
State of Minnesota

Metropolitan State University

2018-2020 Affirmative Action Plan

**Metropolitan State University
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As requested by Minnesota Statute 3.197: This report cost approximately **\$4600** to prepare, including staff time, printing and mailing expenses.

Upon request, this material will be made available in an alternative format such as large print, Braille or audio recording. Printed on recycled paper.

Table of Contents

Executive Summary.....	3
Organizational Profile (Brief Overview).....	4
Statement of Commitment.....	5
Individuals Responsible for Directing/Implementing the Affirmative Action Plan.....	6
A. President.....	6
B. Affirmative Action Office.....	7
C. Affirmative Action Officer Designee(s).....	8
D. Human Resources Director or Designee(s).....	9
E. Americans with Disabilities Act Title I Coordinator.....	10
F. Americans with Disabilities Act Title II Coordinator.....	12
G. (Diversity) Recruitment Coordinator.....	13
H. Senior Managers and Faculty Executive Team Leaders.....	14
I. All Employees.....	15
Communication of the Affirmative Action Plan.....	15
Internal Methods of Communication.....	15
External Methods of Communication.....	16
Underutilization Analysis and Affirmative Action Goals.....	17
Availability:.....	19
Separation and Retention Analysis by Protected Groups.....	20
Women.....	22
Minorities.....	22
Individuals with Disabilities.....	23
Veterans.....	22
Program Objectives, Identified Barriers, and Corrective Action to Eliminate Barriers.....	23
Program Objectives.....	29
Methods of Auditing, Evaluating, and Reporting Program Success.....	39
Pre-Employment Review Procedure/Monitoring the Hiring Process	39
Appendix:	
A. Metropolitan State’s Equal Opportunity and Non-discrimination in Employment and Education Policy.....	40
B. Metropolitan State’s Report/Complaint of Discrimination/Harassment Investigation and Resolution Procedure.....	45
C. Statewide ADA Reasonable Accommodation Policy Statewide HR/LR Policy #1433: ADA Reasonable Accommodation Policy.....	58
D. Evacuation Procedure for Individuals with Disabilities or Otherwise in Need of Assistance....	71
E. Underutilization Worksheet.....	76
F. Separations Data Worksheet.....	78

Executive Summary

This Affirmative Action Plan meets the requirements as set forth in statute, in Administrative Rule, and by Minnesota Management and Budget, and contains affirmative action goals and timetables, as well as reasonable and sufficiently assertive hiring and retention methods for achieving these goals. This Affirmative Action Review revealed underutilization of the following protected group(s) in the following job categories Table 1: Underutilization Analysis of Protected Groups:

Job Categories	Women	Native American and Racial/Ethnic Minorities	Individuals with Disabilities	Veterans
Officials & Administrators	**	**	**	**
Education Administrators	1	1	**	1
Professionals	**	**	**	8
Faculty	**	**	6	13
Community Faculty	**	10	8	10
Office Clerical	**	**	**	6
Technicians	**	**	**	1
Skilled Craft	**	**	**	**
Service Maintenance	1	**	**	**
Paraprofessionals	5	1	**	3

Information about how to obtain or view a copy of this Plan will be provided to every employee of the university. Our intention is to make every employee aware of Metropolitan State University's commitments to affirmative action and equal employment opportunity. The Plan will also be posted on the Metropolitan State University's website and maintained in the Equity, Inclusion and Affirmative Action Office located in Suite FH315, 700 East Seventh, Street, St. Paul, Minnesota 55106-5000.

Affirmative Action Officer:  Date Signed: 7-31-18

Human Resources Director:  Date Signed: 7-31-18

President:  Date Signed: 7-31-18

Organizational Profile

Metropolitan State University began its operations in 1971, and for 48 years it has been committed to meeting the higher education needs of people in the seven-county Minneapolis–Saint Paul region who are under-served by conventional higher education providers. We are fully-accredited, by the Higher Learning Commission, a comprehensive university, and a member of the Minnesota State system of colleges and universities. Metropolitan State’s many community partnerships include community-based internships, law enforcement and social work practica, and other partnerships with local schools, businesses, and counties. The university's nursing program has developed the first community health clinic in Minnesota managed by nurse practitioners. We continue to gain recognition for the innovative ways in which we address the changing needs of the metropolitan region. The university's 46,115 alumni include leaders in business, finance, health care, and public service. They offer clear evidence of the quality of the educational programs and services provided by the university.

Metropolitan State is committed to academic excellence and civic engagement through curriculum, teaching, scholarship, and services that express our urban mission. The faculty, staff, and students of Metropolitan State reflect our region’s rich diversity, work hard to nurture a culturally competent and anti-racist learning community, and strive to embody the following values in all of our endeavors:

- **Excellence**
- **Engagement**
- **Diversity and inclusion**
- **Open, respectful climate**
- **Integrity.**

The university’s future is founded on providing accessible, high-quality liberal arts, professional, and graduate education to the citizens and communities of our metropolitan region, with continued attention to the needs of underserved groups, including adults, Native Americans and communities of color, to enable students from all backgrounds to achieve their educational and life goals.

Statement of Commitment

This statement reaffirms Metropolitan State University's commitment to Minnesota's statewide affirmative action efforts and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws.

I affirm my personal and official support of these policies which provide that:

- No individual shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in programs, services, and activities, or subject to harassment, on the basis of race, sex (including pregnancy), color, creed, religion, age, national origin, sexual orientation, gender expression, gender identity, disability, marital status, familial status, status with regard to public assistance, or membership or activity in a local human rights commission.
- The prohibition of discrimination on the basis of sex precludes sexual harassment, gender-based harassment, and harassment based on pregnancy.
- This university is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include, but are not limited to the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to employees and applicants with disabilities.
- This university will continue to actively promote a program of affirmative action, wherever minorities, women, and individuals with disabilities are underrepresented in the workforce, and work to retain all qualified, talented employees, including protected group employees.
- This university will evaluate its efforts, including those of its directors, managers, and supervisors, in promoting equal opportunity and achieving affirmative action objectives contained herein. In addition, this university will expect all employees to perform their job duties in a manner that promotes equal opportunity for all.

It is the university's policy to provide an employment environment free of any form of discriminatory harassment as prohibited by federal, state, and local human rights laws. I strongly encourage suggestions as to how we may improve. We strive to provide equal employment opportunities and the best possible service to all Minnesotans.

President: Virginia Arthur Date Signed: 7-31-18

Individuals Responsible for Directing/Implementing the Affirmative Action Plan

A. President

Responsibilities

The President is responsible for establishing an Affirmative Action Program, including goals, timetables and compliance with all federal and state laws and regulations. The President, through the Commissioner of Minnesota Management & Budget (MMB), will report annually to the Governor and the Legislature the university's progress in meeting its affirmative action goals and objectives.

Duties

The duties of the President shall include, but not be limited to, the following:

- Appoint the Affirmative Action Officer or designee and include accountability for the administration of the university's Affirmative Action Plan in his or her position description.
- Take action, if needed, on complaints of discrimination and discriminatory harassment.
- Issue a statement affirming the department's commitment to affirmative action and equal employment opportunity, and ensure that such a statement is disseminated to all employees.
- Make such decisions and changes in policies, procedures or physical accommodations as may be needed to implement effective affirmative action in the university.
- Actively promote equal employment opportunity and incorporate diversity and inclusion principles in annual business plans, strategic plan, and university's mission.
- Report annually to the Governor and the Legislature through the Commissioner of MMB the department's progress in affirmative action.
- Notify all contractors and sub-contractors with the department of their affirmative action responsibilities.
- Actively promote the enforcement of equal employment opportunity in affirmative and non-affirmative hiring decisions reviewed in the hiring process.
- Require that all university directors, managers, and supervisors include responsibility statements for the supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in their position descriptions and annual objectives.

Accountability

The President is accountable directly to the Governor and indirectly to the Commissioner of MMB for affirmative action matters.

Name of individual(s) responsible

Name: Virginia Arthur

Email: ginny.arthur@metrostate.edu

Title: President

Phone: 651-793-1900

B. Affirmative Action Officer

Responsibilities

The Affirmative Action Officer is directly responsible for developing, coordinating, implementing and monitoring the department's affirmative action program.

Duties

The duties of the Affirmative Action Manager shall include, but not be limited to, the following:

- Develop and administer the university's Affirmative Action Plan.
- Develop and set university-wide affirmative action hiring goals.
- Monitor university compliance and fulfill all affirmative action reporting requirements.
- Disseminate the affirmative action policy to employees in the university.
- Inform the President on progress in affirmative action and equal opportunity and report potential concerns.
- Act as the affirmative action liaison between the university, MMB, and the Governor's Office.
- Determine the need for affirmative action training within the university and initiate the development of such training programs with the assistance of internal and external resources, as necessary.
- Review and recommend changes in policies, procedures, programs and physical accommodations to facilitate affirmative action and equal opportunity.
- Develop innovative programs to attract and retain protected group members in the university.
- Support and participate in the recruitment of protected class persons for employment, promotion and training opportunities.
- Manage the university's pre-hire review process.
- Review requests for non-affirmative non-justified hires in the Monitoring the Hiring process and refer unresolved issues to the President for final decision.
- Ensure supervisors and managers are making affirmative efforts to recruit and retain protected group candidates and employees.
- Maintain records of requests for reasonable accommodations.
- Oversee the administration of the university diversity recruitment program.

Accountability

The Affirmative Action Officer is accountable to the President for program impacts and for ongoing program activities and direction. The Affirmative Action Manager oversees Limited English Program.

Name of individual(s) responsible

Name: Craig Morris

Email: craig.morris@metrostate.edu

Title: Director - Equity, Inclusion and Affirmative Action

Phone: 651-793-1272

C. Affirmative Action Officer Designee(s)

Responsibilities

The designees are responsible for the implementation of the department's Affirmative Action Plan at their facility/work location. Each designee is directly accountable to the university's Affirmative Action Officer for matters relating to affirmative action.

Duties

- Fulfill all affirmative action reporting requirements by submitting standard quarterly reports.
- Ensure dissemination of all relevant affirmative action information to appropriate staff.
- Serve as ex-officio member of the Employee Resource Group (ERG) diversity committee at their work location.
- Serve as a member of the department-wide Affirmative Action Officers Committee.
- Determine the need for diversity training and recommend training at their respective work location.
- Review policies, procedures, and practices and to recommend changes to the Affirmative Action Manager.
- Serve as ex-officio member of the recruitment team at their work locations.

Accountability

These responsibilities are currently assigned to the Director for Equity, Inclusion and Affirmative Action.

Name of individual(s) responsible

Name: Craig Morris

Title: Director - Equity, Inclusion and AA

Email:

Phone: 651-793-1272

D. Human Resources Director or Designee(s)

Responsibilities

The Human Resources Office is responsible for ensuring equitable and uniform administration of all personnel policies. Human Resources Directors are responsible for ensuring timely responses to all Americans with Disabilities Act (ADA) requests for accommodations to remove barriers to equal employment opportunity with the university, assisting managers and supervisors in human resources management activities.

Staff within Human Resources who work on affirmative action and diversity issues are accountable to the Human Resources Director or designee.

Duties

The duties of Human Resources shall include, but not be limited to, the following:

- Maintain effective working relationships with university affirmative action officers and designees.
- Provide leadership to HR staff and others to ensure personnel decision-making processes adhere to equal opportunity and affirmative action principles.
- Provide guidance in the development and utilization of selection criteria to ensure they are objective, uniform, and job related.
- Assist in recruitment and retention of protected class persons and notify managers and supervisors of existing disparities
- Ensure an Affirmative Action Pre-hire Review process is implemented and followed by hiring managers and supervisors by working effectively with the affirmative action officer.
- Initiate and report on specific program objectives contained in the affirmative action plan;
- Ensure that the reasonable accommodation process is implemented and followed for all employees and applicants in need of reasonable accommodation.
- Assist supervisors, managers and the Affirmative Action Officer in affirmative recruitment of protected group members through career and job fairs and other recruitment efforts, as well as in selection and retention of protected group members.
- Assist supervisors, managers, affirmative action officers, and human resources staff in the intentional creation of Supported worker positions that assist in reduction of university costs by diverting supportive employment duties from higher skilled workers to a supported worker position and thus improve employee morale and retention of individuals with disabilities in integrated employment.

- Request recruitment assistance from MMB’s Statewide Director of Diversity Recruitment and Retention in the diversity recruitment and retention of protected group members in hard to fill or executive level positions.
- Include responsibility statements for affirmative action/equal employment opportunity in position descriptions and annual performance objectives.
- Oversee the administration of the Americans with Disabilities Act Title I and Title II.
- Receive requests for ADA accommodations and work with appropriate supervisors, unions, etc. to approve or deny the request, or provide alternative accommodations.
- Maintain records of requests for reasonable accommodations.

Accountability

Human resources staff are accountable to the Human Resource Directors or designees. Additionally, Human Resources Department ensures that aggregate data and trends of complaints of illegal discrimination in hiring are provided and shared with the Affirmative Action Manager on a quarterly basis.

Name of individual(s) responsible

Name: Deb Gehrke

Email: deb.gehrke@metrostate.edu

Title: Chief Human Resource Officer

Phone: 651-793-1278

E. Americans with Disabilities Act Title I Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title I Coordinator is responsible for the oversight of the university’s compliance with the ADA Title I – Employment, in accordance with the ADA - as amended and the Minnesota Human Rights Act.

Duties:

The duties of the ADA Title I Coordinator shall include, but are not limited to, the following:

- Provide guidance, coordination, and direction to university management with regard to the ADA in the development and implementation of university policy, procedures, and practices to ensure university employment practices and programs are accessible and nondiscriminatory.

- Provide training, technical guidance, and consultation to university management and staff on compliance and best practices with regard to hiring and retention of individuals with disabilities as well as the provision of reasonable accommodations to employees and job applicants.
- Track and facilitate requests for reasonable accommodations for job applicants and employees, as well as members of the public accessing university services, and report reasonable accommodations annually to MMB.
- Research case law rules and regulation and update Human Resources Directors on evolving ADA issues. Meet bi-annually with ADA Coordinators and provide updates on ADA.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Assist the Affirmative Action Manager in designing and delivering specific ADA training for targeted groups.
- Submit reasonable accommodation reimbursement under the guidelines of the statewide accommodation fund.
- Provide reasonable accommodations to qualified individuals (as defined by ADA) with known physical or mental disabilities, to enable them to compete in the selection process or to perform the essential functions of the job and/or enjoy equal benefits and privileges. The ADA coordinator and the regional human resources director (RHRD) who also serves as the regional ADA coordinator, in consultation with the employee and supervisor, and other individuals who may need to be involved must:
 - Discuss the purpose and essential functions of the particular job and complete a step-by-step job analysis;
 - Determine the precise job-related limitations;
 - Identify the potential accommodations and assess the effectiveness each would have in allowing the employee to perform the essential functions of the job; and
 - After discussion and review, select and implement the accommodations that are appropriate for both the employee and the employer using the Reasonable Accommodation Agreement.

Accountability:

The ADA Title 1 Coordinator is accountable to **the President**.

Name of individual(s) responsible

Name: Deb Gehrke

Email: deb.gehrke@metrostate.edu

Title: Chief Human Resource Officer

Phone: 651-793-1278

F. Americans with Disabilities Act Title II Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title II Coordinator is responsible for the oversight of the university's compliance with the ADA Title II – Public Services, in accordance with the ADA - as amended and the Minnesota Human Rights Act.

