirmative action should work with the appropriate individuals to change or alter those practices.

**5. Exit interviews:** The director of affirmative action 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 director of affirmative action 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 coordinated among the offices of Affirmative Action, Campus Climate and Diversity, Disability Resource Services, and Human Resources. The UW System Office of Legal Counsel also provides campus training on a variety of issues. A link to staff training resources is located on the affirmative action website: <http://www.uwlax.edu/affirmativeaction>. Topics currently include

sexual harassment, sexual assault, disability accommodation and access, violence prevention, and diversity, with more topics being developed.

**7. Campus Climate and Diversity:** The Associate Dean for Campus Climate and Diversity coordinates and provides 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-La Crosse employees. The director of affirmative action meets regularly with the associate dean for campus climate and 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 director of affirmative action 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, [www.uwlax.edu/affirmativeaction](http://www.uwlax.edu/affirmativeaction), includes the following content: a welcome statement by the director of affirmative action; UW System and UW-La Crosse affirmative action and sexual harassment policies and procedures, including complaint forms; the most recent Affirmative Action Program (without appendices); recruitment and diversity related resources; and links to staff training and to 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 guiding principle of Inclusive Excellence is that institutions must intentionally integrate their diversity and inclusion efforts into the core aspects of their operations throughout all divisions and components of the institution.

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

## 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-La Crosse has been using the PeopleAdmin web-based recruitment management software for the hiring of faculty and academic staff. User guides, forms, templates, samples, interviewing tools and other helpful information for search and screen committees can be found on the HR website: <http://www.uwlax.edu/hr/employment/PeopleAdmin.htm>. This software has not only streamlined the recruitment process, it has allowed for greater affirmative action oversight capability to ensure compliance, access, and equal employment opportunity.

The steps of the recruitment process, and the involvement of the director of affirmative action at various steps in that process, is described in detail elsewhere in this document, including Sections III and X. Once a position is posted, the director of affirmative action can easily monitor the search, reviewing applicant pools and individual files. The director's 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 director 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 one hundred percent 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 Program. 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 Director of affirmative action 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 director of affirmative action 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 to the Campus Connection, the UW-La Crosse 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. Results of the 2013 Campus Climate Survey will be incorporated in to the 2014 version of this document.

The university has developed an online Hate Incident Form to report actions of intolerance directed toward members of the campus community. Reports submitted using this form are reviewed by the Hate Response Team, which includes representatives from various offices including affirmative action, to determine appropriate responses and develop ideas for future training.

The university is also exploring 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 working to foster an inclusive environment and providing excellent customer service. By monitoring our successes, 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-La Crosse.

**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 director of affirmative action has made numerous public presentations. In addition, the director of affirmative action gives guest lectures at meetings of student organizations and in university classes. Finally, the director of affirmative action 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-La Crosse 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-La Crosse 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-La Crosse 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-La Crosse 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 campuswide 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-La Crosse 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-La Crosse and to make recommendations to resolve problems so identified. The Council is comprised of women faculty, academic staff, classified staff, and students. The director of affirmative action, 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. The steering committee includes elected representatives from each group. 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-La Crosse (<http://www.uwlax.edu/wgss/WomenFac.htm>).

To facilitate the ability of students graduating with majors or minors in women’s studies 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 can also opt to perform community service projects related to women’s issues, e.g., volunteering in the local shelter for survivors of domestic violence 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:** The Office of International Education (OIE) is responsible for a variety of international programs of the university including international student recruitment and admissions, advising and support services for enrolled international students, student exchange and study abroad programs for UW-L students, faculty development in international education, and visiting scholar services. OIE plays an important role in enhancing cultural awareness and diversity at UW-L.

**Other Community Outreach Activities:** Many campus organizations, units, and individuals work collaboratively to organize public lectures, social gatherings, and community outreach activities that support the goals of affirmative action, equal opportunity, diversity and inclusion. These include events whose thematic or substantive focus is on individuals and communities who identify as African American, Hispanic or Latino/a, Asian (including Hmong), Native American, women, LGBTQ, members of religious minority groups, individuals with disabilities, multiple intersections of these identities, as well as events focused more broadly on issues of equity, diversity, inclusion, privilege, and cross-cultural understanding.

MUFASO, the Multicultural Faculty and Staff Organization, serves as a support network to assist minority employees in their professional and social development within the UW-La Crosse campus and local community. MUFASO was founded in 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-La Crosse. Consistent with Board of Regents policy, students receive first priority in placing their children at the center, with remaining spaces made available to faculty and staff.

## **XIV. COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES**

### **41 C.F.R. § 60-20**

The University of Wisconsin-La Crosse seeks to comply with the letter and spirit of all relevant federal and state statutes and 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-La Crosse 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-La Crosse 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.

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-La Crosse "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-La Crosse.

#### **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, Dissemination of Policy. UW-La Crosse 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, Americans with Disabilities Act (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 Program 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-La Crosse “Americans with Disabilities Self-Study Report” (submitted on January 20, 1993) appears in Appendix L.

### XVII. SUMMARY BY CATEGORY OF EMPLOYEE

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

<b>Category of Employee</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Minority</b>
Classified Staff (Job Groups 001-008)	355	180 (50.7%)	175 (49.3%)	20 (5.6%)
Academic Staff (Job Groups 020-044)	469	204 (43.5%)	265 (56.5%)	38 (8.1%)
Faculty (Job Groups 050-055)	353	195 (55.2%)	158 (44.8%)	58 (16.4%)
Chancellor (Job Group 119)	1	1 (100%)	0 (0%)	0 (0%)
<b>Totals</b>	<b>1178</b>	<b>580 (49.2%)</b>	<b>598 (50.8%)</b>	<b>116 (9.8%)</b>