Duties:

The duties of the ADA Title II Coordinator shall include, but not limited to, the following:

- Provide guidance, coordination, and direction to university management with regard to the ADA in the development and implementation of university policy, procedures, and practices to ensure university services and programs are accessible and nondiscriminatory for the public.
- Provide training, technical guidance, and consultation to the university's management and staff on compliance and best practices with regards and obligations to members of the public with disabilities as well as the provision of reasonable modifications to visitors.
- Track and facilitate requests for reasonable modifications for members of the public accessing university services, and report reasonable modifications annually to MMB.
- Research case law rules and regulation and update Executive team on evolving ADA issues. Meet bi-annually with state ADA Coordinators and learn updates on ADA.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Assist the Affirmative Action Manager in designing and delivering specific ADA training for university employees assisting ADA modifications for the public.
- Provide reasonable modifications to members of the public (as defined by ADA) with known physical or mental disabilities, to ensure equal access and privileges to programming and services. The ADA Title II coordinator in consultation with the member of the public in need of a modification shall:
 - Discuss the purpose and essential functions of a particular reasonable modification;
 - Identify the potential modifications and assess the effectiveness each request.
 - After discussion and review, select and implement the modifications that are appropriate for both the member of the public and the university. This review shall be documented and reported in the State ADA Annual Report.

Accountability:

The ADA Title II Coordinator is accountable to the President.

Name of individual(s) responsible

Name: Deb Gehrke

Title: Chief Human Resource Officer

Email:

Phone: 651-793-1278

G. (Diversity) Recruitment Coordinator

Responsibilities

The Diversity Recruitment Coordinator is responsible for the creation and coordination of the Diversity Recruitment Plan outlined in this document.

Duties

The duties of Diversity Recruitment Coordinator shall include, but not be limited to, the following:

- Identify high need recruitment job areas within the university.
- Communicate the strategic recruitment plan to human resources, the executive team, management, and staff.
- Assist the Affirmative Action Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attaining strategic diversity goals and objectives.
- Maintain relationships with university executive teams, human resources, and management to ascertain the diversity recruitment needs of the department.
- Maintain relationships with community stakeholders, colleges and universities, and workforce centers to continue effective diversity recruitment strategies.
- Maintain active participation in the statewide recruiters group and MNCARRS.

Accountability

The Diversity Recruitment Coordinator function is co-managed by the Director – Equity, Inclusion and Affirmative Action and the Chief Human Resources Officer

Name of individual(s) responsible

Name: Craig Morris

Title: Director - Equity, Inclusion and AA

Email:

Phone: 651-793-1272

Name: Deb Gehrke

Title: Chief Human Resource Officer

Email:

Phone: 651-793-1278

H. Senior Managers and Faculty Executive Team Leaders

Responsibilities

University senior managers and executive team leaders are responsible for implementing all aspects of the university Affirmative Action Plan and the university's commitment to affirmative action and equal opportunity.

Duties

The duties of senior managers and faculty executive team leaders shall include, but not be limited to, the following:

- Identify problem areas and eliminate barriers that inhibit equal employment opportunity within their units and the university.
- Communicate the equal opportunity employment policy and the affirmative action program and plan to all employees assigned to their units.
- Assist the Affirmative Action Officer in conducting periodic audits of hiring and promotion patterns to remove impediments to attaining affirmative action goals and objectives.
- Hold regular discussions with supervisors and employees to ascertain that the university's equal employment opportunity policies are being followed.
- Inform and evaluate managers and supervisors on their equal employment opportunity efforts and results in addition to other job performance criteria.
- Demonstrate and practice a discrimination and harassment free work environment for all employees.

Accountability

Senior managers and executive team leaders are accountable directly to the appropriate Vice President or the President.

Name: Craig Morris

Title: Director - Equity, Inclusion and AA

Email:

Phone: 651-793-1272

Name: Deb Gehrke

Title: Chief Human Resource Officer

Email:

Phone: 651-793-1278

I. All Employees

Responsibilities

All employees are responsible for conducting themselves in accordance with the state of Minnesota's policy of equal employment opportunity by refraining from any actions that would subject any employee to negative treatment on the basis of that individual's race, creed, color, sex (including pregnancy), national origin, age, marital status, familial status, disability, sexual orientation, gender expression, gender identity, reliance on public assistance, membership or activity in a local human rights commission, religion, political opinions, or affiliations. Employees who believe they have been subjected to such discrimination or harassment are encouraged to use the university's complaint procedure.

Duties:

The duties of all employees shall include, but are not limited, to the following:

- Exhibit an attitude of respect, courtesy and cooperation towards fellow employees and the public.
- Refrain from any actions that would adversely affect a coworker on the basis of their race, sex, color, creed, religion, age, national origin, disability, marital status, familial status, status with regard to public assistance, sexual orientation, gender identity, gender expression, or membership or activity in a local human rights commission.

Accountability:

Employees are accountable to their designated supervisor and indirectly to the university's President. Employees are responsible for maintaining an environment free from harassment and discrimination. All employees are responsible for conducting themselves in accordance with the Affirmative Action Plan.

Communication of the Affirmative Action Plan

The following information describes the methods that the university takes to communicate the Affirmative Action Plan to employees and the general public:

Internal Methods of Communication

- A memorandum detailing the location of the Affirmative Action Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the university's leadership or alternatively, the Affirmative Action Officer, to all staff on an annual basis.

- The university's Affirmative Action Plan is available to all employees on the university's internal website at
- Or in print copy to anyone who requests it. As requested, the university will make the plan available in alternative formats.
- A physical copy of the university's Affirmative Action Plan will be available to employees at the following address:

The President's office (Suite 202 New Main) and Suite 315 Founders Hall, 700 East Seventh Street, St. Paul, MN.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.

External Methods of Communication

- The university's Affirmative Action Plan is available on the university's public website at
- Or in print copy to anyone who requests it. As requested, the university will make the plan available in alternative formats.
- The university's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer" and "women, minorities, and individuals with disabilities are encouraged to apply." The university will also ensure a representative ratio of diversity is on all diversity marketing materials.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Locations include:
 1. Main Campus: 700 East Seventh Street, St. Paul, MN.
 2. Minneapolis Campus: 1300 Harmon Place, Minneapolis, MN.
 3. Law Enforcement & Criminal Justice Center: 9110 Brooklyn Blvd, Brooklyn Park, MN.
 4. Midway Center: 1450 Energy Park Drive, St. Paul; 1380 Energy Lane, St. Paul, MN.
- Examples of posters displayed include: Equal Employment Opportunity is the law, Employee Rights under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.
- A physical copy of the university's Affirmative Action Plan will be available to contractors, vendors, and members of the public at the following address:

President's office and Suite 315 Founders Hall, 700 East Seventh Street, St. Paul, MN. 55106-5000

Underutilization Analysis and Affirmative Action Goals

Through the utilization analysis, the university has determined which job categories are underutilized for women, minorities, and individuals with disabilities within the university and has set the following hiring goals for the next two years (Reference Table 2).

Table 2. Underutilization Analysis and Hiring Goals for 2018-2020

The second, third, and fourth columns of this chart show the number of underutilized individuals of each group in each category at this university. The fifth, sixth, and seventh columns show the university's hiring goals for each group in each category.

Job Categories	Underutilization - # of Individuals				Hiring Goals for 2018-2020			
	Women	Native American and Racial/Ethnic Minorities	Persons with Disabilities	Veterans	Women	Native American and Racial/Ethnic Minorities	Persons with Disabilities	Veterans
Officials/ Admin.	**	**	**	**	**	**	**	**
Ed. Admin.	1	1	**	1	1	1	**	1
Professionals	**	**	**	8	**	**	**	5
Faculty	**	**	6	13	**	**	6	6
Community Faculty	**	10	8	10	**	7	6	7
Technicians	**	**	**	1	**	**	**	1
Office Clerical	**	**	**	6	**	**	**	6
Skilled Craft	**	**	**	**	**	**	**	**
Svc. Mtce.	1	**	**	**	1	**	**	**

Job Categories	Underutilization - # of Individuals				Hiring Goals for 2018-2020			
	Women	Native American and Racial/Ethnic Minorities	Persons with Disabilities	Veterans	Women	Native American and Racial/Ethnic Minorities	Persons with Disabilities	Veterans
Para-Proff.	5	**	1	3	5	**	1	3

*All Hiring Goals are based on realistic 2019-20 anticipated openings **Racial/Ethnic category includes Native American employees

Availability:

Metropolitan State University determined the recruitment area to be the Minneapolis-Saint Paul (MSP) Metropolitan Statistical Area (MSA) for each of the categories with the exceptions of Officials, Education Administrators, and Faculty. In these cases, national data were used in our computations. In conducting its underutilization analysis, the university applied a two-factor analysis model. The university determined it was best to use this type of analysis because of our desire for a standard and consistent approach to our analysis with prior years of planning. Metropolitan State University also determined it was best to use this type of analysis because we can assess the interaction of factors in their effect on the results obtained. This provides us further assurance as to the integrity and reliability of data generated. This practice is in accordance with the Minnesota Management and Budget's guidance on data privacy, the office of Federal Contract Compliance, The Equal Employment Opportunity Commission and the U. S. Department of Education. The data was measured by Job Groups and represents accurate counts as of the plan year. Overall improvements over prior years were noted, while flat, negligible or declining results are reflected in others. This is explained in further detail below. Underutilization Analysis worksheets are attached in the appendix. Numbers less than ten are indicated with "<10" in accordance with Minnesota Management and Budget's guidance on data privacy.

Women:

At the university, Women are underutilized in the Education Administration, Service Maintenance and Paraprofessional categories. Improvements in the areas of Officials/Administrators, Professionals, Community Faculty, and Technicians are based on a concerted recruitment effort and the reinforcement of our commitments through our search processes. At this time there are no constraints and plans are underway for fall hiring with emphasis on the recruitment of hiring of women in the noted job categories.

Native American and Minorities:

At the university, the population of hiring of persons from diverse backgrounds has improved in the areas of Technicians and Service Maintenance. Underutilization remains in the categories of Education Administrators, and Community Faculty. The number of separations remains steady as compared to our last report impacting this category even though we experienced an increase in our hiring of Native American and persons of color. We attribute changes in our utilization results due to faculty retirements, improvement in the economy permitting more persons seeking opportunities elsewhere with the potential for greater responsibilities and higher pay rates due to the relatively low unemployment rate. Employee separations from our payroll in these job categories have also impacted our results for the reporting period. The university is committed to review 2018-2020 hiring practices with each department and to provide additional supervisory training on methods for employee development, retention, coaching and engagement. We expect better trained supervisors and support of our employees will lead us to better retention and employee success. These efforts, along with an

increased emphasis on the hiring of Native Americans, and minorities to fill limited vacancies will move us closer to full utilization of racially and ethnically diverse individuals.

Individuals with Disabilities:

At the university, the population of individuals with disabilities has improved in the following job categories: Education Administrators, Professionals, Resident Faculty, Office Clerical, Skilled Craft, Technicians, and Service Maintenance. The categories of Officials/ Administrators, and Community Faculty has not changed since our last report. The job category of Paraprofessionals has not improved since our last report. An active campaign begun in 2017 to educate supervisors and search committee's about awareness of the opportunities and benefits for the hiring of persons with disabilities and about the benefits of our participation in the Connect 700 program will continue. Active gains will also occur through our outreach, collaborations with each of our bargaining units and continued emphasis on the recruitment of persons with disabilities will lead us to better, and or full utilization in plan period.

Veterans:

At the university, Underutilization exists in the categories of Education Administrators, Professionals, Faculty, Community Faculty, Technicians, Office Clerical and Paraprofessionals. The goals established in the previous plan were predicated on forecasted openings and discussions with senior leaders about potential opportunities, some of which did not materialize. We know that some of our employees completed courses of study that enabled them to move within the system and to seek new positions with higher earning potential away from the institution. Intentional training and awareness about the need for hiring practices to be more inclusive of veterans during pool consideration has taken place and will continue as new searches begin. The institution will increase its outreach and engagement with veterans groups and community resources, as well as continue its monitoring and opportunity awareness to recruit and hire veterans during the upcoming plan period.

Separation and Retention Analysis by Protected Groups

The university is committed to the retention of all employees, including members of the following protected groups: women, Native Americans, racial/ethnic minorities, individuals with disabilities and veterans. The university will strive to affirmatively ensure equal employment opportunity by retaining a diverse composite of talented and qualified employees, with emphasis on under-represented individuals. To be successful, the responsibility for these retention efforts lies with all employees. The university's retention strategy is a multi-faceted approach, guided by the university management, Human Resources Director, and Affirmative Action Officer.

Table 3 Persons Responsible for university Retention Programs/Activities

Title	Contact Information
Chief Human Resources Officer/Chief Equity, Inclusion and AA Officer	

The university will continue to analyze and review separation data for disparate impact on protected group employees. This will include reviewing non-certification trends, layoff trends, resignation trends, and disciplinary discharges and sharing this information with administrators. The appendix will include a separation report broken down by EEO4 job category. Below is a snapshot of the university separations throughout the past two years as well as a narrative describing the separation analysis. In the table below, percentage of minorities includes Native American Employees.

Table 4 Type of Separation

Type of Separation FY2016-2018	Total Number	Total Percentage	Percentage of Women	Percentage of Native American and Minorities	Percent of Persons w/ Disabilities	Percent of Veterans
Dismissals/Non Certification	13	2.88%	61.54%	61.54%	7.69%	7.69%
Resignations	109	24.17%	64.22%	29.36%	3.67%	3.67%
Enhanced Separation	<10	0.89%	25.00%	25.00%	0.00%	0.00%
Retirement	27	5.99%	66.67%	18.52%	7.41%	0.00%
Death	<10	1.11%	0.00%	0.00%	0.00%	0.00%
Lay Off	<10	0.44%	50.00	50.00%	50.00%	0.00%
Termination w/o Rights	291	64.52%	61.51%	25.43%	3.09%	3.09%
Total Separations	451	100%	61.42%	26.83%	3.77%	3.10%

Women

Women represent approximately 56.31 % of the total university workforce. The university saw a total of 451 separations from 7/1/2016-6/30/2018. Women were 61.42% of all separations. This approximates proportionally to their total university workforce representation. Active monitoring including a review of hiring, separation and exit interview information if available, will take place twice each year to assess any trends and additional needs for corrective action.

Minorities

Minorities, including Native Americans employees, represent approximately 28.02% of the total University workforce. Minorities represented 121 separations or 26.83% of all separations from 7/1/2016-6/30/2018. This is proportional relative to their total University workforce representation. It also represents an increase in the percentage of Native Americans and minority separations, during the past two years. Given our commitment to a diverse workforce and its positive impact on the students we serve, a number of initiatives are being put into place to stem future losses and to ensure greater access and opportunity for Native Americans and minority candidates to be considered when future job vacancies occur. These include but are not limited to the following:

1. Active monitoring and analysis of progress towards goals will occur twice yearly with reports issued to campus leadership and the Equity and Inclusion Council.
2. Work initiated by the Faculty of Color Caucus in the spring of 2018, along with the identification of faculty mentors for the fall of 2018 will increase our capacity for the recruitment and retention of racially and ethnically diverse faculty members.
3. The Director for Equity, Inclusion and Affirmative Action along with the Chief Human Resources Officer, will work in collaboration to create additional capacity for the formation of employee affinity groups. According to contemporary literature this is identified as a best practice and should assist with our retention efforts.
4. A more in-depth analysis of employee separations of persons of color is being completed, along with an assessment of tools supervisors and managers to increase managerial cultural competency. Programs for employee development and mentoring are currently under review for adoption.
5. Active monitoring including a review of hiring, separation and exit interview, will take place twice each year to assess any trends and identify needs for corrective action.
6. Discussions with system leadership have also revealed losses in this category are not unique to Metropolitan State University and that losses have been recognized both within our system and at other state agencies, as the employment climate contuse to improve.

Individuals with Disabilities

Individuals with Disabilities represent approximately 5.48% of the total university workforce. The University experienced 17 separations of persons with disabilities or 3.77% of all separations from 7/1/2016-6/30/2018. The actual number is not reported here to protect the identity of the individuals. This is proportionately lower relative to their total university workforce representation.

Veterans

Veterans represent approximately 2.68% of the total university workforce. The University experienced 14 separations of Veterans or 3.10% of all separations from 7/1/2016-6/30/2018. The actual number is not reported here to protect the identity of the individuals. This is proportionately lower relative to their total university workforce representation. There was no discernable adverse impact based on factors that resulted in the inability to achieve full utilization in this category during the plan period.

Program Objectives, Identified Barriers, and Corrective Action to Eliminate Barriers

The university's Affirmative Action Program is designed to implement the provisions of this Affirmative Action Plan and meet requirements found in Minnesota Statutes, Chapter 43A.191, and Subdivision 2.

This section will identify ways the university has determined to eliminate barriers, provide corrective actions, and achieve affirmative action goals for underutilized protected group applicants/employees (broken down by specific job categories). These objectives have been developed as strategic, actionable and measurable efforts the university has committed to pursuing and implementing from 2018-2020. This new section of the AAP will contain information formerly found in the *Recruitment* and *Retention* sections of the plan. The objective of this recruitment plan is to ensure Metropolitan State University's recruitment programs are publicly marketed, attract, and obtain qualified applicants, enhance the image of state employment, and assist in meeting the affirmative action goals to achieve a diverse workforce.

Recruitment costs for special diversity advertisements incurred during the 2014-2016 plan year total were \$12,500. \$13,000 has been allocated for the plan period. This budget will be managed by the Office of Equity, Inclusion and Affirmative Action. These amounts do not include other routine hiring advertisements budget managed by the CHRO.

Below are various recruitment methods or strategies utilized by Metropolitan State University during the past period and will be continued or expanded for the plan period 2018-2020.

A. Advertising Sources

The University routinely submits all vacancies to the following agencies: Minnesota State Employment Opportunities, Metropolitan State University, Higher Ed jobs.com, The Chronicle of

Higher Education, Minnesota diversity.com, Higher Education Recruitment Consortium (HERC)- Upper Midwest and national, NEOGOV.com applicant database. New sources beginning in 2018 will also include: The PhD Project, Academic Carrers.com/ Google for Jobs, Minority Access, HEED Website, The Registry, The Circle publication, Hispanic and Native American Chambers of Commerce.

B. Job and Community Fairs

Metropolitan State University sponsors the annual Diversity in Job Networking job fair in November each year. This fair is open to students and alumni of the University. The University also participates annually in the state of Minnesota Veterans job fair, as well as HERC Virtual job fairs. Beginning in 2018, Metropolitan State will host booths or tables at the Hallie Q Brown, People of Color, and Northside Achievement Zone and The African American Nurse Network events. The University encourages all administrators, faculty, and staff to attend job community fairs to encourage members of the communities we serve to consider both educational and employment opportunities at our institution. In addition, the following list illustrates as part of our good faith efforts to promote the institution as a welcoming and inclusive organization with our community partners and will be continued during the next plan period:

Events	Description
1. Race, Gender and Citizenship Wednesday, October 11, 2017 11am -12:30pm	“On October 11 th , the Metropolitan State University hosted the event February 19 th , 1942: <i>A Day the Constitution Died</i> . Race, Gender and Citizenship: <i>Japanese-American Incarceration During WWII and Implications for Today</i> , featuring speaker Sally Sudo. The event was co-sponsored by the Department of History, Department of Ethnic and Religious Studies, Institute for Community

	Engagement and Scholarship, and Office of Diversity and Equity.”
2. Metro State Cabinet Meeting with Hmong community Thursday, July 27 th , 2017 10am -11:30am Eastside Freedom Library	Metro State Cabinet members met with Hmong community members who spoke about their experience as first and second Hmong generation Americans and their struggles adjusting to two worlds (Hmong and American). The purpose of this meeting was for Metro Cabinet (VP and deans or officials and education admin) to hear and develop an understanding of the Hmong community and how Metro can best understand their Hmong students and their needs to be successful at a higher education setting.
3. FREC “Facilitating Racial Equity - Overcoming Racism Conference” November 3-4, 2017 Metro State –St. Paul Campus	This was an annual event EOD and Metro State sponsored. Event was opened to students, staff, faculty and extended community members. The event was organized by FREC: Facilitating Racial Equity Collaborative, an organization whose mission was to “work against structures racism and racial disparities”. In addition, the conference served to “organize and advocate for the best practices in the field and commits to engagement with multiple communities and ways of knowing.”
4. DACA Panel Thursday, September 14 th , 2017 1pm – 4pm Metro State, Student Center 101	The purpose of this EOD sponsored event was to provide an understanding of DACA and how the proposed changes will impact students at Metropolitan State University. There were twenty attendees, including directors, faculty and students.
5. “Heed Award” Metro Leadership Assembly Meeting September 17, 2017 9am -11am Ecolab 302	Metro State was awarded the Higher Education Equity in Education Award of 2017. This was announced at the Metro Leadership Assembly meeting with President Ginny Arthur. Heed Award (Higher Education Excellence in Diversity) “recognizes colleges and universities that demonstrate an

	outstanding commitment to diversity and inclusion". Metropolitan State University is published in the <i>Insight Into Diversity</i> magazine.
6. Honor Based Violence Friday, September 22 nd , 2017 11am -12:30pm- Ecolab 032	The Departments of Law Enforcement and Social Work partnered with EOD, sponsoring Inspector Allen Davis to talk on the subject of human trafficking. This event was open to students, staff and faculty. Topics covered were: Child Sexual Exploitation; Female Genital Mutilation; Breast Ironing, Forced Marriage; Human Trafficking; Partnership working and Operation Limelight.
7. Open Dialogue on DACA September 28 th , 2017	EOD, School of Urban Ed., Enrollment Management, Multicultural Affairs and Deans of Students hosted this event and invited Executive Director of Navigate Minnesota, MN Legislator from, District 65B, Dean of the School of Urban Ed., Deputy Consul of Mexico, Executive Director of Immigration Law Center of Minnesota and a Criminal and Immigration attorney to speak on the issue how our community and nation are dealing with DACA.
8. Indigenous Peoples Day October 9, 2017 3:00pm -5:00pm Great Hall	A presentation of artifacts and presentations were held throughout the day for the purpose of enlightenment, discussion and learning about native culture, history and its relationship to Metro State's location.
9. Intercultural Development Inventory (IDI)	The full Cabinet participated in taking the IDI and related training about our collective cultural experiences and perceptions. Further ongoing work is taking place with shared cultural experience to increase understanding of differences and to improve our overall cultural competency at the institution. Each member of the Cabinet received an individual coaching session.
10. Minority Access Award	Reception honoring faculty member Dr. Raj

September 29 th - Oct 1 st , 2017 Washington DC	Sethuraju and alumna Lyna Nyamwaya as National Role Models, and the institution for student access.
11. Asian Pacific Minnesotan Leadership Awards Dinner 10/19/2017, 5:30pm -8pm, Oakdale MN	Metro State sponsored this event to help promote the University and be involved in the AP community.
12. Faculty of Color Summit February 22 nd , 2018 Student Center 101	Faculty of color gathered and brainstormed for recruiting and retaining faculty of color.
13. La Fiesta del Pueblo May 3 rd , 2018 Great Hall	EOD helped sponsor this event, specifically, provided funding for the Aztec dancers "Indigenous Roots", to help promote and revive the Latino Student Organization. This event was also provided "free" to Metro State and its community
14. Celebration of Life's Work of Mr. Chuck McDew May 6 th , 2018, 1pm -3pm	EOD sponsored and hosted the event to honor Mr. Chuck McDew, an early civic rights leader, who was a professor who devoted his life to bringing about social and political changes to the development of the local black leadership.
15. Department of Human Right: 2018 Civic Engagement Summit June 6 th , 2018, 8:30am -4pm Great Hall	EOD sponsored and partnered with the Department of Human Rights, to hold the 2018 Civic Engagement Summit at Metro State University. The summit brought together government and community members, and provided an opportunity to exchange ideas and work together to build a collective vision for a more engaged Minnesota, especially among communities no otherwise well represented.
16. Immigrant Heritage Month Tour of St. Paul's East Side & Reading by Green Card Voices" June 28 th , 2018	EOD, Metro State Library and Eastside Freedom Library partnered, providing our community the opportunity for a 90 minute walking tour on Payne Ave to learn about immigrants in our neighborhood who settle here from the 19 th century to the present.

<p>17. Dragon Boat Festival July 14th -15th , 2018 Phalen Lake, St. Paul</p>	<p>Enrollment Services and EOD will participate as a vendor at the Dragon Boat Festival held in the Eastside of St. Paul, Phalen Lake to promote Metro State.</p>
<p>18. Rondo Days Parade July 21st, 2018 St. Paul</p>	<p>EOD and Admission will participate at the 35th Rondo Days Parade and as an exhibitor to promote our school as well as providing information regarding higher ed.</p>
<p>19. The African Nursing Network Gala July 21st, 2018 6pm -Midnight The Minneapolis Marriott Brooklyn Park</p>	<p>EOD sponsors four tickets for three Metro Students and one faculty to attend the TANN Red Carpet Gala Fundraiser- A Call for Greatness in Humility to help funds for scholarship, leadership training and networking.</p>

C. College and University Recruitment Events

The Office of Equity, Inclusion and Affirmative Action in collaboration with the Enrollment Management organization and the Director for Student Life will coordinate and lead joint recruiting for both employees and students at strategic events throughout the plan period.

D. Relationship Building and Outreach

The University encourages all administrators, faculty, and staff to build relationships with community organizations and community members. In addition, funding for administrative support and leadership to accomplish these goals is provided through the Provost's office, Dean of Students, Institute for Community Engagement and Scholarship and the Equity, Diversity and Inclusion/AA office.

E. Internships

Metropolitan State University does not utilize internships as part of our hiring strategy. We will evaluate the potential for the use of internships to assist us in our recruitment of underutilized members of our community during the plan period.

F. Additional Recruitment Activities

Cinco de Mayo (West St. Paul)
Juneteenth celebration (St. Paul)
Tribal Community Colleges and Tribal governments (State of Minnesota)
Northside Job Fair (Minneapolis)
Rice Street Festival (St. Paul)
Rondo Days (St. Paul)
Selby Jazz Fest (St. Paul)
Women in Leadership (St. Paul)
Yellow Ribbon and Veterans events (Twin Cities)

Program Objectives for (Women)

The following job categories have been identified as underutilized for women.

List job category name	Percent women employees in category	Percent women hired in category	Percent women separated in category
Education Admin.	28.57%	4.2%	50%
Service Mtce.	0.0%	0.0%	0%

List job category name	Percent women employees in category	Percent women hired in category	Percent women separated in category
Paraprofessionals	48.65%	6.9%	72.73%

The following corrective action has been planned to eliminate the barriers for women each category.

Recruitment action for women in this category:

The university would like to encourage more females to apply for vacancies in this category. The university will enhance outreach efforts that target women of color in this category (e.g. presentations at regional women professional groups and conferences, advertisement with women’s publications, and women’s job fairs. This will include The Women’s Press; Women for Hire; St. Catherine’s job fair; and the American Association of University Women.

Recruitment barrier identified for women in this category:

The university has focused on recruitment activities like job fairs that target all applicants and some women’s organizations that serve to help us recruit women for career opportunities at Metropolitan State University. Recruitment activities that are central to the women with executive experience were not prioritized and thus will now be for the plan period. Attending these events will better position the university to attract qualified applicants of this protected group.

Program Objectives for Native Americans and Racial/Ethnic Minorities

The following job categories have been identified as underutilized for Racial/Ethnic Minorities.

List job category name	Percent racial and ethnic employees in category	Percent racial and ethnic hired in category	Percent racial and ethnic separation in category
Education Admin.	14.29%	4.2%	0.0%
Community Faculty	20.75%	8.7%	23.72%

The following corrective action has been planned to eliminate the barriers for racial and ethnic minorities in each category.

Recruitment action for Native American, racial and ethnic minorities in this category:

The university would like to encourage more ethnically and racially diverse candidates to apply for vacancies in these categories. The university will enhance outreach efforts that target minorities in this category for the period from 2018-2020. These efforts will include presentations at regional professional groups and conferences, advertisement with Google Diversity, The Ph.D. Project, Minority Access, and local job fairs. This will include The People of Color job fair, the Higher Education Resources Consortium, The Circle, Native American Chamber of Commerce and The Registry, as new or additive recruitment resources. Additional contacts with HBCUs, HSI's, AANAPSI's and outreach to area institutions with graduate programs in the faculty areas of need will be identified by the Director for Equity, Inclusion and Affirmative Action for various campus leaders to also actively participate in our recruitment efforts.

Recruitment barrier identified for Native Americans, racial and ethnic minorities in this category:

Our analysis indicates that there are no known barriers to entry. The institution did not experience increases in its ethnically and racially diverse employees, even though additional employees from these communities were hired. Our annual loss rate of employees in this category also increased during the period.

Program Objectives for Persons with Disabilities

The following job categories have been identified as underutilized for persons with disabilities.

List job category name	Percent persons with disabilities employees in category	Percent persons with disabilities hired in category	Percent persons with disabilities separated in category
Faculty	3.72%	2.6%	3.7%
Community Faculty	3.73%	2.1	1.58%
Paraprofessionals	5.41%	4.5	9.09%

The following corrective action has been planned to eliminate the barriers for persons with disabilities in each category.

Recruitment action for persons with disabilities:

In 2018, the University completed an accessibility audit. This audit was the most comprehensive way of making sure we are prepared to meet the needs of our students, staff, and faculty and to assess our current level of adequacy relative to accessibility at each campus location. The audit process mapped a journey through the institution as taken by a disabled person – meaning that we become more aware of our responsibilities and the most cost-effective ways making physical changes to meet the needs and expectations of all institution and community members. This activity was listed as one of the commitments in the Affirmative Action, and Equity and Inclusion plans for 2018. Further and to assist the institution in its commitment to ensure a welcoming and respectful workplace, an Accessibility Advisory Committee was created to ensure that we address the needs of those with disabilities to be full participants in each area of the campus. The Accessibility Advisory Committee provides guidance and information on ways to reduce barriers and to help the institution fulfill its commitments to diversity and inclusion. This committee has identified additional actions to be undertaken to assist in the recruitment and retention of persons with disabilities to thrive at our institution. Through the work of this committee the institution will be more acutely aware of barriers and ways to enhance both our recruitment and retention of individuals with disabilities to be fully engaged at our institution.

In addition, the following actions will help to better serve and reduce any barrier impacts:

- Review of job postings for physical and sensory requirements and follow the Guidelines for Inclusive Job Postings: Metropolitan State University will review all job postings for physical and sensory requirements and determine if the qualifications for the position are job-related and consistent with business necessity. Additionally, Metropolitan State

University will edit language pertaining to physical and sensory requirements and change this language to reflect more inclusive language for job qualifications.

Self-Identification: At the time of application and once a year, Metropolitan State University will communicate to all employees that we will collect summary data related to the number of individuals who have applied for positions and who are in our workforce. We will inform employees that we collect this summary data to make determinations about where we need to improve in terms of recruitment, selection, or retention of individuals with disabilities make sure the data is used in an aggregated manner and communicate that point clearly with employees.

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- **Supported Worker Program:** When Metropolitan State University posts a position, we will review the position for tasks that can be completed by a supported worker. We will work with Vocational Rehabilitation Services or the MMB State ADA Coordinator to assist us in our efforts.
- **Connect 700 Program:** Metropolitan State University will continue to advocate for and to utilize the 700 Program which allows us to hire individuals with a disability and provide them training. At the end of this period, Metropolitan State University may hire the individual if they are able to demonstrate their ability to meet the requirements for the position.
- **Reasonable Accommodation Notifications:** We will prominently display on our career site that we will provide reasonable accommodation to qualified individuals with a disability who apply for our positions where needed. Once hired, we will engage in the interactive process to educate employees and supervisors and managers on accommodating employees in the workplace.
- **Strategic Partnerships:** Metropolitan State University will continue to build on strategic partnerships with the Department of Employment and Economic Development (DEED) - Vocational Rehabilitation Services (“VRS”), State Services for the Blind (“SSB”), and other state partners to conduct job evaluations and to assist in recruitment or referral of candidates to open positions. Metropolitan State University will work to inform VRS or SSB when a position is posted or prior to a posting, if possible, about the positions. Additionally, we will post positions for at least 7 calendar days to ensure equal opportunity to apply for the position.

- **Self-Analysis:** Metropolitan State University will conduct periodic self-checks to determine if our systems or documents are accessible, the language in our job postings is inclusive, and reasonable accommodations have been provided and staff has been trained on how to provide reasonable accommodations. Metropolitan State University will conduct a quarterly analysis of the number of individuals with disabilities who have applied for positions and the number of individuals with disabilities hired.
- **Supported Employment (M.S. 43A.191, Subd. 2(d)):** Metropolitan State University supports the employment of individuals with disabilities and will review vacant positions to determine if job tasks can be performed by supported employment workers. We will work with community organizations that provide employment services to individuals with disabilities to recruit for these positions.

Recruitment barrier identified for persons with disabilities in this category:

Given our commitments, the aforementioned actions already undertaken, and the fact that we have reduced the number of areas of underutilization of employees in this category, there are no known barriers to the recruitment of persons with disabilities at this time.

Program Objectives for Veterans

The following job categories have been identified as underutilized for veterans

List job category name	Percent veteran employees in category	Percent veterans hired in category	Percent veterans separated in category
Education Admin.	0.0%	0.0%	0.0%
Professionals	3.94%	3.0%	2.06%
Faculty	1.06%	2.6%	0.0%
Community Faculty	3.73%	0.0%	3.56%
Office Clerical	0.0%	0.0%	4.17%

List job category name	Percent veteran employees in category	Percent veterans hired in category	Percent veterans separated in category
Technicians	0.0%	0.0%	0.0%
Paraprofessionals	0.0%	0.0%	0.0%

The following corrective action has been planned to eliminate the barriers for veterans in each category.

Recruitment action for veterans in this category:

The institution will continue working to educate search committees about the benefits of veteran hiring and to continue its outreach with organizations that will assist in the recruitment of veterans for position vacancies during the period 2018-2020.

Recruitment barrier identified for veterans in this category:

Given our commitments, the aforementioned actions already undertaken, and the fact that we have reduced the number of areas of underutilization of employees in this category, there are no known barriers to the recruitment of persons with disabilities at this time.

Future Evaluation:

Each quarter, the university will assess the demographics of the applicant pools for posted positions in the EEO4 job category. After one year, the progress will be assessed and the program objective may be modified. The institution will continue its monitoring and opportunity awareness to continue our efforts to recruit and persons with disabilities during the plan period, 2018-2020. As explained in an earlier section of this report, the University plans to be intentional about its recruiting and retention efforts in fiscal year 19 and beyond.

Past Evaluation:

Our employee base is relatively small so a few people leaving or being hired can make what seems like a substantial difference. The human resources organization has begun conducting exit interviews and is using our most recent PACE survey results to help us understand more about the reasons persons choose to leave the University. Metropolitan State University is located in a competitive urban area, with nearly full employment, and several employees have left for work or pay improvements that the University cannot match. Notably, even though below our target, percentages of employees of color are nearly double that of other state universities or the system as a whole. The initiatives put into place in 2016 combined with improvements being made to our search and recruitment processes, enhanced outreach, additional training in the areas of unconscious bias and broader cultural competency will move us closer to reaching our utilization goals.

Person's Responsibility:

- Craig Morris, Director Equity, Inclusion and Affirmative Action

Overall Strategies to Improve outcomes:

The University continues to engage all good-faith efforts to hire a diverse workforce in an active, affirmative manner. Metropolitan State University will emphasize its obligations as much as possible toward hiring a more diverse workforce in addition to any legal and contractual Affirmative Action considerations in hiring processes. It is in the best interest of the university to benchmark search policies with best practices and provide consistent information and resources to screening committees and hiring authorities across the university. In 2018, under the leadership of the CHRO, a review of the entire hiring begun with an emphasis on removing barriers and creating efficiencies with respect to the recruitment, hiring, and onboarding processes for employment. Some of the outcomes of that effort may be to engage the following action steps:

1. Action Step - Search Review

The Equity, Inclusion and Affirmative Action Officer along with the Chief Human Resources Officer, will maintain confidential written records dating back a minimum of three years on all hiring procedures, implementation, and activities. Information regarding disparate impact will be produced, maintained, and analyzed annually by the Equity, Inclusion and AA officer. The Equity, Inclusion and Affirmative Action Officer will work with search committees and hiring administrators to monitor and maintain accountability for all hiring processes. The Equity, Inclusion and Affirmative Action Officer will continue to review all applicant pools and the recommended finalists for self-identified diversity and for non-discriminatory reasons for non-selection as they relate to the notice of vacancy. (No change from what we do today) HR is responsible for ensuring the integrity and potential for diversity recruitment and selection in the university's hiring processes, employing the same standards of review and non-discriminatory reasons for non-selection based on advertised job qualifications. Where there is underutilization in a hiring unit and qualified candidates from Underrepresented Groups are self-identified and available:

- The Equity, Inclusion and Affirmative Action Officer will review all applicant materials germane to the search and the remaining applicant pool, prior to completion of the AQR.
- The Equity, Inclusion and Affirmative Action Officer will engage the search committee in discussion of the evaluation and review process and the qualifications of all applicants remaining in the pool, as well as any excluded, protected class applicants and their qualifications. These conversations will happen prior to any on-campus interview invitations being extended to applicants.
- After interviews are completed and prior to a formal or informal offer of employment, the Equity, Inclusion and Affirmative Action Officer and the hiring supervisor will review and discuss the interviewees in relation to the notice of vacancy, the application of the evaluation rubric, any underutilization concerns of the department/unit/VP area, and attempt to come to a consensus on the needs of the unit and the university. If necessary, the President will be consulted concerning the hiring rationale, reasons for non-selection, in light of the university's

commitment to a diverse workforce.

- Annual reports will be provided to the President and Vice Presidential units on underutilization in the workforce of women and protected classes, as well as yearly data on race and gender for all hires.
- Annual hiring data will be posted on the Equity, Inclusion and Affirmative Action website along with a detailed longitudinal spreadsheet documenting employee hiring.

2. Action Step - Separations

The Chief Human Resource Officer will, in consultation with respective bargaining units and the Equity, Inclusion and Affirmative Action Officer, review proposed separations, prior to any separation, to assess disparate impact. Human Resources will review separation decisions reached by hiring authorities to monitor the separation process. In conjunction with Human Resources, use of statistical tests in the analysis of separations will be employed to determine if the difference in the rates is statistically and practically significant. Where adverse impact is identified, the Equity, Inclusion and Affirmative Action Officer and Chief Human Resource Officer will advise the President. The institution should ensure non-discriminatory methods of separation are utilized and, if a disparity exists, the reasons for the disparity are reviewed and determined to be non-discriminatory in nature. Any review of disparate impact caused by separation should be discussed with the Director of Equity, Inclusion and Affirmative Action, the Chief Human Resource Officer and the Vice President of the unit. The Equity Inclusion and Affirmative Action Officer provides an annual separation summary to the President based on data obtained from Human Resources.

3. Action Step- Intentional Recruitment and Retention

We know from the contemporary literature that student success depends on a diverse learning environment. Hiring faculty and staff is one of most important decisions we can make on behalf of our students. We must and will be intentional in our efforts to hire and retain key faculty and staff, as well as to intentionally seek out more qualified employees from the diverse communities that we serve. Diversity within our student body is currently at 46% and growing in excess of 1% per year. This is not adequately reflected in our faculty diversity, now at 24.01%. Another factor impacting our success in this arena is that we don't start the recruitment process until a vacancy occurs-resulting in rushed search processes. A comprehensive recruitment plan that includes a focus on cultivating relationships with potential, qualified applicants can assure a richer, more diverse pool of qualified candidates. There is also evidence that the shorter the lead times on vacancy filling, the more likely it is that the pool of applicants will be less diverse than is optimal. Attracting top talent to higher education can be challenging. Often candidates with diverse backgrounds simply don't consider positions in public higher education due to aggressive recruitment efforts in the private sector. We are an institution committed to intentional recruitment and retention. According to Appendix F, Separations without Rights consist of the most separations. To address this we will be examining exit interview information, and departments we will be implementing new professional development training for supervisors on the topics of performance evaluations, employee feedback, motivation and employee engagement to mitigate the number of employee departures from the institution. To specifically address our current state we need to more closely align our security and staff with the population of students we serve. We now have the data to measure and better understand our employee base. Therefore, it is proposed

that we embark on an intentional recruitment model using an affirmative recruitment strategy to proactively identify where and when openings will occur, create pools of qualified candidates through relationship building and better connections to our campus in advance of position announcements. The benefits of such an approach include:

- Reasonable predictability of workforce needs before vacancies occur
- Maximizing the effectiveness of our recruitment strategies to attract top talent
- Increasing the effectiveness for hiring practices to produce the desired result
- Retaining the best within our current workforce
- Most importantly, meeting student needs.

Effective with this plan, the University's first step is to develop a workforce analysis to understand employees' reasons for separation and retirement possibilities. We currently have sufficient data to predict, with reasonable accuracy, retirements or predictable terminal departures. We should continue to collect and refine this information to further our ability to accurately predict employee departures and how we can prepare, in advance, to fill vacancies or repurpose positions to better meet the contemporary needs of the institution. Following recommendations of the 2018 LUOMA task force, a system wide group of administrators, faculty and staff, charged with the identification of new talent recruitment methods, and our decision to provide structural support for the mentoring and onboarding of new Native American and faculty of color, strategies for retention of faculty and staff of color, engagement with bargaining units and concerted efforts to mitigate the effects of staff turnover through our PACE survey information to improve climate, the University expects to make substantial progress in reducing under-utilization of individuals in identified protected classes. We have established institutional goals of filling at least 50% of existing and anticipated vacancies over the next two years with individuals from under-utilized, protected classes.

Target Dates:

Target dates for action items or new resources to be used have been set for Q2 2020. This will be done to reduce barriers and to positively impact hiring and retention of employees are identified in each of the preceding categories. We will also re-run our employee underutilization and separation report in May 2020 to identify progress made and the remaining areas of opportunity to meet or exceed the stated hiring goals.

Methods of Auditing, Evaluating, and Reporting Program Success

Pre-Employment Review Procedure/Monitoring the Hiring

Metropolitan State University will evaluate its selection process to determine if its requirements unnecessarily screen out a disproportionate number of women, Native Americans, minorities, or individuals with disabilities. The university will use the “monitoring the hiring process” form for every hire to track the number of women, minorities, individuals with disabilities and veterans in each stage of the selection process. Directors, managers, and supervisors will work closely with human resources and the Equity, Inclusion and Affirmative Action Officer in reviewing the requirements for the position, posting the position, interviewing and selecting candidates to assure equal opportunity and affirmative action compliance. Directors, managers, and supervisors will be asked to document their hiring decisions and equal opportunity professionals will review for bias.

Any time the university cannot justify a hire, the university takes a missed opportunity. University leadership will be asked to authorize the missed opportunity. The university will report the number of affirmative and non-affirmative hires as well as missed opportunities to Minnesota Management and Budget on a quarterly basis.

When candidates are invited to participate in the selection process, the process format will be described to the candidate (*e.g.*, interview process, testing process). All candidates will be provided information regarding the procedure to request reasonable accommodations, if necessary, to allow candidates with disabilities equal opportunity to participate in the selection process. This allows an individual with a disability to determine if they may need a reasonable accommodation in advance of the participation in the selection process.

All personnel involved in the selection process will be trained and accountable for the university’s commitment to equal opportunity and the affirmative action program and its implementation.

Pre-Review Procedure for Layoff Decisions

The Equity, Inclusion and Affirmative Action Officer, in conjunction with the university’s Chief Human Resource Officer, shall be responsible for reviewing all pending layoffs to determine their effect on the university’s affirmative action goals and timetables.

If it is determined that there is an adverse impact on protected groups, the university will document the reasons why the layoff is occurring, such as positions targeted for layoff, applicable personnel policies or collective bargaining agreement provisions, or other relevant reasons. The university will determine if other alternatives are available to minimize the impact on protected groups.

Other Methods of Program Evaluation

The university submits the following compliance reports to Minnesota Management and Budget as part of the efforts to evaluate the university's affirmative action program:

- Quarterly Monitoring the Hiring Process Reports;
- Biannual Affirmative Action Plan;
- Annual Americans with Disabilities Act Report;
- Annual Internal Complaint Report; and
- Disposition of Internal Complaint (submitted to MMB within 30 days of final disposition).

The university also evaluates the Affirmative Action Plan in the following ways:

- Monitors progress toward stated goals by job category;
- Analyzes employment activity (hires, promotions, and terminations) by job category to determine if there is disparate impact;
- Analyzes compensation program to determine if there are patterns of discrimination;
- Reviews the accessibility of online systems and websites, and ensures that reasonable accommodations can be easily requested; and
- Discusses progress with university leadership on a periodic basis and makes recommendations for improvement.
- Reviews data, actions and reports with its Equity, and Inclusion Council, consisting of institutional representatives, including members of bargaining units and Student Senate.

Appendix A

METROPOLITAN STATE's Report/Equal Opportunity and Nondiscrimination
in Employment and Education Policy All University Policy #1010

(SEE PAGE FOLLOWING)

METROPOLITAN STATE UNIVERSITY REGULATIONS



Equal Opportunity and Nondiscrimination in Employment and Education Policy

All University Policy #1010

Section 1. Policy

Part 1. Policy Statement

Subpart A. Equal opportunity for students and employees. Metropolitan State University has an enduring commitment to enhancing Minnesota's quality of life by developing and fostering understanding and appreciation of a free and diverse society and providing equal opportunity for all its students and employees. To help effectuate these goals, Metropolitan State University is committed to a policy of equal opportunity and nondiscrimination in employment and education.

Subpart B. Nondiscrimination. No person shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in, programs, services, and activities with regard to race, sex, color, creed, religion, age, national origin, disability, marital status, status with regard to public assistance, sexual orientation, gender identity, or gender expression. In addition, discrimination in employment based on familial status or membership or activity in a local commission as defined by law is prohibited.

Harassment on the basis of race, sex, color, creed, religion, age, national origin, disability, marital status, status with regard to public assistance, sexual orientation, gender identity, or gender expression is prohibited. Harassment may occur in a variety of relationships, including faculty and student, supervisor and employee, student and student, staff and student, employee and employee, and other relationships with persons having business at, or visiting the educational or working environment.

This policy is directed at verbal or physical conduct that constitutes discrimination/harassment under state and federal law and is not directed at the content of speech. In cases in which verbal statements and other forms of expression are involved, Metropolitan State University will give due consideration to an individual's constitutionally protected right to free speech and academic freedom. However, discrimination and harassment are not within the protections of academic freedom or free speech. Metropolitan State University shall maintain and encourage full freedom, within the law, of expression, inquiry, teaching and research. Academic freedom comes with a responsibility that all members of our education community benefit from it without intimidation, exploitation or coercion.

This policy shall apply to all individuals affiliated with Metropolitan State University, including but not limited to, its students, employees, applicants, volunteers, and agents, and is intended to protect the rights and privacy of both the complainant and respondent and other involved individuals, as well as to prevent retaliation or reprisal. Individuals who violate this policy shall be subject to disciplinary or other corrective action.

This policy supersedes all existing university equal opportunity and nondiscrimination policies.

Part 2. Definitions.

Subpart A. Consensual Relationship. Consensual relationship means a sexual or romantic relationship between two persons who voluntarily enter into such a relationship. Employees who are members of the same household should also refer to Minnesota State Colleges and Universities Board Policy 4.10, Nepotism.

Subpart B. Discrimination. Discrimination is defined as conduct that is directed at an individual because of his or her protected class and that subjects the individual to different treatment by agents or employees so as to interfere with or limit the ability of the individual to participate in, or benefit from, the services, activities, or privileges provided by the system or colleges and universities or otherwise adversely affects the individual's employment or education.

Subpart C. Discriminatory harassment. Discriminatory harassment is defined as verbal or physical conduct that is directed at an individual because of his or her protected class, and that is sufficiently severe, pervasive, or persistent so as to have the purpose or effect of creating a hostile work or educational environment.

As required by law, Metropolitan State University further defines sexual harassment as a form of sexual discrimination which is prohibited by state and federal law. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, sexually motivated physical conduct, and other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education, evaluation of a student's academic performance, or term or condition of participation in student activities or in other events or activities sanctioned by the college or university; or
2. Submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions or other decisions about participation in student activities or other events or activities sanctioned by the college or university; or
3. Such conduct has the purpose and effect of threatening an individual's employment; interfering with an individual's work or academic performance; or creating an intimidating, hostile, or offensive work or educational environment.

Subpart D. Employee. Metropolitan State personnel include all faculty, staff, administrators, teaching assistants, graduate assistants, and student employees.

Subpart E. Protected Class. For purposes of this policy:

1. Protected class includes race, sex, color, creed, religion, age, national origin, disability, marital status, status with regard to public assistance, sexual orientation, gender identity, or gender expression. In addition, membership or activity in a local human rights commission is a protected class in employment.
2. This policy prohibits use of protected class status as a factor in decisions affecting education and employment where prohibited by federal or state law.

Subpart F. Retaliation. Retaliation includes, but is not limited to, intentionally engaging in any form of intimidation, reprisal or harassment against an individual because he or she:

1. Made a complaint under this policy;
2. Assisted or participated in any manner in an investigation, or process under this policy, regardless of whether a claim of discrimination or harassment is substantiated;
3. Associated with a person or group of persons who are disabled or are of a different race, color, creed, religion, sexual orientation, gender identity, gender expression, or national origin; or
4. Made a complaint or assisted or participated in any manner in an investigation or process with the Equal Employment Opportunity Commission, the U.S. Department of Education Office for Civil Rights, the Minnesota Department of Human Rights or other enforcement agencies, under any federal or stated nondiscrimination law, including the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973; the Minnesota Human Rights Act, Minn. Stat. Ch. 363A, and their amendments.

Retaliation may occur whether or not there is a power or authority differential between the individuals involved.

Subpart G. Sexual harassment and violence as sexual abuse. Under certain circumstances, sexual harassment or violence may constitute sexual abuse according to Minnesota law. In such situations, Metropolitan State University shall comply with the reporting requirements in Minnesota Statutes Section 626.556 (reporting of maltreatment of minors) and Minnesota Statutes Section 626.557 (Vulnerable Adult Protection Act). Nothing in this policy will prohibit the university from taking immediate action to protect victims of alleged sexual abuse.

Subpart H. Student. For purposes of this policy, the term "student" includes all persons who:

1. Are enrolled in one or more courses, either credit or non-credit, through Metropolitan State University;
2. Withdraw, transfer or graduate, after an alleged violation of the student conduct code;
3. Are not officially enrolled for a particular term but who have a continuing relationship with the university;
4. Have been notified of their acceptance for admission or have initiated the process of application for admission or financial aid; or

5. Are living in a university residence hall although not enrolled in, or employed by, the institution.

Part 3. Consensual Relationships. An employee of Metropolitan State University shall not enter into a consensual relationship with a student or an employee over whom he or she exercises direct or otherwise significant academic, administrative, supervisory, evaluative, counseling, or extracurricular authority or influence. In the event a relationship already exists, the university shall develop a procedure to reassign evaluative authority as may be possible to avoid violations of this policy. This prohibition does not limit the right of an employee to make a recommendation on personnel matters concerning a family or household member where the right to make recommendations on such personnel matters is explicitly provided for in the applicable collective bargaining agreement or compensation plan.

Part 4. Retaliation. Retaliation as defined in this policy is prohibited. Any individual subject to this policy who intentionally engages in retaliation shall be subject to disciplinary or other corrective action as appropriate.

Part 5. Policies and procedures. The President shall establish procedures to implement this policy. Those procedures shall comply with Minnesota State Colleges and Universities Board Policy 1B.1 and Procedure 1B.1.1.

Section 2. Authority

This policy is issued pursuant to Minnesota State Colleges and Universities Board Policy 1B.1 Equal Opportunity and Nondiscrimination in Employment and Education.

Section 3. Effective Date

This policy shall become effective upon signature by the President and shall remain in effect until modified or expressly revoked.

Section 4. Responsibility

The responsibility for implementing this policy is assigned to Metropolitan State University's Affirmative Action Officer.

Section 5. Review

This policy will be reviewed as needed.

Section 6. Approval

Issued on this date: 03-16-15



Signed: _____
Devinder Malhotra, Interim President

METROPOLITAN STATE'S Report/Equal Opportunity and Nondiscrimination
in Employment and Education All University Procedure #101

(SEE PAGE FOLLOWING)

METROPOLITAN STATE UNIVERSITY REGULATIONS



Equal Opportunity and Nondiscrimination in Employment and Education Procedure

All University Procedure #101

Section 1. Purpose

The purpose of this Procedure is to provide for the implementation of University Policy #1010, Equal Opportunity and Nondiscrimination in Employment and Education, in keeping with Minnesota State Colleges and Universities Board Policy 1.B.1 Equal Opportunity and Nondiscrimination in Employment and Education.

Part 1. Purpose and Applicability.

Subpart A. Purpose. This procedure is designed to provide for the implementation of Metropolitan State University's Policy # 1010, Equal Opportunity and Nondiscrimination in Employment and Education. This includes allegations of retaliation, or discrimination or harassment based on sex, race, age, disability, color, creed, national origin, religion, sexual orientation, gender identity, gender expression, marital status, or status with regard to public assistance. In addition, discrimination in employment based on membership or activity in a local commission as defined by law is prohibited.

Subpart B. Applicability. This procedure shall apply to all individuals affiliated with Metropolitan State University, including its students, employees, and applicants for employment, and is intended to protect the rights and privacy of both the complainant and respondent and other involved individuals, as well as to prevent retaliation/reprisal. Individuals who violate this procedure shall be subject to disciplinary or other corrective action.

A single act of discrimination or harassment may be based on more than one protected class status. For example, discrimination based on anti-Semitism may relate to religion, national origin, or both; discrimination against a pregnant woman might be based on sex, marital status, or both; discrimination against a transgender or transsexual individual might be based on sex or sexual orientation.

Not every act that may be offensive to an individual or group constitutes discrimination or harassment. Harassment includes action beyond the mere expression of views, words, symbols or thoughts that another individual finds offensive. To constitute a violation of Metropolitan State University's Policy # 1010, Equal Opportunity and Nondiscrimination

in Employment and Education, conduct must be considered sufficiently serious to deny or limit a student's or employee's ability to participate in or benefit from the services, activities, or privileges provided by Metropolitan State University.

Subpart C. Scope. This procedure is not applicable to allegations of sexual violence; allegations of sexual violence are handled pursuant to Minnesota State Colleges and Universities Board Policy 1B.3 Sexual Violence and System Procedure 1B.3.1. In addition, harassment and discrimination complaints not arising from alleged violations of University Policy #1010, Equal Opportunity and Nondiscrimination in Employment and Education are to be addressed under other appropriate policies and established practices.

Part 2. Definitions.

The definitions in University Policy #1010, Equal Opportunity and Nondiscrimination in Employment and Education, also apply to this procedure.

Subpart A. Designated officer. Designated officer means an individual designated by the president to be primarily responsible for conducting an initial inquiry, determining whether to proceed with an investigation under this procedure, and investigating or coordinating the investigation of reports and complaints of discrimination/harassment in accordance with this procedure. Prior to serving as the designated officer, the individual must complete investigator training provided by the Minnesota State Colleges and Universities System Office. Metropolitan State University designated officers are:

1. Affirmative Action Officer, Equal Opportunity and Diversity Office, for students, and job applicants. [Contact information: 651-793-1272 (voice); 651-772-7687 (TTY); Metropolitan State University, 700 East Seventh Street, Founders Hall 314, Saint Paul, MN 55106-5000.]
2. Judicial Affairs/Conduct Code Officer, Student Affairs Office, for student conduct violations. [Contact information: 651-793-1535 (voice); 651-772-7687 (TTY); Metropolitan State University, 700 East Seventh Street, Founders Hall 230, Saint Paul, MN 55106-5000.]

Subpart B. Decision maker. Decision maker means a high-level administrator designated by the president to review investigative reports, to make findings whether University Policy #1010 has been violated based upon the investigation, and to determine the appropriate action for the institution to take based upon the findings. Prior to serving as a decision maker for complaints under this procedure, administrators must complete decision maker training provided by the Minnesota State Colleges and Universities System Office.

Subpart C. Retaliation. Retaliation means any action against a complainant or other individual because the individual:

1. Participated in the investigation or resolution of a complaint under this procedure;
 2. Opposed conduct the individual believes was in violation of University Policy #1010.;
- or

3. Associates with another individual who is protected from discrimination under University Policy #1010.

Part 3. Consensual Relationships

University Policy #1010, Equal Opportunity and Nondiscrimination in Employment and Education Policy, prohibits consensual relationships between an employee and a student or another employee over whom he or she exercises direct or otherwise significant academic, administrative, supervisory, evaluative, counseling, or extracurricular authority or influence, whether or not both parties appear to have consented to the relationship, except as noted.

Examples of prohibited consensual relationships include, but are not limited to:

- An employee and a student if the employee is in a position to evaluate or otherwise significantly influence the student's education, employment, housing, participation in athletics, or any other college or university activity (employee includes, for example, graduate assistants, administrators, coaches, advisors, program directors, counselors and residence life staff);
- A faculty member and a student who is enrolled in the faculty member's course, who is an advisee of the faculty member, or whose academic work is supervised or evaluated by the faculty member; and
- A supervisor and an employee under the person's supervision.

A faculty member or other employee is prohibited from undertaking a romantic or sexual relationship or permitting one to develop with a student or supervisee who is enrolled in the person's class or is subject to that person's supervision or evaluation.

If a consensual, romantic or sexual relationship exists between an employee and another individual, and subsequent events create a supervisor/supervisee, faculty/student or similar relationship between them, the person with evaluative or supervisory authority is required to report the relationship to his or her supervisor so that evaluative functions can be reassigned if possible.

This procedure does not cover consensual relationships between individuals that do not require one to exercise direct or otherwise significant academic, administrative, supervisory, evaluative, counseling, or extracurricular authority or influence over the other.

This prohibition does not limit the right of an employee to make a recommendation on personnel matters concerning a person with whom they have a consensual relationship where the right to make recommendations on such personnel matters is explicitly provided for in the applicable collective bargaining agreement or compensation plan.

Part 4. Reporting Incidents of Discrimination/Harassment.

Subpart A. Reporting an incident. Any individual who believes she or he has been or is being subjected to conduct prohibited by University Policy #1010 is encouraged to report

the incident to the designated officer. The report/complaint should be brought as soon as possible after an incident occurs.

Any student, faculty member or employee who knows of, receives information about or receives a complaint of discrimination/harassment is strongly encouraged to report the information or complaint to Metropolitan State University's designated officer.

Subpart B. Duty to report. Administrators and supervisors shall refer allegations of conduct that they reasonably believe may constitute discrimination or harassment under University Policy #1010 to the designated officer, or in consultation with the designated officer may inquire into and resolve such matters.

Subpart C. Reports against a president. A report/complaint against a president of Metropolitan State University shall be filed with the Office of the Chancellor. However, complaints against a president shall be processed by Metropolitan State University if the president's role in the alleged incident was limited to a decision on a recommendation made by another administrator, such as tenure, promotion or non-renewal, and the president had no other substantial involvement in the matter.

Subpart D. Reports against Office of the Chancellor Employees or Board of Trustees. For reports/complaints that involve allegations against Office of the Chancellor employees, the responsibilities identified in this procedure as those of the president are the responsibilities of the chancellor. Reports/complaints that involve allegations against the chancellor or a member of the Board of Trustees shall be referred to the chair or vice chair of the Board for processing. Such reports/complaints may be assigned to appropriate system personnel or outside investigatory assistance may be designated.

Subpart E. False statements prohibited. Any individual who is determined to have provided false information in filing a discrimination report/complaint or during the investigation of such a report/complaint may be subject to disciplinary or corrective action.

Subpart F. Withdrawn complaints. If a complainant no longer desires to pursue a complaint, Metropolitan State University reserves the right to investigate and take appropriate action.

Part 5. Right to Representation.

In accordance with federal law and applicable collective bargaining agreement and personnel plan language, represented employees may have the right to request and receive union representation during an investigatory meeting.

Nothing in this procedure is intended to expand, diminish or alter in any manner whatsoever any right or remedy available under a collective bargaining agreement, personnel plan or law. Any disciplinary action imposed as a result of an investigation conducted under this procedure will be processed in accordance with the applicable collective bargaining agreement or personnel plan.

Part 6. Investigation and Resolution.

Metropolitan State University has an affirmative duty to take timely and appropriate action to stop behavior prohibited by University Policy #1010, conduct investigations and take appropriate action to prevent recurring misconduct.

Subpart A. Personal resolution. This procedure neither prevents nor requires the use of informal resolution by an individual who believes he or she has been subject to conduct in violation of University Policy #1010. In such a situation, the individual should clearly explain to the alleged offender as soon as possible after the incident that the behavior is objectionable and must stop. If the behavior does not stop or if the individual believes retaliation may result from the discussion, the individual should report to the designated officer. Under no circumstance shall an individual be required to use personal resolution to address prohibited behaviors.

Subpart B. Information privacy. Confidentiality of information obtained during an Investigation cannot be guaranteed; such information, however, will be handled in accordance with applicable federal and state data privacy laws.

Subpart C. Processing the complaint. The designated officer must be contacted in order to initiate a report/complaint under this procedure. The scope of the process used in each complaint/report shall be determined by the designated officer based on the complexity of the allegations, the number and relationship of individuals involved, and other pertinent factors.

1. **Jurisdiction.** The designated officer shall determine whether the report/complaint is one which should be processed through another Metropolitan State University procedure available to the complainant; if appropriate, the designated officer shall direct the complainant to that procedure as soon as possible.
2. **Conflicts.** The designated officer should identify to the president any real or perceived conflict of interest in proceeding as the designated officer for a specific complaint. If the president determines that a conflict exists, another designated officer shall be assigned.
3. **Information provided to complainant.** At the time the report/complaint is made, the designated officer shall:
 - a. Inform the complainant of the provisions of University Policy #1010 and this procedure;
 - b. Provide a copy of or Web address for University Policy #1010 and this procedure to the complainant;

- c. Determine whether other individuals are permitted to accompany the complainant during investigatory interviews and the extent of their involvement; and
 - d. Inform the complainant of the provisions of University Policy #1010 prohibiting retaliation.
4. **Complaint documentation.** The designated officer shall insure that the complaint is documented in writing. The designated officer may request, but not require, the complainant to document the complaint in writing.
5. **Information** provided to the respondent. At the time initial contact is made with the respondent, the designated officer shall inform the respondent in writing of the existence and general nature of the complaint and the provisions of the nondiscrimination policy. At the initial meeting with the respondent, the designated officer shall:
- a. Provide a copy of or Web address for University Policy #1010 and this procedure to the respondent;
 - b. Provide sufficient information to the respondent consistent with federal and state data privacy laws to allow the respondent to respond to the substance of the complaint;
 - c. Explain to the respondent that in addition to being interviewed by the designated officer, the respondent may provide a written response to the allegations;
 - d. Determine whether other individuals are permitted to accompany the respondent during investigative interviews and the extent of their involvement; and
 - e. Inform the respondent of the provisions of University Policy #1010 prohibiting retaliation.
6. **Investigatory process.** The designated officer shall:
- a. Conduct a fact-finding inquiry or investigation into the complaint, including appropriate interviews and meetings;
 - b. Inform the witnesses and other involved individuals of the prohibition against retaliation;
 - c. Create, gather and maintain investigative documentation as appropriate; disclose appropriate information to others only on a need to know basis

consistent with state and federal law, and provide a data privacy notice in accordance with state law; and

d. Handle all data in accordance with applicable federal and state privacy laws.

7. Interim Actions.

a. **Employee reassignment or administrative leave.** Under appropriate circumstances, the president may, in consultation with system legal counsel and labor relations, reassign or place an employee on administrative leave at any point in time during the report/complaint process. In determining whether to place an employee on administrative leave or reassignment, consideration shall be given to the nature of the alleged behavior, the relationships between the parties, the context in which the alleged incidents occurred and other relevant factors. Any action taken must be consistent with the applicable collective bargaining agreement or personnel plan.

b. **Student summary suspension or other action.** Under appropriate circumstances, the president or designee may, in consultation with system legal counsel, summarily suspend a student at any point in time during the report/complaint process. A summary suspension may be imposed only in accordance with Board Policy 3.6 and associated system procedures. After the student has been summarily suspended, the report/complaint process should be completed within the shortest reasonable time period, not to exceed nine (9) class days. During the summary suspension, the student may not enter the campus or participate in any university activities without obtaining prior permission from the president or designee. Other temporary measures may be taken in lieu of summary suspension where the president or designee determines such measures are appropriate.

8. **No basis to proceed.** At any point during the processing of the complaint, the designated officer may determine that there is no basis to proceed under University Policy #1010. The designated officer shall refer the complaint as appropriate. The designated officer shall notify the complainant and respondent of the outcome as appropriate, in accordance with applicable data privacy laws.

Subpart D. Resolution. After processing the complaint the designated officer may consider one or more of the following methods to resolve the complaint as appropriate:

1. Conduct or coordinate education/training;
2. Facilitate voluntary meetings between the parties;
3. Recommend separation of the parties, after consultation with appropriate Office of the Chancellor and Metropolitan State University officials;
4. Other possible outcomes may include recommending changes in workplace assignments, enrollment in a different course or program, or other appropriate action;

5. Metropolitan State University may use alternative dispute resolution or mediation services as a method of resolving discrimination or harassment complaints. Alternative dispute resolution and mediation options require the voluntary participation of all parties to the complaint;
6. Upon completion of the inquiry, the designated officer may dismiss or refer the complaint to others as appropriate.

Subpart E. Decision process. If the above methods have not resolved the complaint within a reasonable period of time to the satisfaction of the designated officer, or the designated officer feels additional steps should be taken, the procedures in this subpart shall be followed.

1. **Designated officer.** The designated officer shall:
 - a. Prepare an investigation report and forward it to the decision maker for review and decision;
 - b. Take additional investigative measures as requested by the decision maker; and
 - c. Be responsible for coordinating responses to requests for information contained in an investigation report in accordance with the Minnesota Government Data Practices Act and other applicable law including, but not limited to, the Family Educational Rights and Privacy Act (FERPA). In determining the appropriate response, the designated officer shall consult with the campus data practice compliance official and/or the Office of General Counsel.

2. **Decision Maker.** After receiving the investigation report prepared by the designated officer, the decision maker shall:
 - a. Determine whether additional steps should be taken prior to making the decision. Additional steps may include:
 1. A request that the designated officer conduct further investigative measures;
 2. A meeting with the complainant, respondent or other involved individuals. If a meeting involving a represented employee is convened, the complainant or respondent may choose to be accompanied by the bargaining unit representative, in accordance with the applicable collective bargaining agreement and federal and state law; and
 3. A request for additional information which may include a written response from the complainant or respondent relating to the allegations of the complaint.
 - b. Take other measures deemed necessary to determine whether a violation of University Policy #1010 has been established;
 - c. When making the decision, take into account the totality of the circumstances, including the nature and extent of the behaviors, the relationship(s) between the parties, the context in which the alleged incident(s) occurred, and other relevant factors;
 - d. Determine the nature, scope and timing of disciplinary or corrective action and the process for implementation if a violation of the nondiscrimination

- policy occurs. This may include consultation with Human Resources or supervisory personnel to determine appropriate discipline;
- e. As appropriate, consistent with applicable state and federal data privacy laws, report in writing to the complainant, respondent and the designated officer her or his findings, and the basis for those findings, as to whether University Policy #1010 has been violated. The written response to the complainant shall be provided within 60 days after a complaint is made unless reasonable cause for delay exists.
 - f. Conduct that is determined not to have violated University Policy #1010 shall be referred to another procedure for further action, if appropriate.

Part 7. University Action.

Metropolitan State University shall take the appropriate corrective action based on results of the investigation, and the designated officer shall make appropriate inquiries to ascertain the effectiveness of any corrective or disciplinary action. Complainants are encouraged to report any subsequent conduct that violates University Policy #1010, as well as allegations of retaliation.

Written notice to parties relating to discipline, resolutions, and/or final dispositions resulting from the report/complaint process is deemed to be official correspondence from Metropolitan State University. In accordance with state law, Metropolitan State University is responsible for filing the complaint disposition concerning complaints against employees with the Commissioner of Employee Relations within 30 days of final disposition.

Part 8. Appeal.

Subpart A. Filing an appeal. The complainant or the respondent may appeal the decision of the decision maker. An appeal must be filed in writing with the president or designee within ten (10) business days after notification of the decision. The appeal must state specific reasons why the complainant or respondent believes the decision was improper. In a complaint against a president or other official who reports directly to the chancellor, an appeal may be considered by the chancellor whether or not the chancellor served as the decision maker.

Subpart B. Effect of review. For employees represented by a collective bargaining agreement, an appeal under this procedure is separate and distinct from, and is not in any way related to, any contractual protections or procedures. During the pendency of the appeal, disciplinary or corrective action taken as a result of the decision shall be enforced. In addition, in cases involving sanctions of suspension for ten (10) days or longer, students shall be informed of their right to a contested case hearing under Minnesota Statutes Chapter 14.

Subpart C. Appeal process. The president or designee shall review the record and determine whether to affirm or modify the decision. The president or designee may receive additional information if the president or designee believes such information would aid in the consideration of the appeal. The decision on appeal shall be made within

a reasonable time and the complainant, respondent and designated officer shall be notified in writing of the decision, consistent with applicable state and federal data privacy laws. The decision on appeal exhausts the complainant's and respondents administrative remedies under this procedure except as provided herein.

Part 9. Education and Training.

Metropolitan State University shall provide education and training programs to promote awareness and prevent discrimination/harassment, such as educational seminars, 1B.1 Policy and 1B.1.1 Procedure training for all new employees entering the University system, 1B.1 Policy and 1B.1.1 Procedure training for current employees every two years, and informational resources. Compliance with training shall be documented by the Equal Opportunity and Diversity Office and/or the Department of Human Resources.

Part 10. Distribution of Board Policy 1B.1 and this Procedure.

Information regarding Board Policy 1B.1 and this procedure shall, at a minimum, be distributed to students at the time of registration and to employees at the beginning of employment. Distribution may be accomplished by posting on an internet Web site, provided all students and employees are directly notified of how to access the policy and procedure by an exact address, and that they may request a paper copy. Copies of the policy and procedure shall be conspicuously posted at appropriate locations at Metropolitan State University campuses at all times and shall include the designated officers' names, locations and telephone numbers.

Designated officers also must be identified by name, location and phone number in informational publications such as student catalogs, student and employee handbooks, bulletin boards, campus Web sites and other appropriate public announcements.

Part 11. Maintenance of Report/Complaint Procedure Documentation.

During and upon the completion of the complaint process, the complaint file shall be maintained in a secure location in the office of the designated officer for Metropolitan State University in accordance with the applicable records retention schedule. Access to the data shall be in accordance with the respective collective bargaining agreement or personnel plan, the Minnesota Government Data Practices Act, the Family Educational Rights and Privacy Act or other applicable law.

Section 2. Authority

This policy is issued pursuant to Metropolitan State University Policy #1010, Equal Opportunity and Nondiscrimination in Employment and Education, as well as Minnesota State Colleges and Universities Board Policy 1B.1 Equal Opportunity and Nondiscrimination in Employment and Education.

Section 3. Effective Date

This policy shall become effective upon signature by the president and shall remain in effect until modified or expressly revoked.

Section 4. Responsibility

The responsibility for administrative oversight of this university procedure is assigned to Metropolitan State University's Affirmative Action Officer.

Section 5. Review

This procedure will be reviewed and updated as needed.

Section 6. Approval

Issued on this date: _____ April 22, 2014 _____



Signed: _____

Sue K. Hammersmith, President

of 10

Statewide ADA Reasonable Accommodation Policy

Statewide HR/LR Policy #1433: ADA Reasonable Accommodation Policy

OBJECTIVE

The goals of this policy are:

- To ensure compliance with all applicable state and federal laws;
- To establish a written and readily accessible procedure regarding reasonable accommodation, including providing notice of this policy on all job announcements;
- To provide guidance and resources about reasonable accommodations;
- To provide a respectful interactive process to explore reasonable accommodations; and
- To provide a timely and thorough review process for requests for reasonable accommodation.

Policy Statement

State university must comply with all state and federal laws that prohibit discrimination against qualified individuals with disabilities in all employment practices. All state university must provide reasonable accommodations to qualified applicants and employees with disabilities unless to do so would cause an undue hardship or pose a direct threat. University must provide reasonable accommodation when:

- A qualified applicant with a disability needs an accommodation to have an equal opportunity to compete for a job;
- A qualified employee with a disability needs an accommodation to perform the essential functions of the employee's job; and
- A qualified employee with a disability needs an accommodation to enjoy equal access to benefits and privileges of employment (e.g., trainings, office sponsored events).

Scope

This policy applies to all employees of the Executive Branch and classified employees in the Office of Legislative Auditor, Minnesota State Retirement System, Public Employee Retirement System, and Teachers' Retirement System.

Definitions

A person who expresses interest in employment and satisfies the minimum requirements for application established by the job posting and job description.

Each university is required to appoint an ADA coordinator or designee, depending on university size, to direct and coordinate university compliance with Title I of the ADA.

- A significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated or reduced by reasonable accommodation.

The determination that an individual poses a direct threat shall be based on an individualized assessment of the individual's present ability to safely perform the essential functions of the job.

- Duties so fundamental that the individual cannot do the job without being able to perform them. A function can be essential if:

- The job exists specifically to perform the function(s); or
- There are a limited number of other employees who could perform the function(s); or
- The function(s) is/are specialized and the individual is hired based on the employee's expertise.

- A discussion between the employer and the individual with a disability to determine an effective reasonable accommodation for the individual with a disability. To be interactive, both sides must communicate and exchange information.

An individual who:

- Has a physical, sensory, or mental impairment that substantially limits one or more major life activities; or
- Has a record or history of such impairment; or
- Is regarded as having such impairment.

An individual who:

- Satisfies the requisite skill, experience, education, and other job-related requirements of the job that the individual holds or desires; and
- Can perform the essential functions of the position with or without reasonable accommodation.

- May include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working.

Major life activities also include the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

Information from the requestor's treating provider which is sufficient to enable the employer to determine whether an individual has a disability and whether and what type

of reasonable accommodation is needed when the disability or the need for accommodation is not obvious. Medical documentation can be requested using the standardized

An adjustment or alteration that enables a qualified individual with a disability to apply for a job, perform job duties, or enjoy the benefits and privileges of employment. Reasonable accommodations may include:

- Modifications or adjustments to a job application process to permit a qualified individual with a disability to be considered for a job; or
- Modifications or adjustments to enable a qualified individual with a disability to perform the essential functions of the job; or
- Modifications or adjustments that enable qualified employees with disabilities to enjoy equal benefits and privileges of employment.
- Modifications or adjustments may include, but are not limited to:
 - Providing materials in alternative formats like large print or Braille;
 - Providing assistive technology, including information technology and communications equipment, or specially designed furniture;
 - Modifying work schedules or supervisory methods;
 - Granting breaks or providing leave;
 - Altering how or when job duties are performed;
 - Removing and/or substituting a marginal function;
 - Moving to a different office space;
 - Providing telework;
 - Making changes in workplace policies;
 - Providing a reader or other staff assistant to enable employees to perform their job functions, where a reasonable accommodation cannot be provided by current staff;
 - Removing an architectural barrier, including reconfiguring work spaces;
 - Providing accessible parking;
 - Providing a sign language interpreter; or
 - Providing a reassignment to a vacant position.

Reassignment to a vacant position for which an employee is qualified is a “last resort” form of a reasonable accommodation. This type of accommodation must be provided to an employee, who, because of a disability, can no longer perform the essential functions of the position, with or without reasonable accommodation, unless the employer can show that it will be an undue hardship.

Any person an individual with a disability identifies to help during the reasonable accommodation process in terms of filling out paperwork, attending meetings during the interactive process to take notes or ask clarifying questions, or to provide emotional support.

- A specific reasonable accommodation would require significant difficulty or expense. Undue hardship is always determined on a case-by-case basis considering factors that include the nature and cost of the accommodation requested and the impact of the accommodation on the operations of the university. A state university is not required to provide accommodations that would impose an undue hardship on the operation of the university.

Exclusions

N/A

Statutory References

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-
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GENERAL STANDARDS AND EXPECTATIONS

Individuals who may request a reasonable accommodation include:

- Any qualified applicant with a disability who needs assistance with the job application procedure or the interview or selection process; or
- Any qualified university employee with a disability who needs a reasonable accommodation to perform the essential functions of the position; or
- A third party, such as a family member, friend, health professional or other representative, on behalf of a qualified applicant or employee with a disability, when the applicant or employee is unable to make the request for reasonable accommodation. When possible, the university must contact the applicant or employee to confirm that the accommodation is wanted. The applicant or employee has the discretion to accept or reject the proposed accommodation.

The university must abide by the _____, in obtaining or sharing information related to accommodation requests.

How to request a reasonable accommodation

A university applicant or employee may make a reasonable accommodation request to any or all of the following:

- Immediate supervisor or manager in the employee's chain of command;

- University Affirmative Action Officer/Designee;
- University ADA Coordinator;
- University Human Resources Office;
- Any university official with whom the applicant has contact during the application, interview and/or selection process.

Timing of the request

An applicant or employee may request a reasonable accommodation at any time, even if the individual has not previously disclosed the existence of a disability or the need for an accommodation. A request is any communication in which an individual asks or states that he or she needs the university to provide or change something because of a medical condition.

The reasonable accommodation process begins as soon as possible after the request for accommodation is made.

Form of the request

The applicant or employee is responsible for requesting a reasonable accommodation or providing sufficient notice to the university that an accommodation is needed.

An initial request for accommodation may be made in any manner (e.g., writing, electronically, in person or orally).

The individual requesting an accommodation does not have to use any special words and does not have to mention the ADA or use the phrase "reasonable accommodation" or "disability."

Oral requests must be documented in writing to ensure efficient processing of requests.

University request forms can be found at: "

When a supervisor or manager observes or receives information indicating that an employee is experiencing difficulty performing the job due to a medical condition or disability, further inquiry may be required. Supervisors or managers should consult with the university ADA Coordinator for advice on how to proceed.

When an employee needs the same reasonable accommodation on a repeated basis (e.g., the assistance of a sign language interpreter), a written request for accommodation is required the first time only. However, the employee requesting an accommodation must give appropriate advance notice each subsequent time the accommodation is needed. If the accommodation is needed on a regular basis (e.g., a weekly staff meeting), the university must make appropriate arrangements without requiring a request in advance of each occasion.

The interactive process entails:

Communication is a priority and encouraged throughout the entire reasonable accommodation process. The interactive process is a collaborative process between the employee and/or applicant and the university to explore and identify specific reasonable accommodation(s). (For information on the Interactive Process see the U.S. Department of Labor, Job Accommodation Network at <http://www.asanet.org>). This process is required when:

- The need for a reasonable accommodation is not obvious;
- The specific limitation, problem or barrier is unclear;
- An effective reasonable accommodation is not obvious;
- The parties are considering different forms of reasonable accommodation;
- The medical condition changes or fluctuates; or,
- There are questions about the reasonableness of the requested accommodation.

The interactive process should begin as soon as possible after a request for reasonable accommodation is made or the need for accommodation becomes known.

The process should ensure a full exchange of relevant information and communication between the individual and the university. An individual may request that the university ADA Coordinator, a union representative, or support person be present.

The university ADA Coordinator shall be consulted when:

- Issues, conflicts or questions arise in the interactive process; and
- Prior to denying a request for accommodation.

University responsibilities for processing the request

As the first step in processing a request for reasonable accommodation, the person who receives the request must promptly forward the request to the appropriate decision maker. At the same time, the recipient will notify the requestor who the decision maker is.

The President of the university or university head has the ultimate responsibility to ensure compliance with the ADA and this policy and appoint an ADA Coordinator.

The university ADA Coordinator is the university's decision maker for reasonable accommodation requests for all types of requests outside of the supervisors' and managers' authority. The university ADA Coordinator will work with the supervisor and manager, and where necessary, with university Human Resources, to implement the approved reasonable accommodation.

Institutional supervisors and managers are obligated to administer and support all employee accommodation plans. The University ADA authority approves all reasonable accommodation requests for low-cost purchases. For example:

Requests for standard office equipment that is needed as a reasonable accommodation and adaptive items costing less than \$100 requires a review by the ADA coordinator. Universities can adjust the dollar amount based on their needs.

Requests for a change in a condition of employment such as modified duties, or a change in schedule, or the location and size of an employee's workspace.

Universities can choose to delegate specific requests to supervisors or managers or require these types of requests to work through the university ADA Coordinator.

Analysis for processing requests

Before approving or denying a request for accommodation, the university decision maker with assistance from the university ADA Coordinator will:

1. Determine if the requestor is a qualified individual with a disability;
2. Determine if the accommodation is needed to:
 - Enable a qualified applicant with a disability to be considered for the position the individual desires;
 - Enable a qualified employee with a disability to perform the essential functions of the position; or
 - Enable a qualified employee with a disability to enjoy equal benefits or privileges of employment as similarly situated employees without disabilities;
3. Determine whether the requested accommodation is reasonable;
4. Determine whether there is a reasonable accommodation that will be effective for the requestor and the university; and
5. Determine whether the reasonable accommodation will impose an undue hardship on the university's operations.

An employee's accommodation preference is always seriously considered, but the university is not obligated to provide the requestor's accommodation of choice, so long as it offers an effective accommodation, or determines that accommodation would cause an undue hardship.

Obtaining medical documentation in connection with a request for reasonable accommodation

In some cases, the disability and need for accommodation will be reasonably evident or already known, for example, where an employee is blind. In these cases, the university will not seek further

medical documentation. If a requestor's disability and/or need for reasonable accommodation are not obvious or already known, the university ADA Coordinator may require medical information showing that the requestor has a covered disability that requires accommodation. The university ADA Coordinator may request medical information in certain other circumstances. For example when:

- The information submitted by the requestor is insufficient to document the disability or the need for the accommodation;
- A question exists as to whether an individual is able to perform the essential functions of the position, with or without reasonable accommodation; or
- A question exists as to whether the employee will pose a direct threat to himself/herself or others.

Where medical documentation is necessary, the university ADA Coordinator must make the request and use the

. The university ADA Coordinator must also obtain the requestor's completed and signed _____ before sending the Letter to, or otherwise communicating with, the medical provider. The employee may choose not to sign the Authorization. However, if the employee chooses not to sign the Authorization, it is the employee's responsibility to ensure that the university receives the requested medical information.

Only medical documentation specifically related to the employee's request for accommodation and ability to perform the essential functions of the position will be requested. When medical documentation or information is appropriately requested, an employee must provide it in a timely manner, or the university may deny the reasonable accommodation request. University must not request medical records; medical records are not appropriate documentation and cannot be accepted. **Supervisors and managers *must not* request medical information or documentation from an applicant or employee seeking an accommodation.** Such a request will be made by the university ADA Coordinator, if appropriate.

Confidentiality requirements

Medical information obtained in connection with the reasonable accommodation process must be kept confidential. All medical information obtained in connection with such requests must be collected and maintained on separate forms and in separate physical or electronic files from non-medical personnel files and records. Electronic copies of medical information obtained in connection with the reasonable accommodation process must be stored so that access is limited to only the university ADA Coordinator. Physical copies of such medical information must be stored in a locked cabinet or office when not in use or unattended. Generally, medical documentation obtained in connection with the reasonable accommodation process should only be reviewed by the university ADA Coordinator.

The university ADA Coordinator may disclose medical information obtained in connection with the reasonable accommodation process to the following:

- Supervisors, managers or university HR staff that have a need to know may be told about the necessary work restrictions and about the accommodations necessary to perform the employee's duties. However, information about the employee's medical condition should only be disclosed if strictly necessary, such as for safety reasons;
- First aid and safety personnel may be informed, when appropriate, if the employee may require emergency treatment or assistance in an emergency evacuation;
- To consult with the State ADA Coordinator or Employment Law Counsel at MMB, or the Attorney General's Office about accommodation requests, denial of accommodation requests or purchasing of specific assistive technology or other resources; or
- Government officials assigned to investigate university compliance with the ADA.

Whenever medical information is appropriately disclosed as described above, the recipients of the information must comply with all confidentiality requirements.

The fact that an individual is receiving an accommodation because of a disability is confidential and may only be shared with those individuals who have a need to know for purposes of implementing the accommodation, such as the requestor's supervisor and the university ADA Coordinator.

General summary information regarding an employee's or applicant's status as an individual with a disability may be collected by university equal opportunity officials to maintain records and evaluate and report on the university's performance in hiring, retention, and processing reasonable accommodation requests.

Approval of requests for reasonable accommodation

As soon as the decision maker determines that a reasonable accommodation will be provided, the university ADA Coordinator will process the request and provide the reasonable accommodation in as short of a timeframe as possible. The time necessary to process a request will depend on the nature of the accommodation requested and whether it is necessary to obtain supporting information. If an approved accommodation cannot be provided within a reasonable time, the decision maker will inform the requestor of the status of the request before the end of 30 days. Where feasible, if there is a delay in providing the request, temporary measures will be taken to provide assistance.

Once approved, the reasonable accommodation should be documented for record keeping purposes and the records maintained by the university ADA Coordinator.

Funding for reasonable accommodations

The university must specify how the university will pay for reasonable accommodations.

Procedures for reassignment as a reasonable accommodation

Reassignment to a vacant position is an accommodation that must be considered if there are no effective reasonable accommodations that would enable the employee to perform the essential functions of his/her current job, or if all other reasonable accommodations would impose an undue hardship.

The university ADA Coordinator will work with university Human Resources staff and the requestor to identify appropriate vacant positions within the university for which the employee may be qualified and can perform the essential functions of the vacant position, with or without reasonable accommodation. Vacant positions which are equivalent to the employee's current job in terms of pay, status, and other relevant factors will be considered first. If there are none, the university will consider vacant lower level positions for which the individual is qualified. The EEOC recommends that the university consider positions that are currently vacant or will be coming open within at least the next 60 days.

Denial of requests for reasonable accommodation

The university ADA Coordinator must be contacted for assistance and guidance prior to denying any request for reasonable accommodation. The university may deny a request for reasonable accommodation where:

- The individual is not a qualified individual with a disability;
- The reasonable accommodation results in undue hardship or the individual poses a direct threat to the individual or others. Undue hardship and direct threat are determined on a case-by-case basis with guidance from the university ADA Coordinator; or
- Where no reasonable accommodation, including reassignment to a vacant position, will enable the employee to perform all the essential functions of the job.

The explanation for denial must be provided to the requestor in writing. The explanation should be written in plain language and clearly state the specific reasons for denial. Where the decision maker has denied a specific requested accommodation, but has offered a different accommodation in its place, the decision letter should explain both the reasons for denying the accommodation requested and the reasons that the accommodation being offered will be effective.

Consideration of undue hardship

An interactive process must occur prior to the university making a determination of undue hardship. Determination of undue hardship is made on a case-by-case basis and only after consultation with the university's ADA Coordinator. In determining whether granting a reasonable accommodation will cause an undue hardship, the university considers factors such as the nature and cost of the

accommodation in relationship to the size and resources of the university and the impact the accommodation will have on the operations of the university.

University may deny reasonable accommodations based upon an undue hardship. Prior to denying reasonable accommodation requests due to lack of financial resources, the university will consult with the State ADA Coordinator at MMB.

Determining direct threat

The determination that an individual poses a “direct threat,” (i.e., a significant risk of substantial harm to the health or safety of the individual or others) which cannot be eliminated or reduced by a reasonable accommodation, must be based on an individualized assessment of the individual's present ability to safely perform the essential functions of the job with or without reasonable accommodation. A determination that an individual poses a direct threat cannot be based on fears, misconceptions, or stereotypes about the individual's disability. Instead, the university must make a reasonable medical judgment, relying on the most current medical knowledge and the best available objective evidence.

In determining whether an individual poses a direct threat, the factors to be considered include:

- Duration of the risk;
- Nature and severity of the potential harm;
- Likelihood that the potential harm will occur; and
- Imminence of the potential harm.

Appeals process in the event of denial

In addition to providing the requestor with the reasons for denial of a request for reasonable accommodation, university must designate a process for review when an applicant or employee chooses to appeal the denial of a reasonable accommodation request. This process:

- Must include review by an university official;
- May include review by the State ADA Coordinator; and/or
- Must inform the requestor of the statutory right to file a charge with the Equal Employment Opportunity Commission or the Minnesota Department of Human Rights.

Information tracking and records retention

Universities must track reasonable accommodations requested and report once a year by September 1st to MMB the number and types of accommodations requested, approved, denied and other relevant information.

Universities must retain reasonable accommodation documentation according to the university's document retention schedule, but in all cases for at least one year from the date the record is made or the personnel action involved is taken, whichever occurs later. 29 C.F.R. § 1602.14.

RESPONSIBILITIES

- Adoption and implementation of this policy and development of reasonable accommodation procedures consistent with the guidance in this document.
- Provide advice and assistance to state university and maintain this policy.

Please review the following forms:

-
-
-

REFERENCES

- *, Enforcement Guidance*
- Pre-employment Disability-Related Questions and Medical Examinations at 5, 6-8, 20, 21-22, 8 FEP Manual (BNA) 405:7191, 7192-94, 7201 (1995).
- Workers' Compensation and the ADA at 15-20, 8 FEP Manual (BNA) 405:7391, 7398-7401 (1996).
- The Americans with Disabilities Act and Psychiatric Disabilities at 19-28, 8 FEP Manual (BNA) 405:7461, 7470-76 (1997).
- Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act (October 17, 2002), (clarifies the rights and responsibilities of employers and individuals with disabilities regarding reasonable accommodation and undue hardship).
- Disability-Related Inquiries and Medical Examinations of Employees (explains when it is permissible for employers to make disability-related inquiries or require medical examinations of employees).
- Fact Sheet on the Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964 at 6-9, 8 FEP Manual (BNA) 4055:7371.

The _____ and _____ prohibit employers from using genetic information when making decisions regarding employment.

prohibits employers from treating people differently in employment because of their race, color, creed, religion, national origin, sex, marital status, familial status, disability, public assistance, age, sexual orientation, or local human rights commission activity. The MHRA requires an employer to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, except when such accommodation would cause undue hardship or where the individual poses a direct threat to the health or safety of the individual or others. The MHRA prohibits requesting or requiring information about an individual's disability prior to a conditional offer of employment.

The is a federal law requiring covered employers to provide eligible employees twelve weeks of job-protected, unpaid leave for qualified medical and family reasons.

directs university to make efforts to hire more individuals with disabilities and report on progress.

CONTACTS

Equal Opportunity Office at Minnesota Management and Budget via

REASONABLE ACCOMMODATION FORM

**State of Minnesota – Metropolitan State University
Employee/Applicant Request for Americans with Disabilities Act (“ADA”) Reasonable
Accommodation Form**

The State of Minnesota is committed to complying with the Americans with Disabilities Act (“ADA”) and the Minnesota Human Rights Act (“MHRA”). To be eligible for an ADA accommodation, you must be 1) qualified to perform the essential functions of your position and 2) have a disability that limits a major life activity or function. The ADA Coordinator/Designee will review each request on an individualized case-by-case basis to determine whether or not an accommodation can be made.

Employee/Applicant Name:	Job Title:
Work Location:	Phone Number:

Data Privacy Statement: This information may be used by your agency human resources representative, ADA Coordinator or designee, your agency legal counsel, or any other individual who is authorized by your agency to receive medical information for purposes of providing reasonable accommodations under the ADA and MHRA. This information is necessary to determine whether you

have a disability as defined by the ADA or MHRA, and to determine whether any reasonable accommodation can be made. The provision of this information is strictly voluntary; however, if you refuse to provide it, your agency may refuse to provide a reasonable accommodation.

A. Questions to clarify accommodation requested.

1. What specific accommodation are you requesting?
2. If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore?

YES NO

- a. If yes, please explain.

B. Questions to document the reason for the accommodation request (*please attach additional pages if necessary*).

Reasonable Accommodation Request Form, Page 2

1. What, if any, employment benefits are you having difficulty accessing?
2. What limitation, as result of your physical or mental impairment, is interfering with your ability to perform your job or access an employment benefit?
3. If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job?

Information Pertaining to Medical Documentation: In the context of assessing an accommodation request, medical documentation may be needed to determine if the employee has a disability covered by the ADA and to assist in identifying an effective accommodation. The ADA Coordinator or designee in each agency is tasked with collecting necessary medical documentation. In the event that medical documentation is needed, the employee will be provided with the appropriate forms to submit to their medical provider. The employee has the responsibility to ensure that the medical provider follows through on requests for medical information.

This form does not cover, and the information to be disclosed should not contain, genetic information. "Genetic Information" includes: information about an individual's genetic tests; information about genetic tests of an individual's family members; information about the manifestation of a disease or disorder in an individual's family members (family medical history); an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or a family member of the individual; and genetic information of a fetus carried by an individual or by a pregnant woman who is a family member of the

individual and the genetic information of any embryo legally held by the individual or family member using an assisted reproductive technology.

Employee/Applicant Signature: _____

Date: _____

Evacuation Procedure for Individuals with Disabilities or Otherwise in Need of Assistance

Knowledge and preparation by both individuals needing assistance and those who don't, is key to reducing the impact of emergencies. When developing a plan, safety needs should be determined on a case-by-case basis because it varies with each individual and building.

Everyone has a responsibility to develop their own personal emergency evacuation plan; this includes individuals with disabilities or individuals who will need assistance during evacuation. The Americans with Disabilities Act Coordinator or designee in each university will work to develop a plan and consult the appropriate building and safety personnel.

Directors, managers, and supervisors should review the emergency evacuation procedures with staff, including informing all staff that if additional assistance may be needed, and individuals with disabilities should contact the university contact(s) below to request the type of assistance they may need. Each person below is located at 700 East Seventh Street St. Paul, MN.

Kristin Jorenby	Director of Center for Accessibility Resources	STP NM L223C	651.793-1540
Craig Morris	Affirmative Action Officer and Chief Diversity Officer	FH 314	651.793-1272 651.793-1274
Thomas Maida	Director of Public Safety	STP FH 324	651.793-1725
Ms. Deb Gehrke	Chief Human Resources Officer	FH 309	651.793-1278

Evacuation Options:

Individuals with disabilities have four basic, possibly five, evacuation options

- **Horizontal evacuation:** Using building exits to the outside ground level or going into unaffected wings of multi-building complexes;
- **Stairway evacuation:** Using steps to reach ground level exits from building;
- **Shelter in place:** Unless danger is imminent, remain in a room with an exterior window, a telephone, and a solid or fire resistant door. If the individual requiring special evacuation assistance remains in place, they should dial 911 immediately and report their location to emergency services, who will in turn relay that information to on-site responders. The shelter in place approach may be more appropriate for sprinkler protected buildings where an area of refuge is not nearby or available. It may be more appropriate for an individual who is alone when the alarm sounds;
- **Area of rescue assistance:** Identified areas that can be used as a means of egress for individuals with disabilities. These areas, located on floors above or below the building's exits, can be used by individuals with disabilities until rescue can be facilitated by emergency responders; and/or
- **For university equipped with an evacuation chair:** Evacuation chairs or a light-weight solution to descending stairways can be used and generally require single user operation. If an university is equipped with an evacuation chair, best practice indicates that all employees are trained and have practiced evacuating using an evacuation chair.

Appendix D. Evacuation Procedures for Individuals with Mobility, Hearing, or Visual Disabilities:

Individuals with disabilities should follow the following procedures:

- **Mobility disabilities (individuals who use wheelchairs or other personal mobility devices ("PMIDs")):** Individuals using wheelchairs should be accompanied to an area of rescue assistance by an employee or shelter in place when the alarm sounds. The safety and security staff will respond to each of the areas of rescue assistance every time a building evacuation is initiated to identify the individuals in these areas and notify to emergency responders how many individuals need assistance to safely evacuate. Mobility impaired individuals are to report to elevator lobbies as a safe haven to wait for assistance from the responding fire department and/or safety officer. Able bodied individuals may notify fire fighters and the Safety Office of the location of those individuals and, as appropriate, their attendant.

- **Mobility disabilities (individuals who do not use wheelchairs):** Individuals with mobility disabilities, who are able to walk independently, may be able to negotiate stairs in an emergency with minor assistance. If danger is imminent, the individual should wait until the heavy traffic has cleared before attempting the stairs. If there is no immediate danger (detectable smoke, fire, or unusual odor), the individual with a disability may choose to wait at the area of rescue assistance until emergency responders arrive to assist them.
- **Hearing disabilities:** The University's buildings are equipped with fire alarm horns/strobes that sound the alarm and flash strobe lights. The strobe lights are for individuals with who are deaf and/or hard of hearing. Individuals with hearing disabilities may not notice or hear emergency alarms and will need to be alerted of emergency situations.
- **Visual disabilities:** The University's buildings are equipped with fire alarm horn/strobes that sound the alarm and flash strobe lights. The horn will alert individuals who are blind or have visual disabilities of the need to evacuate. Most individuals with visual disabilities will be familiar with their immediate surroundings and frequently traveled routes. Since the emergency evacuation route is likely different from the common traveled route, individuals with visual disabilities may need assistance in evacuating. The assistant should offer assistance, and if accepted, guide the individual with a visual disability through the evacuation route.

Severe Weather Evacuation Options:

Individuals in need of assistance during an evacuation have three evacuation options based on their location in their building:

- **Horizontal evacuation:** If located on the ground or basement floor, severe weather shelter areas are located throughout each floor;
- **Elevator evacuation:** If there are no safe areas above the ground floor, the elevator may be used to evacuate to the ground or basement levels; and/or
- **Shelter in Place:** Seeking shelter in a designated severe weather shelter and remaining there until the all clear is used.

Utilization Analysis Tables and Two-Factor Worksheets

(Redacted data table used. Total employees results with fewer than 11 in category have been redacted to not reveal any persons identity.)

Appendix E Underutilization Metropolitan State University - Internal Use Only
JOB CATEGORY AVAILABILITY/UTALIZATION/UNDERUTALIZATION ANALYSIS & ANNUAL GOALS
 Worksheet for comparing incumbency to availability and setting goals to correct underutilization.

Availability as of 5/1/2018 (revised 8/26/2019)

WOMEN									
Job Categories	Total Employees in Job Group	Total Number of Women in Group	% of Women in the Group	Availability %	Availability Number	AAP 2018-2020 Number Underutilized	AAP 2016-2018 Number Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	14		50.00%	40.40%	6	0	3	Improved	+4
Education Administrators			28.57%	40.40%	3	1	0	Not Improved	-1
Professionals	203	121	59.61%	53.70%	109	0	10	Improved	+22
Resident Faculty	188	109	57.98%	47.60%	89	0	0	Same	+20
Community Faculty	241	115	47.72%	47.60%	115	0	1	Improved	+1
Office/Clerical	83	64	77.11%	61.30%	51	0	0	Same	+13
Skilled Craft			0.00%	6.50%	0	0	0	Same	0
Technicians			85.71%	51.00%	4	0	2	Improved	+4
Service Maintenance			0.00%	43.90%	1	1	1	Same	0
Paraprofessionals	37	18	48.65%	61.30%	23	5	0	Not Improved	-5
Totals	785	442	56.31%						

MINORITIES									
Job Categories	Total Employees in Job Group	Total Number of Minorities in Group	% of Minorities in the Group	Availability %	Availability Number	AAP 2018-2020 Number Underutilized	AAP 2016-2018 Number Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	14		28.57%	21.70%	3	0	0	Same	+1
Education Administrators			14.29%	21.70%	2	1	0	Not Improved	-1
Professionals	203	67	33.00%	12.50%	25	0	0	Same	+42
Resident Faculty	188	53	28.19%	24.90%	47	0	0	Same	+6
Community Faculty	241	50	20.75%	24.90%	60	10	1	Not Improved	-9
Office/Clerical	83	32	38.55%	13.40%	11	0	0	Same	+21
Skilled Craft			0.00%	12.20%	0	0	0	Same	0
Technicians			42.86%	14.00%	1	0	6	Improved	+8
Service Maintenance			50.00%	26.60%	1	0	2	Improved	+2
Paraprofessionals	37		24.32%	13.40%	5	0	0	Same	+4
Totals	785	220	28.03%						

INDIVIDUALS WITH DISABILITIES									
Job Categories	Total Employees in Job Group	Total Number of Indiv./ with Disabilities in Group	% of Indiv. w/ Disabilities in the Group	Availability %	Availability Number	AAP 2018-2020 Number Underutilized	AAP 2016-2018 Number Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	14		7.14%	7.00%	1	0	0	Same	0
Education Administrators			14.29%	7.00%	0	0	4	Improved	+5
Professionals	203	17	8.37%	7.00%	14	0	16	Improved	+19
Resident Faculty	188		3.72%	7.00%	13	6	7	Improved	+1
Community Faculty	241		3.73%	7.00%	17	8	8	Same	0
Office/Clerical	83		0.00%	7.00%	6	0	7	Improved	+7
Skilled Craft			7.23%	7.00%	0	0	3	Improved	+3
Technicians			0.00%	7.00%	0	0	3	Improved	+3
Service Maintenance			0.00%	7.00%	0	0	3	Improved	+3
Paraprofessionals	37		5.41%	7.00%	3	1	0	Not Improved	-1
Totals	785	43	5.48%						

VETERANS									
Job Categories	Total Employees in Job Group	Total Number of Veterans in Group	% of Veterans in the Group	Availability %	Availability Number	AAP 2018-2020 Number Underutilized	AAP 2016-2018 Number Underutilized	Improved, Not Improved, Same	Numerical Difference in the Two Plans
Officials/Administrators	14		7.14%	8.00%	1	0	0	Same	0
Education Administrators			0.00%	8.00%	1	1	7	Improved	+6
Professionals	203		3.94%	8.00%	16	8	4	Not Improved	-4
Resident Faculty	188		1.06%	8.00%	15	13	12	Not Improved	-1
Community Faculty	241		3.73%	8.00%	19	10	13	Improved	+3
Office/Clerical	83		0.00%	8.00%	7	6	2	Not Improved	-4
Skilled Craft			1.20%	8.00%	0	0	2	Improved	+2
Technicians			0.00%	8.00%	1	1	8	Improved	+7
Service Maintenance			0.00%	8.00%	0	0	3	Improved	+3
Paraprofessionals	37		0.00%	8.00%	3	3	0	Not Improved	-3
Totals	785	21	2.68%						

Source: American Fact Finder, operated by the U.S. Census Bureau. Labor Statistics for women and minorities compiled from the American Community Survey (2006-2010), released in March of 2013. Statistics for individuals with disabilities and veterans are taken from OFCCP (Office of Federal Contract Compliance Programs) and are based upon data derived from the American Community Surveys (2006-2010).

Total employees results with fewer than 11 in category have been redacted to not reveal any persons identity

**Appendix F. Metropolitan State University
SEPARATION ANALYSIS**

TOTAL SEPARATIONS										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification	13	2.88%		61.54%		61.54%		7.69%		7.69%
Resignations	109	24.17%	70	64.22%	32	29.36%		3.67%		3.67%
Enhanced Separation		0.89%		25.00%		25.00%		0.00%		0.00%
Retirement	27	5.99%	18	66.67%		18.52%		7.41%		0.00%
Deaths		1.11%		0.00%		0.00%		0.00%		0.00%
Lay-off		0.44%		50.00%		50.00%		50.00%		0.00%
Termination without Rights	291	64.52%	179	61.51%	74	25.43%		3.09%		3.09%
Total Separations	451	100.00%	277	61.42%	121	26.83%	17	3.77%	14	3.10%

OFFICIALS/ADMINISTRATORS										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification		16.67%		50.00%		0.00%	0	0.00%		50.00%
Resignations		50.00%		33.33%		33.33%	0	0.00%		0.00%
Enhanced Separation		0.00%		0.00%		0.00%	0	0.00%		0.00%
Retirement		8.33%		0.00%		0.00%	0	0.00%		0.00%
Deaths		16.67%		0.00%		0.00%	0	0.00%		0.00%
Lay-off		0.00%		0.00%		0.00%	0	0.00%		0.00%
Termination without Rights		8.33%		0.00%		0.00%	0	0.00%		0.00%
Total Separations	12	100.00%		25.00%		16.67%	0	0.00%		8.33%

EDUCATION ADMINISTRATORS										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification		0.00%		0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations		0.00%		0.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation		0.00%		0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement		0.00%		0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths		50.00%		0.00%	0	0.00%	0	0.00%	0	0.00%

Lay-off		0.00%		0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights		50.00%		100.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations		100.00%		50.00%	0	0.00%	0	0.00%	0	0.00%

PROFESSIONALS										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification		5.15%		40.00%		80.00%		0.00%		0.00%
Resignations	47	48.45%	31	65.96%	19	40.43%		8.51%		4.26%
Enhanced Separation		4.12%		25.00%		25.00%		0.00%		0.00%
Retirement		8.25%		100.00%		12.50%		0.00%		0.00%
Deaths		1.03%		0.00%		0.00%		0.00%		0.00%
Lay-off		2.06%		50.00%		50.00%		50.00%		0.00%
Termination without Rights	30	30.93%	21	70.00%	14	46.67%		13.33%		0.00%
Total Separations	97	100.00%	64	65.98%	40	41.24%		9.28%		2.06%

RESIDENT FACULTY										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification		3.70%		100.00%		100.00%		0.00%	0	0.00%
Resignations	12	44.44%		58.33%		8.33%		0.00%	0	0.00%
Enhanced Separation		0.00%		0.00%		0.00%		0.00%	0	0.00%
Retirement		33.33%		44.44%		33.33%		11.11%	0	0.00%
Deaths		0.00%		0.00%		0.00%		0.00%	0	0.00%
Lay-off		0.00%		0.00%		0.00%		0.00%	0	0.00%
Termination without Rights		18.52%		40.00%		0.00%		0.00%	0	0.00%
Total Separations	27	100.00%	14	51.85%		18.52%		3.70%	0	0.00%

COMMUNITY FACULTY										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification		0.00%		0.00%		0.00%		0.00%		0.00%
Resignations	11	4.35%		54.55%		36.36%		0.00%		0.00%
Enhanced Separation		0.00%		0.00%		0.00%		0.00%		0.00%
Retirement		1.58%		25.00%		25.00%		0.00%		0.00%
Deaths		0.40%		0.00%		0.00%		0.00%		0.00%

Lay-off		0.00%		0.00%		0.00%		0.00%		0.00%
Termination without Rights	237	93.68%	144	60.76%	55	23.21%		1.69%		3.80%
Total Separations	253	100.00%	151	59.68%	60	23.72%		1.58%		3.56%

OFFICE/CLERICAL										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification		4.17%		100.00%		50.00%		0.00%		0.00%
Resignations	25	52.08%	18	72.00%		24.00%		0.00%		8.00%
Enhanced Separation		0.00%		0.00%		0.00%		0.00%		0.00%
Retirement		8.33%		100.00%		0.00%		25.00%		0.00%
Deaths		0.00%		0.00%		0.00%		0.00%		0.00%
Lay-off		0.00%		0.00%		0.00%		0.00%		0.00%
Termination without Rights	17	35.42%	11	64.71%		29.41%		5.88%		0.00%
Total Separations	48	100.00%	35	72.92%	12	25.00%		4.17%		4.17%

SKILLED CRAFT										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

TECHNICIANS										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification		0.00%		0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations		100.00%		100.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation		0.00%		0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement		0.00%		0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths		0.00%		0.00%	0	0.00%	0	0.00%	0	0.00%

Lay-off		0.00%		0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights		0.00%		0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations		100.00%		100.00%	0	0.00%	0	0.00%	0	0.00%

SERVICE MAINTENANCE										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Resignations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Enhanced Separation	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Retirement	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Deaths	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Lay-off	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Termination without Rights	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total Separations	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%

PARAPROFESSIONALS										
Types of Separation	Total Number	Total Percentage	Total Number of Women	Percentage of Women	Total Number of Minorities	Percentage of Minorities	Total Number of Indiv w/Disabilities	Percentage of Indiv w/Disabilities	Total Number of Veterans	Percentage of Veterans
Dismissal or Non-Certification		27.27%		66.67%		66.67%		33.33%	0	0.00%
Resignations		63.64%		71.43%		0.00%		0.00%	0	0.00%
Enhanced Separation		0.00%		0.00%		0.00%		0.00%	0	0.00%
Retirement		9.09%		100.00%		0.00%		0.00%	0	0.00%
Deaths		0.00%		0.00%		0.00%		0.00%	0	0.00%
Lay-off		0.00%		0.00%		0.00%		0.00%	0	0.00%
Termination without Rights		0.00%		0.00%		0.00%		0.00%	0	0.00%
Total Separations	11	100.00%		72.73%		18.18%		9.09%	0	0.00%